

THE EFFECT OF TRAINING AND DEVELOPMENT
PROVIDED BY ORGANIZATION TOWARDS
EMPLOYEE PRODUCTIVITY IN HOTEL INDUSTRY

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
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PREFACE

The research study that is conducted by our group is basically a part of the requirement by our degree course. It is compulsory for us to conduct this research study to complete our course Bachelor of Business Administration (Hons).

Our research study topic is “The Effect of Training and Development provided by Organization towards Employee Productivity in Hotel Industry”

This paper is prepared to assist the manager or researcher in hotel industry of Malaysia to identify and examine the relationship between the factors of training and development with employee productivity in hotel industry. This is because there are low standard of performance and low employee productivity going to be a serious problem in hotel industry.

In this research study, we outline the five important variables that have influences towards the employee productivity in hotel industry. The variables include training method, training period, selection of trainers, delivery styles and comfort and convenience. These five variables play important roles in determining the possible factors that might influence the employee productivity of hotel employees.

The research is divided into five parts which include Chapter 1, provided the introduction of the research background. Chapter 2 is the literature review that contains discussion and evaluation of article or research result studies in the relation of our research topic. Chapter 3 is the research methods that will be used to analyze our data. Chapter 4 is the analysis of the result of the data collected while Chapter 5 will be a summary, recommendations and conclusion of the research.

Grateful acknowledgement is here made to Mr. Peramjit Singh a/l Balbir Singh who guides us in doing this research. This research would not reach its present form without his invaluable help.

ABSTRACT

The objective of this research is to investigate and gain a better understanding on the relationship between training and development provided by the organization on hotel employee productivity in Malaysia. The training and development variables (training method, training period, selection of trainers, delivery styles, and comfort and convenience) that affecting on hotel employee productivity will be discussed in this research. The hypothesis in this research will be supported by previous studies done by other researchers.

In this research, a total number of 158 questionnaires are collected from the respondent in the hotel human resource departmental personnel in Ipoh, Perak and Kuantan, Pahang. In order to obtain the relevant data analysis such as reliability analysis, frequency analysis, pearson correlation coefficient analysis, and multi-linear regression analysis, SAS Enterprise Guide 5.1 software will be used to run the data collected.

Throughout the research, the result shown that there is a positive significant relationship between the independent variables (training method, training period, selection of trainers, delivery styles, and comfort and convenience) and dependent variable (employee productivity). Lastly, this research will be concluded with the discussions, limitations, and recommendations for the research.

Keywords: Employee Productivity, Training Method, Training Period, Selection of Trainers, Delivery Styles, Comfort and Convenience

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

Our research is aim to study on the effect of training and development provided by organization towards employee productivity in hotel industry. This chapter provides a detailed introduction of our study which includes the background of this research, explanation of problem statement, research objectives and research questions. At the end of this chapter, significance of the study, chapter layout and conclusion will be provided.

1.1 Research Background

The hoteliers are currently in an intense competitive situation. In Malaysia, this sector is gaining popularity that contributes to the growth of Malaysia Gross Domestic Product (GDP) (Abdullah et al., 2009). Researchers advised that it is important for the organization to sustain and improve the employee service quality in hotel industry fit to the standard, in order to survive and thrive in today competitive business environment. Therefore, upgrading the quality of services and reinforce of the hotel operations are the critical task which important to hotel (Hwang & Chang, 2003). One of the solutions to increase the service quality for hotel industry is to provide the employees training and development programme.

Training is said to be a systematic process through which an organization's human resource department able to gain knowledge and develop skills by giving out instruction and practical activities that will result in improved corporate performance, whereas development represents a future-oriented investment for employees. In order to conduct an effective training and development programme, human resource departmental personnel has to assess the training needs, preparing

the training plan, specifying the training objectives, and lastly design the appropriate training programme (Nickson, 2007).

There are several elements that the organization needs to be takes into consideration when they offer the training and development programme to employees. First and foremost, organization has to decide the types of training methods used by managers and trainers in training programs. Such training methods include on-the-job training, group training and behaviour modelling, which will be discussed in following chapter. Different training methods used during the training and development programme will also affect the training outcomes after the training period ends. Therefore the organization need to have an effective design in training programs in order to make sure all the trainees able to adapt and understand the training provided by the organization. Other than that, the training period will greatly affect the employee's interest and focus on the training programme given. Therefore, a short yet precise training duration is always recommended when conducting a training program.

Selection of trainers and delivery styles are also the essential elements in the part of training and development because employees are very conscious about it. Thus, it is necessary for organization to hire a qualified and experienced trainer, and the trainer has to make sure that he able to engage its audience during the training session and all the trainees are understand the objective and focus during the training program given. Lastly, the organization should also concern about the comfort and convenience level of employees during the training and development programme.

1.2 Problem Statement

Hotel industry is also known as service industry and it is all related to direct service to customer. Employee productivity found far more important in hotel industry as compared to other industry. Comfort level of employee is important because when employee feels unsatisfied with the working environment or uncomfortable with their work can directly affect their work productivity. Employees will not be motivated, feeling stressful and depressed on doing their daily work activity and hence reduce the overall productivity level. For example, in hotel industry employee productivity is related to customer satisfaction and at the end resulted in hotel's revenue. Therefore, training and development provided by organization is important for employee to enhance themselves to adapt to the work environment, improve their workload capacity, and let them to have specific knowledge and skills towards their job.

Customer satisfaction drives by service performance and resulted from the quality of the services. The quality services provided by hotel reflect their service performance. Therefore, service quality is something each customer expects and something they value when they pursue a service. In hotel industry, the customer satisfaction is the result of service performance. If a hotel with low service quality will not able to attain customer loyalty and this will contribute a negative impact to the company's image as the number of guests continues to decrease. Guests will tend to find other alternatives and avoid any bad experienced they had faced with the hotel (Kiruthiga & Magesh 2015).

Occupancy rate is one of the important issues in the hotel industry. Occupancy rate reflects the ability of how a hotel and its employee attract customers to a particular hotel. The level of customer satisfaction is represents by how well the hotel able to retain and attract customer in an effective way (Brun, 2010). The occupancy rates for big hotels (three stars and above) are increasing year by year. But for some small hotel below three stars, the occupancy rate is not reached satisfactory level (Tourism Malaysia, 2015). Besides, 100 per cent occupancy rate is hardly to hit by hotel unless it is a peak season, such as New Year or Christmas.

For example, in the hotel of India, the average occupancy rate was only 59.7 per cent (Kiruthiga & Magesh, 2015).

Service quality is also one of the important issues in hotel industry as it will affect the customer satisfaction level and thus influence the overall organizational profitability (Gunarathne, 2014). Poor performance of employee and low level of service quality may cause a serious problem in service sector especially in hotel industry. According to researchers, the hotel operators in Malaysia, particularly for those rated below three stars are still comfortable with their current position. This is because most of their customers are those people who looking for low price accommodation despite of the service quality (Abdullah & Hamdan 2012). However, Malaysia is slowly heading towards a high-income nation and the people are becoming more sensitive with service quality (Kiruthiga & Magesh, 2015). When the customer not satisfied with the services provided by the hotel, they would go for other alternatives such as higher rated hotels and this might create a major problem for others hotel in Malaysia which are small and medium in size.

1.3 Research Objectives

For this section, this research will show a better understanding on the derivation effect of training and development and the correlation with the employee productivity of hotel industry's employee.

1.3.1 General Objective

The main purpose of this study is to present an insight as well as penetrate deeply understanding of the effect of training and development that would affect the employee productivity in an organization. Furthermore, another aim of this research is to recognize whether the variables such as training method, training period, selection of trainers, delivery styles and comfort and convenience would have impact on employee productivity in organization. Ultimately, the particular objectives of this research have written as follow:

1.3.2 Specific Objectives

The main purposes of this research are to:

1. Examine the relationship between training method and employee productivity in hotel industry.
2. Examine the relationship between training period and employee productivity in hotel industry.
3. Examine the relationship between selection of trainers and employee productivity in hotel industry.

4. Examine the relationship between delivery styles and employee productivity in hotel industry.
5. Examine the relationship between comfort and convenience and employee productivity in hotel industry.
6. Examine the implications of dependent variable towards the independent variables.
7. Examine which of the independent variables has larger impact on the dependent variable.

1.4 Research Questions

1.4.1 General Question

The common question for this research is —What are the variables of training and development that affecting employee productivity in hotel industry?

1.4.2 Specific Question

For the sake of having further understanding for the issue to carry out our targeted goal, the research questions of this purposed study are as below:

1. Does training method affect the employee productivity in hotel industry?

2. Does training period affect the employee productivity in hotel industry?
3. Does selection of trainers affect the employee productivity in hotel industry?
4. Does delivery styles affect the employee productivity in hotel industry?
5. Does comfort and convenience affect the employee productivity in hotel industry?
6. What are the elements affecting the training and development in hotel industry?
7. What are the elements affecting the employee productivity in hotel industry?

1.5 Hypothesis of the Study

In this research, our dependent variable is employee productivity. At the same time, training method, training period, selection of trainers, delivery styles and comfort and convenience will be the independent variables of our study. Consequently, our hypothesis is to identify whether there is significant positive relationship connecting the independent variables and dependent variable. Is there any independent variable or few of independent variables resulted a favourable impact towards employee productivity in a company from hotel industry.

Hypothesis 1

H₀: There is no significant positive relationship between training method and employee productivity.

H₁: There is significant positive relationship between training method and employee productivity.

Hypothesis 2

H₀: There is no significant positive relationship between training period and employee productivity.

H₁: There is significant positive relationship between training period and employee productivity.

Hypothesis 3

H₀: There is no significant positive relationship between selection of trainers and employee productivity.

H₁: There is significant positive relationship between selection of trainers and employee productivity.

Hypothesis 4

H₀: There is no significant positive relationship between delivery styles and employee productivity.

H₁: There is no significant positive relationship between delivery styles and employee productivity.

Hypothesis 5

H₀: There is no significant positive relationship between comfort and convenience and employee productivity.

H₁: There is significant positive relationship between comfort and convenience and employee productivity.

Hypothesis 6

H₀: There is no significant positive relationship between training and development and employee productivity.

H₁: There is significant positive relationship between training and development and employee productivity.

1.6 Significance of the study

In our research, we aim to study the effect of training and development provided by organization towards employee productivity in hotel industry. The purpose of this study is to help readers to have a better understanding and use it as a guide or information to increase the employee productivity regarding on the effect of training and development provided by organization. It provides detailed information of the effect of training method, training period, selection of trainers, delivery styles, and also comfort and convenience of training and development provided by organization towards employee productivity. Through this research, the hotel industry can understand the effect of the training and development provided by organization which might have an impact on the employee productivity.

The training method, training period, selection of trainers, delivery styles and comfort and convenience of training and development provided by organization may have a significant impact towards employee productivity. For the organization, training and development may help to improve profitability when the employees have good productivity while instilling more positive concept and ideas towards employee in the organization.

By completing this research, it is not only the hotel industry can have a better view on how important of the employee productivity but also for others industry such as food, manufacturing and hospitality industry as each sector having their own set of training and development programme. Thus, from the perspective of organization or industry, they will realize the interrelationship of training and development provided by organization towards employee productivity. As a result, they will pay attention on the effect of training and development. The information can also be a reference to support the organizations to improve the training and development programs in order to enhance the employee productivity.

1.7 Chapter Layout

This chapter is used to introduce the research which briefly discussed the overview of the background of the study, followed by the problem statement, research objectives, research questions, hypothesis of the study, significance of the study, and chapter layout which has briefly explain about the importance or contribution of the research. It is an overview and outlines the importance of this research.

Chapter 2 studied about the review of the literature, review of relevant theoretical models, proposed theoretical or conceptual framework, hypotheses development and search for some secondary sources of information. The dependent and independent variables also outlined and the secondary data will be used as reference. The empirical studies will be done in this chapter to enable the researchers to construct the hypotheses and conceptual framework of the research.

Chapter 3 is about the research methodology and describe how the study is implemented in terms of research design, population and sampling design, data collection methods, data processing and the methods of data analysis used in this study.

Chapter 4 is presenting the results of the data analysis and the results from the descriptive analysis and inferential analyses such as multiple regression, ANOVA, and Pearson correlation are adapted to examine the relationship of the variables. The results of the analysis will be presented in this chapter which presents the results and findings which are relevant to the research questions and hypothesis from the questionnaire.

Chapter 5 concludes with overall findings and the summary of statistical analysis, discussions of major findings, and implications of study. Besides, the limitation of the study will also be included suggestion for the future research as the ending of this research.

1.8 Conclusion

In short, this chapter provided an overview of this research which the entire problem encountered; research objectives as well as research questions, hypothesis for the research and significance of study are established in this chapter which has contributes a preliminary understanding of how a research is established to meet the research objectives and to figure out the problem from the research background. In order to have a better understanding, Chapter 2 will be carried out further review and discussion of the topic in order to provide a review of literature relevant to this study.

CHAPTER 2: LITERITURE REVIEW

2.0 Introduction

Literature review is a step to gather all the relevant information from various sources. Primary data and secondary data are the two main types of data. Primary data such as observation, questionnaires, focus groups and survey. Secondary data like journal articles, internet newspaper, books and others are also very useful in current studies as well as future studies. Researcher will focus their discussion on the factors of training method, training period and selection of trainers, delivery styles, comfort and convenience provided by organization towards employee productivity in hotel industry in this chapter.

Furthermore, researcher will look into how other authors evaluated the relevant variables on employee productivity and they will also justify the hypothesis that has been formulated in Chapter 1. Hence, all the selected factors or variables will be test scientifically as well.

Before sum up this chapter, there have a clear proposed framework which regarding to the factors influence or training and development provided by organization on the employee productivity in hotel industry based on the theoretical framework and at the end a summarize for this chapter.

2.1 Literature Review

2.1.1 Employee productivity

According to researchers, employee productivity is how the organization measures the capability of employee by using their overall sales as compare to the organizational performance. Productivity is the level of outcome where employees can contribute their best effort to achieve the organizational goals (Singh & Mohanty, 2002).

Besides, productivity can be seen as how an organization can use the available resources to maximize their performance and improve overall efficiency (Samson & Timorthy, 2014). In other words, it is meant by how well an organization converts their input resources such as labours, materials, equipment and many more into goods and services (Hameed & Shehla, 2009).

Employee productivity can be indirectly improved when an organization provides training and development to their employees. By doing so, the organization can increase the employee's work performance but also offer opportunity for them to have a better understanding on their jobs. Therefore, they can perform well in terms of their productivity in work with knowledge, ability and skills to guide them to achieve a better performance.

Furthermore, employee productivity can be improved based on the employee's competitive level. Moreover, the measure of work productivity can be affected by the satisfaction of employee towards the organization. For examples, their satisfaction level increase when the expectations regarding on the training and development provided by the organization was achieved. Therefore, employee productivity can be positively impact to the organization (Hallgren & Olhager, 2009).

An organization can reach its goals and objectives with motivation, innovation of employees which can cause employees to be more productive as they will commit and contribute more towards the organization. A good relationship between the organizations and employee productivity can determine the well being of the organization. Furthermore, an appropriate training provided for employees can give positive impacts on employee productivity towards organization. Employees can overcome any problem related to the organization easily with better organizational learning therefore employee should make use of the training and development provided by the organization. Hence, mutual understanding between the working environments among employees including with the top management are shared among each other (Tahir, Yousafzai, Jan, & Hashim, 2014).

2.1.2 Training and Development

According to Niazi (2011), training and development is referring to the process of deliver or acquire knowledge, skills and abilities needed to bring out a particular activity. In most of the time, training and development is the most useful tools to close the gap between organization's current performance and future expected performance.

According to researcher, training and development is the most important factor towards the growth and success of a business because through training and development programme, employees and organizational effectiveness and efficiency can be increased. Training and development program able to increase an employee job performance by enhance their skills and competencies. The need for an organization to organize a training and development program is because it has an impact on organization's return on investment, as organization performance has a direct relationship with employee performance or productivity. Therefore,

training and development is beneficial for both employee and organization in long term (Khan, Khan & Khan, 2011).

In order to have an effective training for the employees, human resource has to choose the right type of training to assure the employee possess the required skills to operate the business. A well-planned training and development program is a complex task as human resource needs to determine the training methods and delivery styles, fix a training period and selection of trainers.

2.1.3 Training Method

Training is a way to alter a person's attitude or change their method to handle a job. Training can help an employee to understand about what they are doing currently and hence change their attitude towards their job. This may help them to improve their skills, knowledge, abilities to work and their attitude towards the organization. Besides, training significantly give an impact to the employee productivity in hotel industry as it is a service sector and employee need to keep themselves up-to-date in order to serve their customer better and hence increase the revenue and enhance their hotel's value and popularity (Khanfar, 2014).

It is important for an organization to focus on their training and development because training can help employee to improve their chances to being promote and probability to get higher salary due to their good performance after attended training program and workshop. As a result, Employee will tend to have more interest to attend the training program provided by organization. Research found that those workers who attended training will have higher earning as compare to those who did not participate in any training program. Therefore, it is not only the company who will be the beneficiary but the worker as well (Evertsson, 2004).

In order to let employee realize the objective and importance of training, the training method plays a very important role. By applying proper and effective training method, it may help an employee to improve their skills and knowledge of their job, efficient and effective ways to perform their job and hence create a better workplace behavior. Organization should identify the training needs and which method will be best fit to the organization before choosing who the trainers should be as well as period and place for training.

The training methods used during the training must be effectively help the employee to understand the subject and meet the organizational objective. Besides, the training method chosen by the organization must be relevant to their developmental needs. There are many training method and it basically can be classified into many types which are on the job training method, instructor-led training, role plays, group discussion, lectures, simulators, outdoor training, case studies, interactive methods and many more. In this research, we will more focus on job rotation which under on-the-job training method, group training, and behavior modeling.

On-the-job Training

On-the-job training is basically one of the most common and training methods in hotel industry because it is uncomplicated and low-cost to operate and it is effectively in improving employee operational efficiency. Trainers will teach and guides trainees manually and individually by explaining the duties and the trainees can ask whatever questions they wish to. This kind of activities normally named as learning by doing. Employee need to learn and observes how other people will do the particular job. Job rotation also found very useful type of training method under on-the-job training. Employee need to learn how to do the job of other department under the same organization and the purpose is to reduce their boredom towards the same type of job everyday and increase their adaptability to different kind of situation or even a problem. Job rotation

able to explore the potential of a worker and help them to diversify their skills. Employee who involved in job rotation able to understand what is the common practices and work culture in different department and hence improves their abilities to do different kind of job (Laing, 2009).

According to researcher, he mentioned on-the-job training is a very common activity inside an organization when it able to increase their employee's productivity in his research. He stated that the most importantly is for the employees to understand and analyze the core value of each types of training method provided by the organization. Besides, this training method is very useful for each of the industry as every industry requires different skills and knowledge which related to their daily work activity and they at least need to prepare on-the-job training for their workers (Stevens, 1994).

On the other hand, another researcher mentioned there is relativity between on-the-job training and salary. This is because several studies had proven if an organization provides on-the-job training, there will be an increase on the wages. This researcher are much more focus on gender differences to determine and identify the outcome of different types of training which apply for different gender. Research found that women are more participate in the industry specific training which known as on-the-job training, where men more focus on general training which may improve themselves not only in the specific industry (Evertsson, 2004).

On-the-job training is necessary for a company to carry out especially when there are different types of employee who has been grouped together to perform a specific task which they are not familiar with. if there is no any specific training been carry out when the employee start doing their daily task, it had been found out the turnover rate tend to increase and the employee productivity reduce as well. It is very important for a company to carry out this training especially in hotel industry otherwise they will

not able to understand the proper procedure to do work in different department.

Furthermore, researcher had found out that there is significant relationship between training and productivity growth. This is when the employees participate in on-the-job training will tend to have higher opportunity to increase their salary in return and when they are seeking for higher salary they tend to work harder and hence the productivity of the organization improve at the end of the days. Throughout the training, the company able to find out the potential workers who have higher ability to work and the management able to arrange their employee according to their work ability and specific skills. Employers may also much more easily do screening within the employees who attending on-the-job training and hence can help them to identify who should be promoted within the organization.

According to the researcher, they also found out that on-the-job training is more important for employee who just started their employment contract with the organization. In addition, researcher found that there is significant positive relationship between on-the-job training and productivity growth. This is because employee who experience on-the-job training will tend to seek the same types of jobs in relevant industry and hence their productivity increase as they are much more familiar with their job (Barron, Black, & Loewenstein, 1989).

Group Training

Group training is another popular type of training method that commonly used in hotel industry. Group training basically consist of group discussion between trainers and trainees, discussion forum will be held on the relevant matter for the same group of people to discuss on the matters or problems. Trainers or senior workers with relevant experience may share their knowledge on how to perform the job better or even tips to solve trainee's problem. Group training often found effective when people

among the discussion able to learn from each other quickly and easily. It is easier to encourage worker to learn from a group discussion as compare to attend a lecture alone because through their interaction with each other, they able to learn faster and at the end of the day it able to improve their social skills as well. Trainers in the group training normally use role play, problem solving and discussion forum to let the trainees to learn and gain some common perception among one another.

Group training can be carry out when there is a weekly routine briefing in any of the hotel department, employee allow to brainstorm Group training can be carry out when there is a weekly routine briefing in any of the hotel department, employee allow to brainstorming, exchange opinion. For example, when the employee voice out any issues faced by them, the senior executive or hotel manager can give them advice and it helps them to learn from error. Furthermore, discussion forum may hold by the organization to assemble the employee from the same or different department to discuss on the current issues faced by employee. Last but not least, group training effective in eliminate their insecure in terms of their job or relationship problems with colleagues (Laing, 2009).

Behavior Modeling

Behavior modeling is some kind of social learning and the trainers will show trainees about how to do the job and steps by steps guiding them throughout the process. Employee able to learn what is the appropriate ways and attitudes to do the job. The advantages of behavior modeling is it encourage trainees or participants to act and respond themselves in the situation and more towards practical applications for their daily work tasks, so it able to make employee understand and learning how to do the job in a much more efficient and effective ways. Trainers will teach the employee through role play and giving guidance to employee and ask them to learn from it (Laing, 2009).

2.1.4 Training Period

Training period is one of the important elements that need to be considered when organization planning a training scheme for the employees, as it might affect the employee's productivity (Kitching & Blackburn, 2012). Training is generally imparted in two ways which are on the job training and off the job training (Laing, 2009).

According to previous research, the data collected from respondents is very hard to interpret in terms of the training period because the training and development program organized by the organization includes both in-house training and external training. This is due to the training duration required for these two training methods are very wide in variation. In-house training, also known as on-the-job training, it is refers to a part of daily working routine where the employees are train in actual working scenario. Therefore, it is difficult to distinguish and quantify them between working hour and period of training (Kitching & Blackburn, 2012).

On the other hand, external training which is also known as the off-the-job training methods are often refers to the training that was provided away from the actual working condition. Examples for the off the job training methods such as workshops, seminars, and conferences, is costly and time consuming to conduct, but it is effective when a large number of employees have to be trained within a short time period (McGuinness, O'Connell, & Kelly, 2014).

In addition, the duration of training is varied according to employee's capacity to learn and level of skill demand for the job (Kitching & Blackburn, 2012). Therefore, a short yet adequate training period is recommended when conducting the training. This is because insufficient training period unable to provide a proper and adequate knowledge and skills to the employees but an excessive training period may seems too boring and ultimately results employees may lost of their interest and

focus during the training given (Truitt, 2011). Other than that, the duration of training may also affect the organizational productivity and overall progress when the employees away from their work to attend training and development programs.

In short, a well trained employees able to improve their overall productivity as compare to those untrained employees after the end of training period. Therefore, training duration is crucial for both the organization and employees, but the management have to make sure the training period is sufficient for the employees to enhancing the skills, capabilities and knowledge for performing their job.

2.1.5 Selection of Trainers

Employee's productivity is the main concern for an organization since it leads to the overall organization's profitability. Employees who accepted the training and development will tend to be more committed and take more initiative to participate training program that provided by the organization (Sahinidis & Bouris, 2008). Employee will remain loyal to the organization and also perform their job better when they have a good training and development experiences with the organization. Therefore, organizations need to ensure that with the evaluation of training and development, the trainees can perceive a proper knowledge, skills and experiences from the organizations. In this case, the selection of trainers becomes one of the crucial variables to affect the employee's productivity.

The selection of the trainers in the training and development are having major impact to the employee's productivity. Hence, we consider that the selection of the trainers can be one of the independent variable to determine the significance relationship to the employee's productivity. According to Brum (2007), before the human resource departmental personnel proceed to the process of selecting the trainers for the training

program, the organizations should ensure that which type of training programs or method will be implemented by the organization. He stated that the trainers represent the organization as a whole, which show the manner of expertise and who physically carry out the training depends on the type of training required and based on trainee needs and wants (Brum, 2007).

When an organization selecting the trainers for the training, the most crucial part is to ensure that the trainers have adequate knowledge and skills with higher qualification. This is because when the trainers have in-depth knowledge and experienced, they can transfer their knowledge and skills to the trainees to adapt in any kind of situation. As a result, it can achieve the organization's desired objectives. Moreover, trainers should understand how to carry out training purpose and be conscious of how trainees learn from the training and how to communicate with them in a more effective way.

In addition, when the organization selects the trainers for their training and development program, they should consider the level of empathy of the trainers. Empathy is the level of sensitivity on how the participant feels about the learning situation. Trainers demonstrate this understanding through listen to the trainees' feedback, comments, and resistance. Other than that, trainers should develop and maintain a good relationship with other trainers in the training course by stay away from criticism on other trainer's teaching styles (Lam, Kolomitro & Alamparambil, 2011).

The attitudes of the employees towards customer are important as it will directly influence the organization's profitability especially in hotel industry. Hence, trainers with a good and appropriate attitude or behaviour also essential for the training especially for current highly competence environment and one of the factors that the organization should be consider when selecting a qualified trainers.

Last but not least, before the organization or human resource department assign the trainers to each department, they should understand well and deeply about the trainers their capabilities and specialists according to different departmental needs. For example like reception counter, administration department, marketing department. So, they can contribute their best parts to the organizations effectively. Hence, selecting good trainers are important for the organization. It can help the employees having an excellent training experience and thus improve employee's productivity and service of quality.

2.1.6 Delivery Styles

Training and development provided for employees are one of the most important organization activities which carried out by organizations this is because a good training and development programmes can directly and indirectly improve the employee's performance and also efficiency level so called employee productivity at individual, group and organizational levels (Muhammad & Fard, 2013).

Training and development programme provided by organization to employee should be addressed well as it can deliver better service. A well training design is necessary for an organization. A good training design by the organization based on the needs and wants of the employees, as a result, organization able to receive positive impacts from the training and development. Therefore, training design no doubt that it plays an important role along the employee training programs including the organizational performance (Tahir, Yousafzai, Jan, & Hashim, 2014).

According to researchers, a well-planned training and development programmes provided by organization is help to developed employees and train them for future managerial positions. Hence, delivery styles play a vital part under training and development this is because every employee

is concern on it. Employee may not able to perform well at the job environment especially without any appropriate delivery styles given by organization during the training (Samson, Gungul & Timothy, 2014).

Moreover, employees are not able to capture what the training and development want to carry out and it is a kind of wasting time as the delivering of training not able to grab employee's interest and attention. So, the trainer's presentation style can directly or indirectly affects employee interest along the training and development programs. Training and development can improve the overall employee work performance within the organization. In order for the organization to compete with others, it is necessary to develop an effective training program for their employees based on each situation (Ghafoor Khan, Khan, & Khan, 2011).

The training and development was adapted by organization as a tool for making and adding in the competitive advantage for organization (Algharibeh, Almsafir, & Alias, 2014). When organization giving training to the employees can includes four different styles of delivery which includes involving, facilitating, selling and telling. Each trainer will have their own preferred delivery styles. So, the delivery style and presentation skills adopt by the trainer can influence the effectiveness of training. The types of delivery styles will assist employee to understand well regarding on the content of the training and development provided by organization. Besides, organization will also analyzed on the needs of employee in the training and development programmes before providing to them in order to ensure who needs to be trained (Algharibeh, Almsafir, & Alias, 2014).

There are a few delivery styles of training and development provided by organization. For examples, classroom training, one-to-one tutorial, lecture or talks, e-learning facilitated by instructor, video and audio training aids and so on. The delivery styles are designed accurately according to a few factors such as the number of employees or the group size (Pochanajun & Khemarangsang, n.d.).

Classroom training with instructor is one types of the delivery styles which the organization can adopt whereby the trainees are attend training together with an instructor where he or she presents material. This gives opportunity for the trainees and trainers interact with each other along the training and development. This training has to be conducted in an appropriate place. Besides, the training has an instructor with the trainees along. The trainees not only can gather in the same location to carry out their training provided by organization but also for them to get to know with each other since an interactive experience for learning is integrity. Moreover, classroom training with instructor can be considered one of the most effective for learning from the training as it was rated highest effective delivery styles than any other methods (Pochanajun & Khemarangsang, n.d.).

One to one tutorial was carried out by one instructor, the instructor will provide his individual instruction to only one trainee regarding on the performance or development areas where the duration of this training's delivery style is not too long and need no structure. There is small group or limited number of participants involves which mainly there is only one instructor for each participant therefore the instructor can follow up with the participants after the training if there is necessary. This type of delivery style of training giving are considered as the second most effective training for the trainee due to it is associated with the synergy of the participants involved along the training. Trainee can address their individual needs on development to the instructor personally and the instructor only has to focus on how to improve them for the training (Pochanajun & Khemarangsang, n.d.).

Lecture or talks on a particular topic with limited interaction and practice among the trainer and trainee which the content of the training was well documented prepared and present it on one time. The interaction between trainees and trainer is important to meet the objectives of the training and development provided by organization. Furthermore, the languages used

along the training and development activities also give impacts towards the understanding of employees regarding on the training. For this type of training style can involve large group of participants which having same thoughts on the same topic focused. It would be less effective compared to other delivery styles since the information is for awareness only (Pochanajun & Khemarangsang, n.d.).

E-learning, facilitated by instructor is one of the delivery styles whereby the instruction was delivered electronically with an instructor or facilitator who sets the training structure or interaction for the trainees. For this type of delivery styles, internet plays a vital role in delivering training in the organization. Discussion will increase the value when e-learning was adopted by the trainers and trainees and the trainer has to set the time period of one complete training and it is good for organization to has a budget training and development for their employees but one thing need to attention is the availability of technical staff support along the training period. E-learning training period was shortening compared to other types of training styles and it can involve large group of participants (Pochanajun & Khemarangsang, n.d.).

2.1.7 Comfort and Convenience

Other than training method and period, delivery styles and selection of trainers, comfort and convenience will also affect the employee training outcomes. It is important to make employees feel comfortable and convenience during the training and development (Leblebici, 2012). Comfort refers to the feeling of satisfaction and freedom from pain or constraint. It also means things that contribute to a state of physical and mental well-being (Chappells & Shave, 2004). On the other hand, convenience means people are able to proceed with some activity or life events without much difficulty and less effort. It also refers to the choices of actions of the employees before attend a training program (Connoway,

Dickey & Radford, 2011). For example, travel arrangement provided by organization will increase the employee participation level. During organizing a training program, trainees' physical and mental needs can be considered as their comfort level. Those needs can directly motivate the employees and will have direct impact on their training outcomes.

Time availability of the employee will also affect their participation in training and development provided by organization. Some of the employees may feel that training and development is time consuming and it may take away their precious time after work. This is due to some employees do not have much time to participate in a training program as they may have a lot of task to be completed. Therefore, setting an appropriate location for training program is very important.

Training design such as setting venue, facilities, material, and trainer for training program is very important. First of all, training location is one of the important features in training program as it will influence the willingness of employee to attend the training program and affect the effectiveness of training (Cho, 2004). The location of the training program should not be too far from the employee origin location and the training venue should locate near the city and easy to be found. For example, in some cases, if the organization locates its training venue at outskirts area, the participation level of employees will reduce as they feel inconvenient to contact their families or they unable to adapt to the environment.

In order to eliminate the problems from time availability and training location, the organization also can provide travel arrangement for their employees. Transportation sometimes is a problem for employees to attend the training programs. As some of the employees do not have their own transportation, so they are having difficulties to attend the training. Some of the training locations are complex and difficult to find and this might cause a problem for those employees who are driving to the location. Therefore, organization can provide transportation for their employees that

need to attend the training in order to solve their difficulty in transportation. Travel arrangement for the trainees will make them feel comfortable and convenience so that they can focus on the training (Kamdi, 2012).

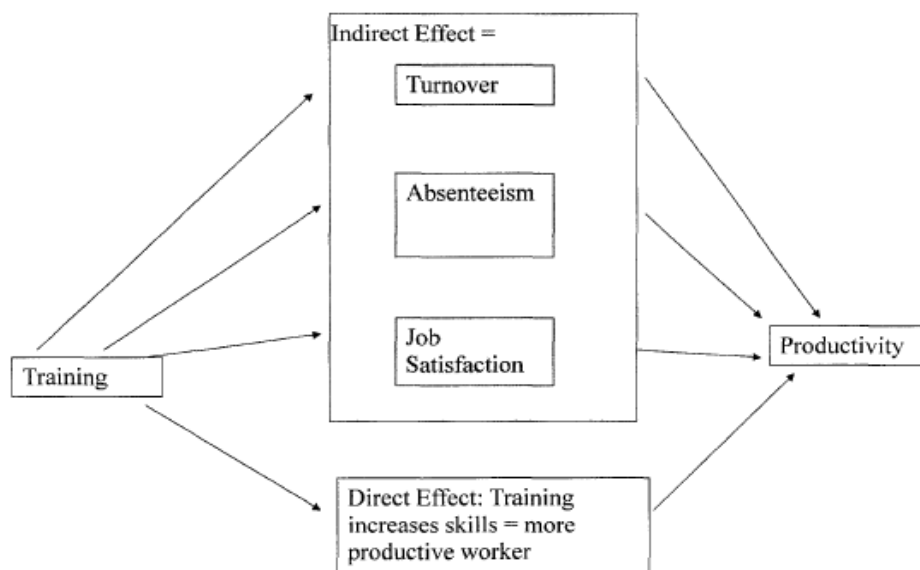
In addition, a comfortable training environment is encouraged when conducted training (Punia, 2013). The physical environment in which training is conducted can have a significant impact on the effectiveness of the training. For example, when the comfort level of employee increase, they will pay more attention during training. Other than that, organization should also monitor and control the quality of the infrastructure in the training venue (Khan & Azhar, n.d.). The infrastructure such as size of room, temperature, light should be considered to increase the employee satisfaction level towards the training environment. Besides, adequate shelter should be provided for the trainees and food and beverages need to be prepared during the training.

Besides, adequate training materials should be provided for the requirements of the training session. The quality of the training materials should be well-prepared before the training in order to fulfil the training objectives and in the right direction (Leblebici, 2012). An appropriate training material will allow the employees have better understanding and thus improve their skill and knowledge when gaining hands-on experience.

2.2 Review of Relevant Theoretical Models

2.2.1 Training Method

Figure 2.1: Model of Training towards Productivity



Adapted from:

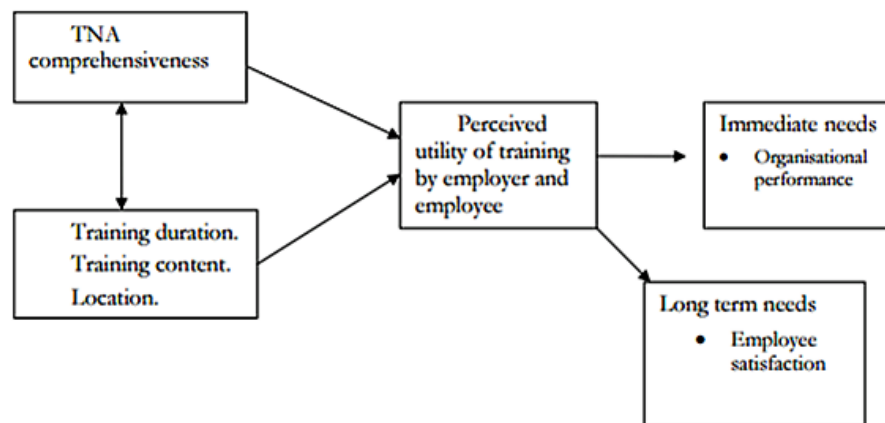
Tiziana Carafa (2011). The Indirect Advantage of Training on Productivity.

This model shows the connection of training method (independent Variable) with employee productivity (dependent variable). Looking at the points that have been discussed in the research, it seems to be reasonably fine to assume that the training provided by organization have an impact towards employee productivity. In this model, the researcher investigated whether there is any indirect relationship between the three variables (turnover, absenteeism and job satisfaction) and employee productivity. If the training methods provided by organization are carry out appropriately, it will indirectly reduce the turnover rate and absenteeism, and thus increase employee job satisfaction.

In short, the researcher concluded that a direct relationship among types of training and employee productivity. A well designed training method will significantly increases employee skills and knowledge and as a result produce more productive worker.

2.2.2 Training Period

Figure 2.2: Model of Training Period towards Organizational Performance



Adapted from:

Okanya, S. P. (2008). Reconciling Organizational Performance and Employee Satisfaction through Training.

According to research conducted, the conceptual framework above was developed. In the conceptual framework, it shows the relationship between independent variables which is shown in the process factors that includes training period and the dependent variable which is shown in immediate needs that represent employee performance, as it is a direct relationship between employee productivity and organizational performance.

The outcome of this research had shown a significant positive relationship between training periods with the employee performance. This simply means that, if the training period increase, the employee performance will

increase as well. Therefore, when the organization designs the training programs, the training duration should be well devoted so that the trainees have enough time to practice and understand what they have learned in the training program.

2.2.3 Selection of Trainers

Figure 2.3: Model of Training Process and Training Outcomes

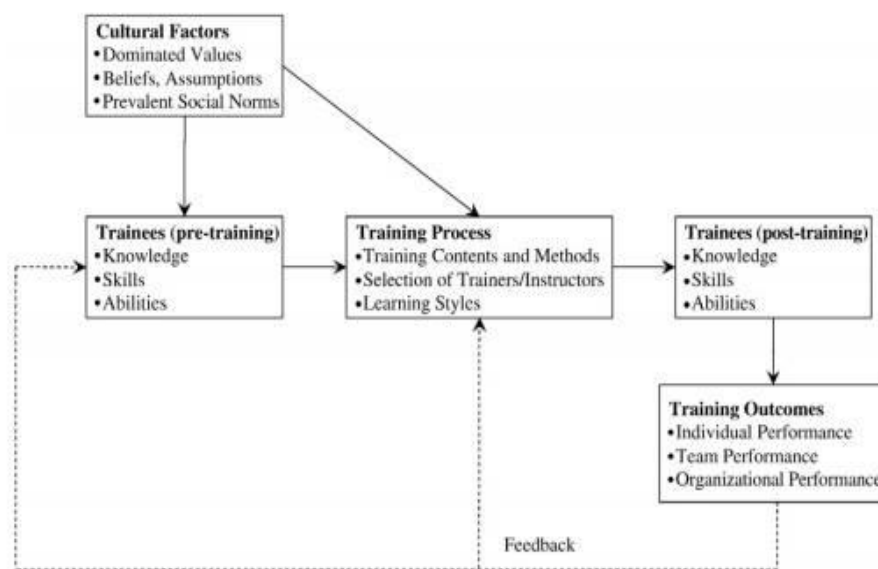


Fig. 1. A model of cultural factors and training.

Adapted from:

Yang, B., Wang, Y., & Drewry, A. W. (2009). Does it matter where to conduct training? Accounting for cultural factors. *Human Resource Management Review*.

Figure 2.3 is a research framework which has been developed by the researchers. This framework explained the relationship between training processes and training outcome. Training includes how to transform employee's previous skills, knowledge and attitude into an ideal status in

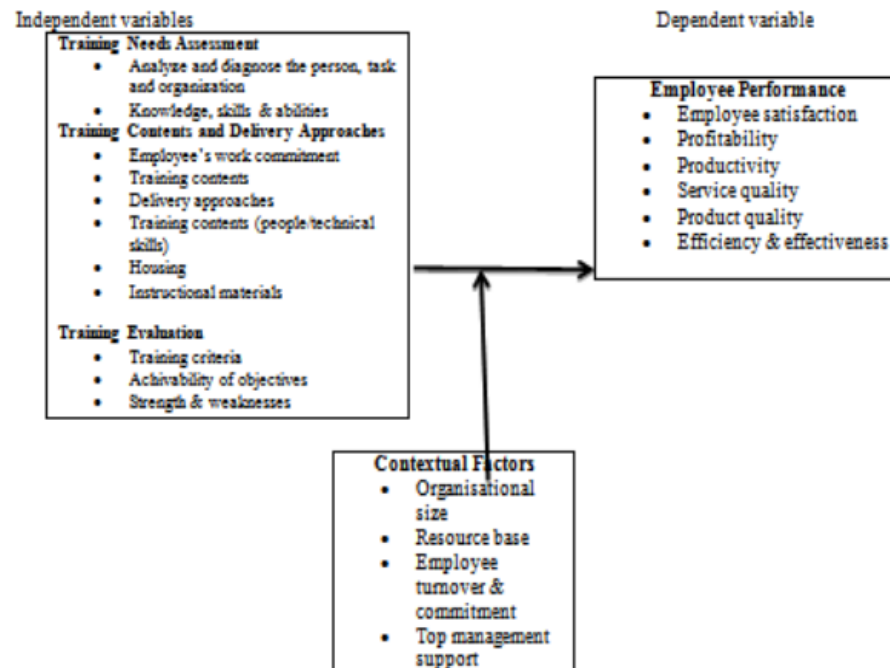
order to strengthen individual, team and organizational performance. Training and development received by employees make them feel more valuable in career and also increase their job satisfaction level. There are few hypotheses have been formed in this research and one of them is related to the selection of trainers.

At the core of the framework model showed the three important types of factors which consists of knowledge, skills and ability that trainees should be perceived and receive after the training process. The framework model starts with training process which consists of the selection of trainers. When the organization select the trainers for the training program, they should be consider about the trainer's expertise and qualification because it will directly influence trainee's knowledge, skills and ability since they are the one to transfer the information to the trainees.

Results from the research framework stated that a positive significant relationship between selection of trainers and employee productivity. This proved that the higher level of trainee's knowledge, skills and ability will improves their productivity and organizational performance. This finding is useful to emphasize on the importance for organization to develop appropriate training program in order to increase employee productivity, team performance, and also organizational performance.

2.2.4 Delivery Styles

Figure 2.4: Model of Delivery Styles towards Employee Performance



Adapted from:

Otuko, A. H., KimaniChege, G., & Douglas, M. (2013). Effect Of Training Dimensions On Employee's Work Performance: A Case Of Mumias Sugar Company In Kakamega County. *International Journal of Business and Management Invention*, 2(9), 138-149.

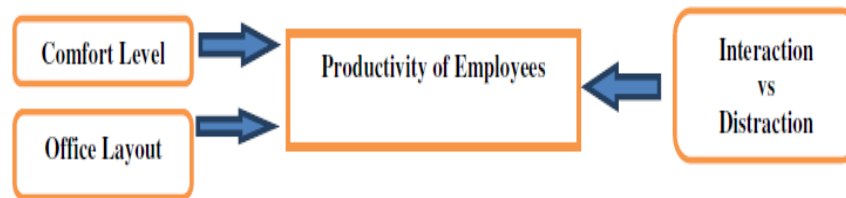
This model shows the relationship of independent variables which includes training delivery approaches and employee performance as the dependent variable. This study shows that the training content and delivery styles provided to the employees which formulate a positive relationship with the employee productivity. Training delivery styles has become a vital variable in increasing an organization productivity and output. Therefore, the independent variables play an important role to impact on employee's productivity.

An effective training delivery styles able to develop trainee's specific and additional skills and knowledge so that they are compatible in relevant industry based on the contents and materials delivered to them along the training and development programmes. Delivery styles is important in designing the training programmes which really in matter of the information presenting to the employees so that organization can meet the targeted or desired outcome in return of providing training and development to the employees. As employee productivity increases which means the organization's profits and reputation in the relevant industry can be increased as well.

An organization can enhance the efficiency and effectiveness of their employees by providing them an appropriate training and development comprehensively according to the needs and wants of the employees and also designed the training and development programmes based on their position and job scope so that they are qualified and more capable to perform.

2.2.5 Independent Variable – Comfort and Convenience

Figure 2.5: Model of Productivity Cycles towards Employee Productivity

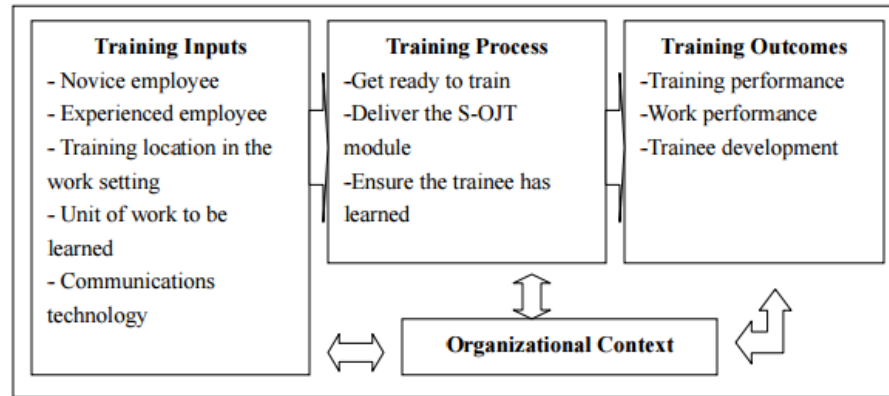


Adapted from:

Leblebici, D. (2012). Impact of workplace quality on employee's productivity : case study of a bank in Turkey. *Journal of Business, Economics & Finance*, 1(1).

In Figure 2.5, the researcher has determined three independent variables, including comfort level, office layout, and the level of interaction and distraction, while the productivity of employees is the dependent variable. Based on the research, the training environment should be designed according to the trainees' needs. For example, the management has to assure that the cleanliness, temperature, lighting and decorations of the training venue are suitable and create a comfort learning environment for the employees. A good training environment will increase the employee's satisfaction level and hence improve their comfort level. Once their comfort level increase, their performance will be enhanced and thus, improve their productivity. The researcher concluded that the comfort level has a positive relationship with the productivity of employees, where the comfort level is one of the variables in our research study.

**Figure 2.6: Model of Organizational Context towards Training Inputs,
Training Process and Training Outcomes**



Adapted from:

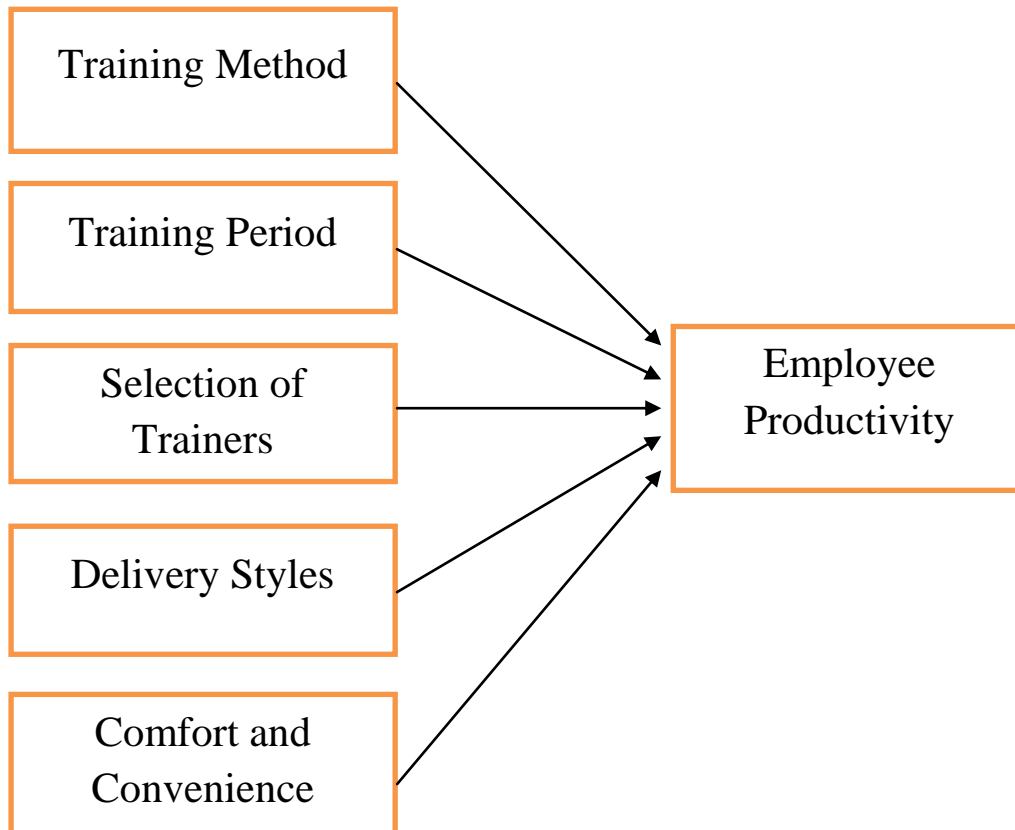
Cho, D. Y. (2004). Unintended Consequences Among Trainers Delivering Structured On-The-Job Training in A Korean Organization

The model shows the relationships between training location in the work setting and work performance. In this study, setting an appropriate training location which includes the sufficient resources and the supportive atmosphere that require in conducting a training program is very important component in training and development. When this component works together with other component such as training methods and delivery styles, the common goals of the training programs will be achieved.

The researcher found that the training location has a positive relationship with the employee's overall performance. Thus, we adapted the above model as a source of information in building our conceptual framework.

2.3 Proposed Conceptual Framework / Research Model

Figure 2.7: Model of Training and Development towards Employee Productivity



Independent Variables

Dependable Variable

Adapted from: Developed for the research

The objective of our research is to study about the effect of training and development towards employee productivity. After consider the research question, objectives and review of literature, the variables of the study are identified. The framework was formed to shows the variables and this theoretical framework helps us to see clearly about the relationship between independent variables and dependent variable.

There are basically five independent variables and one dependent variable in the research. The independent variables are training method, training period, selection of trainers, delivery styles and comfort and convenience, whereas the dependent

variable is employee productivity. These variables might be the key factors in affecting employee productivity and hence the framework also shows the directions of our study.

2.4 Hypothesis Development

Based on the theoretical and research literature in previous parts, there are five hypotheses were proposed in this study. The developed hypotheses is for examining whether the training method, training period, selection of trainers, delivery styles and comfort and convenience of training development provided by organization towards employee productivity in our study. The following is the group of hypotheses that will be tested.

2.4.1 Training and Development and Employee Productivity

Training and development programs can improve the skills and attitude of the employees to improve the employee productivity and organization effectiveness (Gamage & Imbulana, 2013). According to previous research, higher quality of employee services can increase their productivity, and thus gain a greater market share for the firm and enhanced the level of competitiveness (Afaq & Khan, n.d.)

Besides, training and development is an avenue for the employees to acquire a higher level of knowledge, skills and ability. Training is not to persuade what the employees should do but is to improve organizational condition to encourage employees achieve better performance. Other researchers further noted that the main purpose of training is to provide the necessary skills, knowledge and attitudes to undertake required job effectively. This can explore the employee's potential, whether he or she

can progress, reduce errors and enhance productivity (Olaniyan & Ojo, 2008).

A numerous scholars and authors identified that a well-planned training and development programs are crucial to an organization. In the light of the above, organizations are encouraged to train their staff in order to enhance their effectiveness, improve the employees work quality and assist them to have more commitment to achieve the goals and objectives of the organization (Ahammad, 2013). The impact of training and development towards employee productivity is likely to have a positive relationship since training is a type of activity which is planned and systematic which results in enhanced the level of skill and knowledge. This will increase the employee's work effectiveness and their productivity (Elnaga & Imran, 2013).

H₀: There is no significant positive relationship between training and development and employee productivity.

H₁: There is significant positive relationship between training and development and employee productivity.

2.4.2 Relationship between Training Method and Employee Productivity

Based on the theoretical framework stated above, training method provided by an organization has a positive relationship towards employee productivity through the determinants of training method which is on-the-job training, group training and behavioural modelling. By selecting appropriate training method, it able to help employees to enhance their skills and knowledge, allow them to have detail understanding about their job and improve their personal performance and hence overall employee productivity will be achieve. Other than that, by implement proper training method, the employee job satisfaction will be raised to a higher level and at the end of the day leading to organizational commitment and success.

It is important for an organization to implement training method such as on-the-job training for their employee to enhance their work performance and productivity. Proper training method been adopted by the organization can be a very useful tool to develop positive working environment, better performance and as a result improve the productivity of the employee in hotel industry. Core value of every type of the training method must match with the organization vision and mission so that it leads the continuous success of organization. Furthermore, training method is essential especially for service industry like hotel because there is more on personal skills, so hands-on training may be provided in order to let them have more knowledge and practices to handle their job efficient and effectively.

H₀: There is no significant positive relationship between training method and employee productivity.

H₁: There is significant positive relationship between training method and employee productivity.

2.4.3 Relationship between Training Periods and Employees Productivity

According to Truitt (2011), two weeks seems to be a reasonable length of time for a training program. Another study reveals that training period with lower duration had a more positive impact for a training program which only required lower skills such as non-practical training. In contrast, training program with higher level of skills required a longer training durations in order to appear more effective. In addition, the study also found that there is a great employment effects for training programs with the period of up to three months. However, training programs longer than three months did not provide any additional benefits to the outcomes. Hence, training period is having a great impact towards employee productivity (McGuinness, O'Connell, & Kelly, 2014).

On the other hand, Hujer, Thomsen and Zeiss (2006) found no impact for short-term vocational training programmes, while medium (six month) and long length (twelve month) programmes had negative employment effects such as employee lost of interest in the learning process.

H₀: There is no significant positive relationship between training periods and employee productivity.

H₁: There is significant positive relationship between training periods and employee productivity.

2.4.4 Relationship between Selection of Trainers and Employee Productivity

Employees who accepted the training will tend to be more committed and take more initiative to participate training program that provided by the organization. When employee received a good training experience; they will feel loyalty to the organization and also perform the job better. Therefore, in order to maximize the employee's productivity, organization need to ensure qualified trainers are selected in order to assist the trainees to perceived a proper knowledge, skills and experience through the training process (Sahinidis & Bouris, 2008).

According to the researcher, training effectiveness relies heavily on trainer's characteristics. Trainer's expertise in the particular subject matter, ability, trustworthiness and training styles will indirectly affect and influence the employee's interest and their learning efficiency. Therefore, it shows a positive relationship between the selection of trainers and the employee productivity (Swedmark, 1978). It provides an assurance that the employees feel that they are important and valuable for the organization. This can increase the employee satisfaction and increase employee productivity (Suhong, 2004).

In addition, Brum (2007) also assessed the relationship between the selection of trainers and employee productivity. Based on the results, the researcher stated that there is a significant relationship between the selection of trainers and employee productivity. With a good and qualified trainer, they will transfer their knowledge, skills and ability to the trainees.

H₀: There is no significant positive relationship between selection of trainers and employee productivity.

H₁: There is significant positive relationship between selection of trainers and employee productivity.

2.4.5 Relationship between Delivery styles and Employee Productivity

Delivery styles of training and development with the employee productivity is having an interrelated relationship (Algharibeh, Almsafir, & Alias, 2014). Organization in which provide their employee training and development programs can bring them to have a higher level of knowledge, skills, and abilities and hence employee productivity from the training programs provided. A trainer able to grab the attention of trainees and information can be delivered easily if the delivery style along the training was impressive (Khan, Khan, & Khan, 2011).

Moreover, delivery styles of training plays a vital role as the employee may choose the styles of delivering that fit in their needs and wants. When employee is able to adapt their own styles along the training programs, it is more easily for the employee to absorb from the training which can helps them to be more designated with their job, employee productivity increase and hence helps them to perform well.

H₀: There is no significant positive relationship between delivery styles and employee productivity.

H₁: There is significant positive relationship between delivery styles and employee productivity.

2.4.6 Relationship between Comfort and Convenience and Employee Productivity

Higher level of comfort and convenience during training and development will bring positive impact on improving employee productivity (Leblebici, 2012). Comfort and convenience includes the employee's physical needs and basic requirements such as shelter, infrastructure and refreshment. Organization chooses a suitable venue and provides transportation for the employees to the training venue can satisfy them and actively participate in the training. This will increase the employee's overall comfort level.

Physical needs of the employees also normally will affect the progress of the training, which will bring effect to the final outcome of the training. When the employees feel comfortable in the training environment, they will be more focus and easily to accept the knowledge and information. When the employee's ability, skills and knowledge has been improved, only their performance will be improved as well (Khan & Azhar, n.d.).

Employee's skill and service quality is important to attract and retain potential customers in hotel industry. Therefore, it is important to ensure that the training programs provided by the organization satisfied employee's comfort level (Abdullah & Hamdan, 2012).

H₀: There is no significant positive relationship between comfort and convenience and employee productivity.

H₁: There is significant positive relationship between comfort and convenience and employees' productivity in hotel industry.

2.5 Conclusion

Throughout the review on the relevant journals, we had formed a few main hypotheses which are used to evaluate whether there are positive relationship among all the independent variables which includes training method, training period, selection of trainers, delivery styles and comfort and convenience. According to the data we gathered from past research, we used the data as our guideline in forming the conceptual framework, develop the hypothesis, and setting up the questionnaire. Chapter 3 will be continuing on the research methodology.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Literature review in chapter 2 has found a positive relationship, where dependent variable, employee productivity with independent variables, which are training method, training period and selection of trainers, delivery styles, comfort and convenience. In this chapter, we will cover the research methodology which examined the techniques used to test the relationships between dependent variables and independent variables of this study. Research methodology refer to research process that is how we conducting our research. It includes research design, data collection methods, sampling design, research instrument, constructs measurement, data processing and data analysis. We will discuss all of these in details.

3.1 Research Design

Research design is defined as the formal and systematic approach in planning and doing a research (Zikmund, Babin, & Carr, 2009). Besides, research design is a main plan that clearly defining the methods and procedures which guide on the collecting and analyzing the needed information for the research (Zikmund, 2003). Data can be collected by using different ways in a survey (Sekaran & Bougie, 2010). In the research, we collect our data from the distribution of survey questionnaire by making appointment and having direct interviewed with them. Meanwhile, we also e-mail the survey questionnaire to our targeted population which are the human resource departmental personnel of hotels located in Ipoh, Perak and Kuantan, Pahang.

Our research is consider as quantitative research because it is prearranged and having a big number of respondents. Quantitative research is used to collect data and examine the hypothesis as well as to meet research objectives. Quantitative methods represent the counts and measures of things which include structured questionnaires, likert scales while qualitative methods is collecting, analyzing and interpreting data from the result get from survey questionnaire. The reason used quantitative techniques for this research project is because this method can provide a wide coverage of the range in a faster way and within our budget. Besides, our research delivers the research objective by the concerned with an assessment and using numerical measurement in analysis. This study is a causal research because we try to find out the impacts on how independent variables which is training method, training period, selection of trainers, delivery styles, comfort and convenience affects on the dependent variable, which is employee productivity.

The business research can be categorized on the basis of techniques or purpose; it can be broken into three categories which are descriptive research, exploratory research and causal research. According to Zikmund (2003), the main objective of descriptive research is to describe give an account in words of someone or something which including all the relevant characteristics, qualities, or events. Furthermore, descriptive research is used to obtain data that best describes the characteristics of the topic and interest in the study (Hair, Money et al., 2007). It can find out on how to determine the answers to who, what, when, where and how as we want to find out the impacts on how independent variables which is training method, training period, selection of trainers, delivery styles, comfort and convenience affects on the dependent variable, which is employee productivity. Descriptive studies are used in the view of some previous understanding of the nature of the research problem which is different from exploratory research.

3.2 Data Collection Methods

Data collection is vital for research projects in every aspects of any research study as the data gathered can affects the results of the research projects. Data is the information collected from the target respondents or via another sources that is related to our research study that developed by the researcher. We adopt two methods to gather our data and it is known as primary and secondary data.

3.2.1 Primary Data

For this research, we focus more on primary data collection. According to researchers, primary data stand for the new information that are first hand gathered information or the information which has not published before which has collected as for completing the research project. Primary data is about the results of an experiment, survey and observation, focus group and so on (Hair, Babib, Money & Samouel, 2003)

Survey questionnaires play a vital role in order to make this research success. In this research project, primary sources collected in this research are mainly from adopting survey questionnaires method. The questionnaires were distributed to the human resource departmental personnel who working in hotel industry at Ipoh, Perak and Kuantan, Pahang. Researcher able to know more detail and specific demographic information about the respondent such as gender, education level, level of income, service length and so on through the survey questionnaires. All these information are not easily to obtain from the secondary data. Moreover, researchers able to understand how each hotel's human resource department carry out training and development for their employees (Ghauri & Gronhaug, 2010).

Furthermore, survey questionnaires was chosen as it is cheaper and less time consuming to get the data from respondents so that we able to get the results in a faster way. Respondent will answer the questionnaires respectively without our explanations and it can cover a larger population and wider geographical area.

3.2.2 Secondary Data

Secondary data is the data that are historical and it is already published and exists as it was recorded by someone for some other primary purpose but it can be used for second time for our current project as it does not requires access to respondents. Secondary data plays vital roles in research project and it can be collected from various sources. For example, secondary data is the data from internet, websites, articles, reference books, journals from library database. In this research project, most of the secondary data are obtained from business research studies text books, journals articles from e-library or online database via UTAR online database such as ProQuest, EBSCOHost and others online resources as references to enhance the reliability and quality of this research. Moreover, GOOGLE scholar search engine also help us in collecting information (Ticehurst & Veal, 2000).

3.3 Sampling Design

This part is basically to make a summary about the whole population and a part of a population should be used in the sampling procedure. Population is an adding up of all the organization of the same characteristic and attribute within the group where researcher wishes to investigate (Sekaran & Bougie, 2010). Sampling can helps to save resources such as time and money to conduct the research. Therefore, sampling is helpful in this research. It is difficult and costly to conduct a survey using whole population. Lastly, we had determined the method to be used in

collecting data and the sampling location and decided on our population and sample in this section.

3.3.1 Target Population

We target on the hotel industry in Malaysia and we specify the target population in this research which is public listed companies, private limited companies and others four or three stars hotel in the Hotel industry in Ipoh, Perak and Kuantan, Pahang in Malaysia. The target respondent will be human resources personnel such as human resources manager, officer, assistant which includes executive and non-executive in this research.

3.3.2 Sampling Frame and Sampling Location

Sampling frame or recognized as working population represent a pool of target sample will be carry out to involve in the survey questionnaire from the whole target population (Sekaran & Bougie, 2010). We had decided on 30 hotels in Ipoh, Perak and Kuantan, Pahang as our sampling location. Besides, sampling frame in our research is the human resource departmental personnel inside every hotel we had targeted in order to carry out the objective of the research. The relevant facts and information provided by respective human resource personnel is significant to the purpose of our research project.

3.3.3 Sampling Elements

Sampling elements will be the people who take part in our study and the respondent for our research are the human resource departmental personnel inside the hotels in Ipoh, Perak and Kuantan, Pahang area. These respondent come from the human resource department which consist of manager, assistant manager, executive and non-executive officer, admin clerk who handle human resource related work and activities. In addition, the questionnaire are also distributed according to their age, gender, income level, educational background, position and also service length inside the particular hotel which can help us in analysis our data in Chapter 4.

3.3.4 Sampling Technique

Probability sampling and Non-probability Sampling are the two types of sampling design. Probability sampling is a type of sampling technique where the member of population is known. In addition, non-probability sampling is the pool of respondent from a target population being chosen is unknown.

The sampling technique that used in our research is non-probability sampling. Four types of sampling technique under non-probability sampling are convenience sampling, judgment sampling, quota sampling and snowball sampling. We adopted convenience sampling and judgment sampling in this research for the human resource personnel who are most conveniently available and select the group of respondent based on the experience and position level of human resource officer when we conducting our survey.

3.3.5 Sampling Size

We distributed 158 sets of questionnaire to the human resource personnel in Malaysia hotel industry. The sample sizes for this research are 158 respondents from Ipoh, Perak and Kuantan, Pahang. The survey was conducted from 1st to 3th July 2015 in Ipoh, Perak. Then we arranged 6th to 9th July 2015 in Kuantan, Pahang to conduct our survey.

3.4 Research Instrument

3.4.1 Questionnaire Design

A questionnaire is designed for the survey purposes of this research. The questionnaire is formed through the adaptation and modification of questionnaire from journals by other researchers. When designing questionnaire, we used closing-ended or structured question in order to help simplify the procedure of analyzing the data collected through our respondents.

A simple introduction and objective of conducting this study are added at the cover page. The survey questionnaire is split into Section A, B and C and includes a total of 45 questions. Section A consists of seven (7) questions. This section was designed with nominal and ordinal scale and for the purpose of obtaining the demographic profile of our respondents, who are the human resource personnel in hotel industry. The demographic questions are types of organization, gender, age, educational level, position, income level and service length.

Section B and C are designed for the purpose of testing the relationships of the independent and dependant variables. Five point Likert Scales are used in Section B and C, where the respondents can choose from five alternatives, ranging from strongly disagree to strongly agree, where 1 indicates Strongly Disagree (SD), 2 indicates Disagree (D), 3 indicates Neutral (N), 4 indicates Agree (A) and 5 indicates Strongly Agree (SA).

30 questions in Section B and 8 questions in Section C. Section B divided into 5 parts and each part consists of 6 questions for each of the independent variable. The five variables that are tested in this research include training method, training period, selection of trainers, delivery styles and comfort and convenience. This section is designed to obtain the required information to examine the relationship among each variable while section C is used to measure the dependent variable, which is the employee productivity.

3.4.2 Pilot Test

Pilot test is the data collection from survey questionnaire of the research study. This test will be conducted before a large scale survey is conducted and the result will serve as guidelines for the larger study. The pilot test is used to figure out the minor or major errors of the questionnaire and test the validity and reliability of the questions in the survey questionnaire. Hence, we use Cronbach's Alpha to examine the internal reliability of the pilot test.

We have distributed 30 sets of questionnaire for our pilot test. We use SAS Enterprise Guide 5.1 to examine the reliability and validity of the result. Table 3.1 shows the result of the pilot test conducted. According to the table, the Cronbach's Alpha value for all the variables are more than 0.6 therefore all the variables are considered significant.

Table 3.1 Alpha Coefficient

Variable	Cronbach's Alpha	Sum of item
Employee Productivity	0.7559	8
Training Method	0.6797	6
Training Period	0.7954	6
Selection of Trainers	0.7481	6
Delivery Styles	0.8124	6
Comfort and Convenience	0.6980	6
All Variables	0.8813	38

Source: Constructed for this research

3.5 Construct Measurement

There are two different ways of construct measurement that include ordinal scale, interval scale, ratio scale and nominal scale. These four scales will be differentiating into two types which is metric scale that consists of interval scale and ratio scale. The second type is non-metric scale which includes ordinal and nominal scale. In this research consist of three measurements only which is interval scale, ordinal and also nominal scale.

3.5.1 Nominal Scale

Nominal scale is the ordinary level of measurement that does not involve the number in measurement (Steven, 1946). Respondents are required to select the answer that suitable for them. In questionnaire, question 1 (types of organization) and question 2 (gender), are using nominal scale.

3.5.2 Ordinal Scale

Ordinal scale is the ranking scale which provides different ranking to let the respondent to choose which group they belong to. This scale is the variables that unequally in the continuum. In this questionnaire, question 3 (age), 4 (education level), 5 (job position), 6 (monthly income) and 7 (service length) are using ordinal scale as measurement method.

3.5.3 Interval scale

Interval scale is design the question that both nominal and ordinal properties and at the same time also capture the information about the different in the quantity of the concept. In this research, the entire question for section B and section C of this questionnaire all using interval scale to design the question for respondent to choose the most suitable answer. The number 1 to 5 represents Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA).

3.6 Data Processing

The process of illustration of preparation of data is generally known as data processing. There are few steps which consist in this process. The steps are including checking, editing, coding and transcribing. Data processing is use to make sure that the data are accurate and complete for our future research.

3.6.1 Data Checking

Data checking is use to make sure that the completeness and quality of interview questionnaire. Data checking enables the researcher to discover the error or problem in order to take an immediately correction or remove the errors, before the surveys to be conducted. It is important to use to determine the validity and reliability of pilot study.

3.6.2 Data Editing

Data editing is a procedure to review the error which done by the respondents in the survey. Data editing should be implemented to make sure the accuracy and correction of the questionnaire data. It enables the research to help the respondent to answering the incomplete questions and the inconsistent responses. However, the researcher can ignore the particular questionnaires that are too many incomplete questions.

3.6.3 Data Coding

Thirdly, the data coding process conducted as researchers will classify and categorize the answer with numerical score or certain character symbol to connive for analyzed by using SAS Enterprise 5.1. For Section A of the questionnaires, the answer of each question has been coded as follow:

Table 3.2: Data Coding

Q1	Types of organization	“Public Listed Company” is coded as 1 “Private Limited Company” is coded as 2 “Others” is coded as 3 “Missing data” is coded as 99
Q2	Gender	“Male” is coded as 1 “Female” is coded as 2 “Missing data” is coded as 99
Q3	Age	“21-23 years old” is coded as 1 “31-40 years old” is coded as 2 “41-50 years old” is coded as 3 “51-55 years old and above” is coded as 4 “Missing Data” coded as 99
Q4	Highest Education Level	“SPM” is coded as 1 “Diploma” is coded as 2 “Degree” is coded as 3 “Master” is coded as 4 “Others” is coded as 5 “Missing Data” is coded as 99
Q5	Position	“Non-executive” is coded as 1 “Executive” is coded as 2 “Manager level” is coded as 3 “Others” is coded as 4 “Missing Data” coded as 99

Q6	Monthly Income	“RM900- RM1900” is coded as 1 “RM2000- RM3900” is coded as 2 “RM4000- RM5900” is coded as 3 “RM6000 and Above” is coded as 4 “Missing Data” coded as 99
Q7	Service Length	“1-5 years” is coded as 1 “5-10 years” is coded as 2 “10-15 years” is coded as 3 “20 years and above” is coded as 4 “Missing Data” is coded as 99

Source: Constructed for this research

For entire question in Section B and Section C of questionnaires, the answer of each question is coded as below:

“Strongly Disagree” is coded as 1

“Disagree” is coded as 2

“Neutral” is coded as 3

“Agree” is coded as 4

“Strongly Agree” s coded as 5

“Missing Data” coded as 99

3.6.4 Data Transcribing

Data transcribing is considered as a process of transferring the coded data into the computers through key-in the data. Statistical Analysis System (SAS) Enterprise Guide version 5.1 is being using in this step which can get the accurate result for analysis purpose in our study.

3.7 Data Analysis

Once the collection of data process has completed, the analysis of the quantitative data will be analyse and interpret by using SAS Enterprise Guide 5.1. Researchers will present the results of data analysis generated from SAS Enterprise Guide 5.1 in statistical tables, graphs, charts and diagrams for better understanding. There are few methods of analysis used to evaluate the data in this research report, which include descriptive statistical analysis (frequency table, percentage analysis and central tendency), scale measurement (Cronbach Alpha), inferential analysis (Pearson's Correlation Coefficient Analysis and Multiple Regression Analysis). According to Sekaran (2010), in the data analysis step, the data gathered are statistically analysed to see if the hypotheses that were generated have been supported.

3.7.1 Descriptive Analysis

According to Zikmund (2003), descriptive analysis can be defined as analyze of statistics that represent the information about a population or sample. It is also known as summarizing and description of a product or service into better understanding format. Descriptive analysis is usually used to calculating the average, frequency distribution and distribution percentage of demographic data in Section A of questionnaires. Normally, it involved collecting large quantities data. Then transform the data into useful information. It presented by graphic technique such as frequency table, percentage and numerical technique central tendency which consist of mean, mode, median for summarizing data. In addition, range, variance and standard deviation are also been used under descriptive analysis.

In this research, the frequencies and percentages tables and graphs are used to describe the statistic of the demographic of respondents which include types of organization, gender, age, level of education, position in organization, monthly income and service length.

3.7.2 Reliability Test

In this research study, reliability test is used to determine whether the result of questionnaire is reliable, accurate and consistent over the time.

Table 3.3: Cronbach's Alpha Value Coefficient Range

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.7 \leq \alpha < 0.9$	Good
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Constructed for this research

After data processing, SAS Enterprise Guide 5.1 software will be used to run the reliability test and the Cronbach's Alpha is the measurement tools. According to researchers, the greater of the alpha value means the greater of the correlation among the variables. Based on the Table 3.3 above, the internal consistency is excellent if the alpha value more than 0.9, greater than or equal to 0.7 is considered good, greater than or equal to 0.6 is acceptable, greater than or equal to 0.5 is poor, and lesser than 0.5 is unacceptable (George & Mallery, 2003).

3.7.3 Inferential Analysis

3.7.3.1 Pearson Correlation Coefficient Analysis

In our study, Pearson Correlation Coefficient analysis is use to describe the relationship between the independent variables (training method, training period, selection of trainers, delivery styles, and comfort and convenience) and dependant variable (employee productivity). Pearson Correlation Coefficient is a tool of measurement of direction, strength and degree of linear relationship between two variables. The value of Pearson Correlation Coefficient is consists of range from -1 to +1. When the Pearson Correlation Coefficient value is +1.00, it indicates that the variables are greatly linear related with an increasing relationship. On the other hand, the variables are strongly linear related by declining relationship when the Pearson Correlation Relationship value is -1.00. If the result possess a zero value, it indicates that the variables are not linear related to each other (Zikmund, 2003).

Table 3.4: Rules of Thumb about the Strength of Correlation Coefficients

Correlation Coefficient	Strength of Correlation
$\pm 0.91 - \pm 1.00$	Very Strong
$\pm 0.71 - \pm 0.90$	High
$\pm 0.41 - \pm 0.70$	Moderate
$\pm 0.21 - \pm 0.40$	Small but definite relationship
$\pm 0.00 - \pm 0.20$	Slight, almost negligible

Source: Constructed for this research

3.7.3.2 Multiple Regression Analysis

The definition of multiple regressions is statistical technique that used to estimate the impact of independents variables on the dependent variable. Based on previous research done by other researchers, multiple regression analysis is a statistical method in analyzing the relationship between a dependent variable and several independent variables by estimating the strength with coefficients for the equation in a straight line (Hair et al., 2013). In this research study, we able to identify the contribution level of each independent variable to the dependent variable.

The formula of multiple linear regression equation is shown as follow:

$$Y = a + b_1(x_1) + b_2(x_2) + b_3(x_3) + \dots + b_n(x_n)$$

Where,

1. Y indicates independent variable
2. Coefficient (a) indicates the intercept or constant
3. b_n indicates the parameter estimates of the independent variables

3.8 Conclusion

In this chapter, we discussed in detail on how the research methodologies carrying on, including research design, data collection method, sampling design, research instrument, constructs measurement, data processing and data analysis. SAS Enterprise Guide 5.1 software is used to assist the analysis and interpretation. In order to gain more accurate and precise data from the large group of target respondents, a total number of 158 questionnaires will be selected to run the data results for our research. Hence, this chapter will serve as guidance for us to proceeds the data analysis process in next chapter, and there will be showing the statistical analysis on the collected data together with the results based on the actual findings.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

The raw data of 158 sets of questionnaires which collected from different hotel's human resources departmental personnel in Ipoh, Perak and Kuantan, Pahang were being analyzed. The data obtained will be analyzed by using SAS Enterprise Guide 5.1. The main purpose of this chapter is to investigating the training method, training period, selection of trainers, delivery styles and comfort and convenience towards employee productivity. The result will be analyzed and divided into several parts which consist of the descriptive analysis, scale measurement, inferential analysis and conclusion.

4.1 Descriptive Analysis

We examine the demographic information from the target respondents by apply the frequency analysis which consist of types of organization, gender, age, level of education, position, income level and service length. The section A of the survey questionnaire included the demographic profile for us to obtain the data from the target respondents. The results from the frequency analysis are shown as below.

4.1.1 Respondent Demographic Profile

Section A explains the demographic information which included types of organization, gender, age, level of education, position, income level and service length of respondents

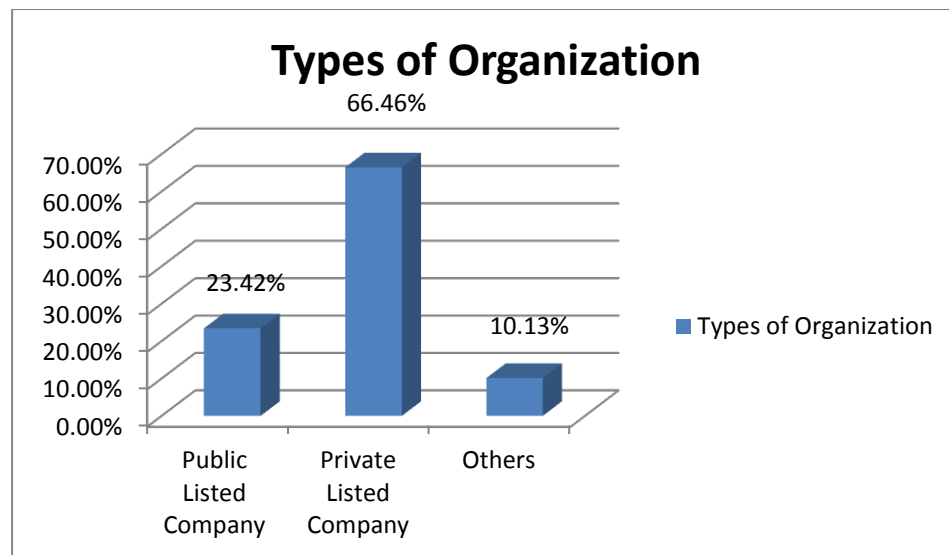
4.1.1.1 Types of Organization

Table 4.1: Descriptive Analysis for Types of Organization

Types of Organization	Frequency	Percent (%)	Cumulative Frequency	Cumulative Percent (%)
Public Listed Company	37	23.42	37	23.42
Private Listed Company	105	66.46	142	89.87
Others	16	10.13	158	100.00

Source: Constructed for this research

Figure 4.1: Descriptive Analysis for Types of Organization



Source: Constructed for this research

According to Figure 4.1, 23.42 % of respondents are from public listed company then followed by 66.46% of respondents are from private listed company then only 10.13% of the respondents are from others types of organization.

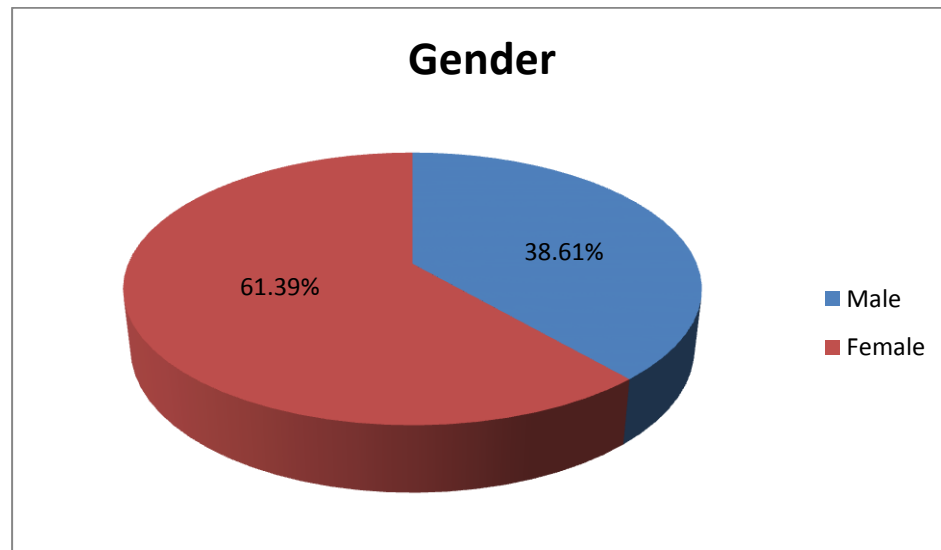
4.1.1.2 Gender

Table 4.2: Descriptive Analysis for Gender

Gender	Frequency	Percent (%)	Cumulative Frequency	Cumulative Percent (%)
Male	61	38.61	61	38.61
Female	97	61.39	158	100.00

Source: Constructed for this research

Figure 4.2: Descriptive Analysis for Gender



Source: Constructed for this research

The numbers of female respondents and male respondents which participated in our research was shown in Table 4.2 and Figure 4.2 above. There are 61 (38.61%) of male and 97 (61.39%) of female among the respondents.

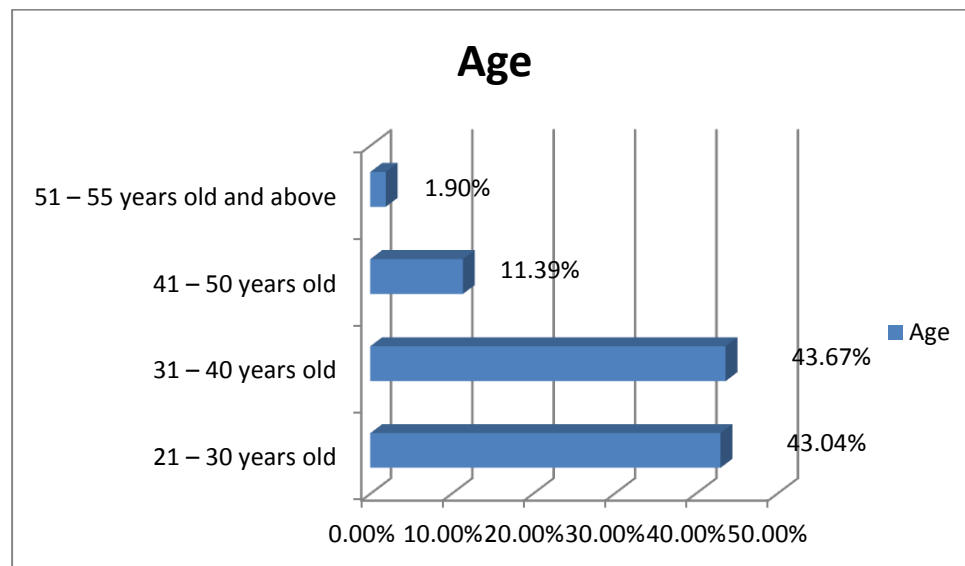
4.1.1.3 Age

Table 4.3: Descriptive Analysis for Age

Age	Frequency	Percent (%)	Cumulative Frequency	Cumulative Percent (%)
21 – 30 years old	68	43.04	68	43.04
31 – 40 years old	69	43.67	137	86.71
41 – 50 years old	18	11.39	155	98.10
51 – 55 years old and above	3	1.90	158	100.00

Source: Constructed for this research

Figure 4.3: Descriptive Analysis for Age



Source: Constructed for this research

The age group of our respondents shown in Table 4.3 and Figure 4.3 is between 51 to 55 years old and above which is only 3 respondents (1.90%). Then 41 to 50 years old with 18 respondents (11.39 %), followed by age group 31 to 40 years old with 69 respondents (43.67 %). Lastly, age range between 21 to 30 years with 68 respondents (43.04%).

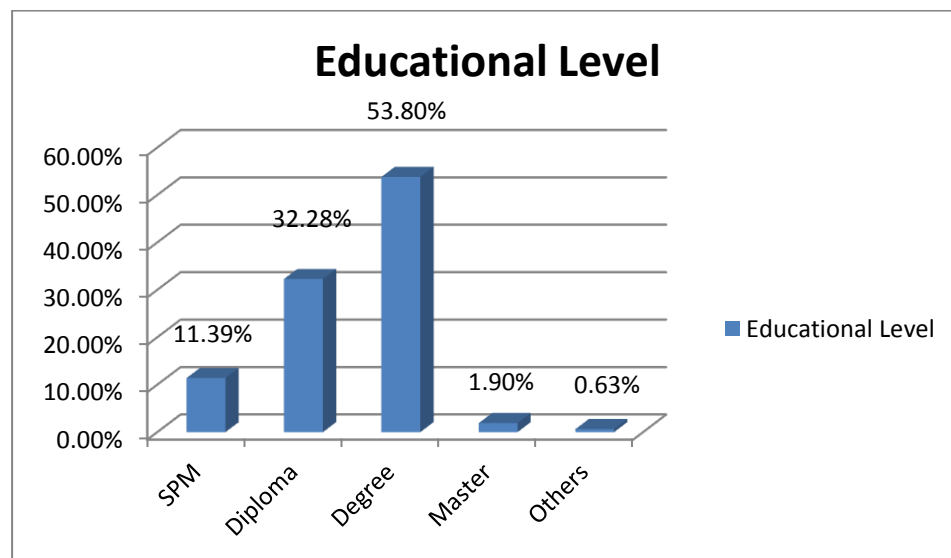
4.1.1.4 Educational Level

Table 4.4: Descriptive Analysis for Educational Level

Educational Level	Frequency	Percent (%)	Cumulative Frequency	Cumulative Percent (%)
SPM	18	11.39	18	11.39
Diploma	51	32.28	69	43.67
Degree	85	53.80	154	97.47
Master	3	1.90	157	99.37
Others	1	0.63	158	100.00

Source: Constructed for this research

Figure 4.4: Descriptive Analysis for Educational Level



Source: Constructed for this research

Table 4.4 and Figure 4.4 above show that the level of education of the respondents which are 18 respondents are SPM level (11.39%), 51 respondents are Diploma (32.28%), 85 respondents are Degree holder (53.80%), the rest of 3 respondents are Master holder (1.90%) and 1 respondent is other than the educational level mentioned above which with only 0.63%.

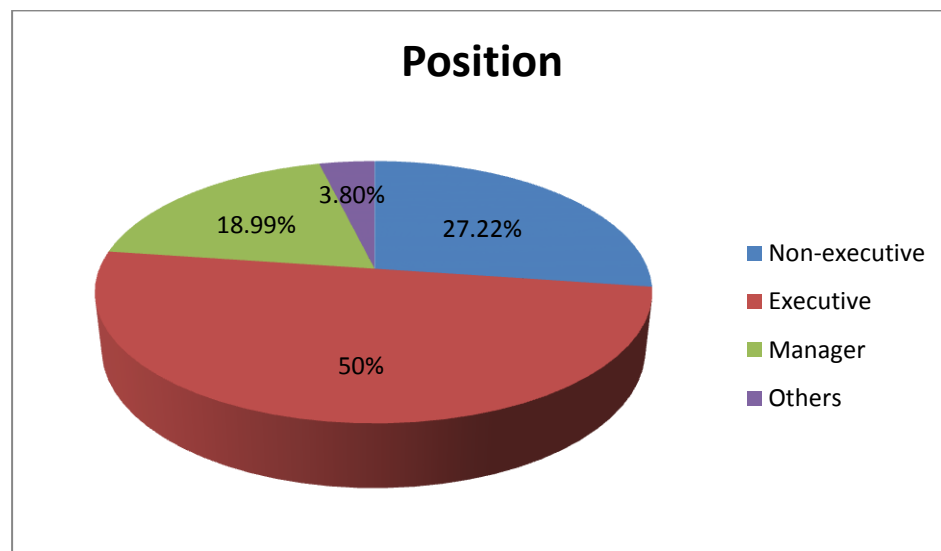
4.1.1.5 Position

Table 4.5: Descriptive Analysis for Position

Position	Frequency	Percent (%)	Cumulative Frequency	Cumulative Percent (%)
Non-executive	43	27.22	43	27.22
Executive	79	50.00	122	77.22
Manager	30	18.99	152	96.20
Others	6	3.80	158	100.00

Source: Constructed for this research

Figure 4.5: Descriptive Analysis for Position



Source: Constructed for this research

As refer to Figure 4.5, majority of the respondent was executive which consist of 79 respondents who carry 50.00% in the data analysis, followed by 43 respondents who are non-executive consist of 19.58%, 30 of them are from manager level which consist of 19.05% and 0.53% which consist of 6 respondent are come from others level in this research.

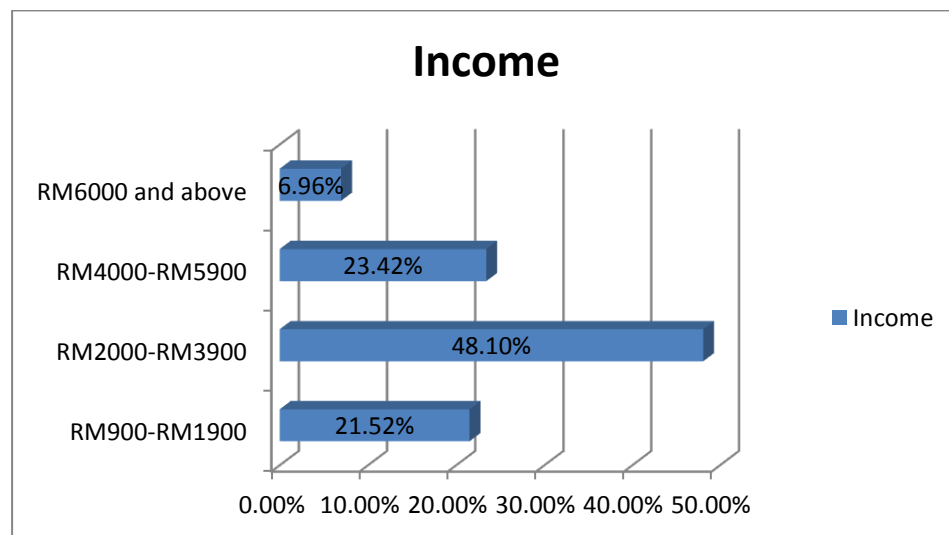
4.1.1.6 Income

Table 4.6: Descriptive Analysis for Income

Income	Frequency	Percent (%)	Cumulative Frequency	Cumulative Percent (%)
RM900-RM1900	34	21.52	34	21.52
RM2000-RM3900	76	48.10	110	69.62
RM4000-RM5900	37	23.42	147	93.04
RM6000 and above	11	6.96	158	100.00

Source: Constructed for this research

Figure 4.6: Descriptive Analysis for Income



Source: Constructed for this research

According to Figure 4.6, 48.10 % of respondents with income range of RM 2000 to RM 3900, 23.42% of respondents with income range of RM 4000 to RM 5900, 21.52% of respondents with income range of RM 6000 and above and 6.96% of respondents with income range of RM 900 to RM 1900.

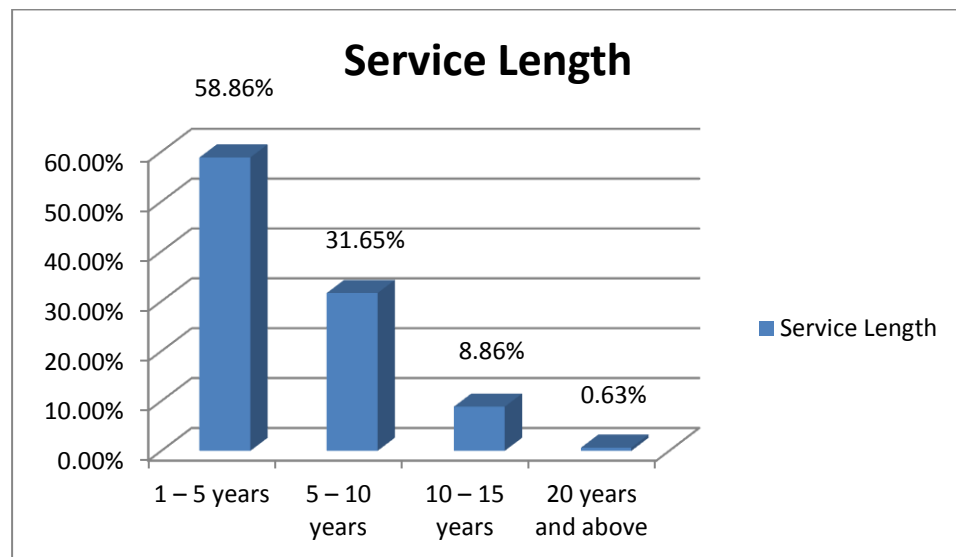
4.1.1.7 Service Length

Table 4.7: Descriptive Analysis for Service Length

Service Length	Frequency	Percent (%)	Cumulative Frequency	Cumulative Percent (%)
1 – 5 years	93	58.86	93	58.86
5 – 10 years	50	31.65	143	90.51
10 – 15 years	14	8.86	157	99.37
20 years and above	1	0.63	158	100.00

Source: Constructed for this research

Figure 4.7: Descriptive Analysis for Service Length



Source: Constructed for this research

Based on our respondents that participated in this research, their service length between 1 to 5 years, 5 to 10 years, 10 to 15 years and 20 years and above as according to Table 4.7 and Figure 4.7. Hence, Figure 4.7 shows that 93 respondents having 1 to 5 years teaching experiences which are 58.86 % out of 100%, followed by range 5 to 10 years, 50 respondents which are 31.65%, then the range of 10 to 15 years consist of 14

respondents (8.86%) and lastly only 1 respondent having service length of 20 years and above (0.63%).

4.1.2 Central Tendencies Measurement of Constructs

For this research, the purpose to conduct the central tendencies measurement is to identify the mean value and standard variation with five interval scale constructs. Total number of 38 items in questionnaire are being measured by apply likert scale which also known as five point interval scale. Likert scale rating from Strongly Disagree to Strongly Agree, where: 1 indicates Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A) and 5=Strongly Agree (SA). The mean values and standard deviation values of these 38 items were generated through SAS Enterprise Guide 5.1 software.

4.1.2.1 Training Method

Table 4.8: Statistics of Training Method

	Statements	N	Mean	Standard Deviation	Ranking (Mean)	Ranking (SD)
1.	The training methods used during training were effective for understanding the subject.	158	4.32278	0.69821	3	3
2.	The training program was relevant to our developmental needs.	158	4.32278	0.72507	3	2
3.	The training was effectively in improving on-the-job efficiency.	158	4.31646	0.66857	4	4
4.	On-the-job training is conducted to improve employee's skills, knowledge and attitudes to perform the job.	158	4.53165	0.57185	1	6
5.	Job rotation conducted in your organization is to improve employee adaptability to different kinds of situation and problems.	158	4.50633	0.63594	2	5
6.	Group training enables employee to learn in a short period of time. (E.g. Discussion forum)	158	3.83544	0.94337	5	1

Source: Constructed for this research

According to Table 4.8, it has shown the ranking results for training method. The highest mean value was 4.53165 on the statement of “On-the-job training is conducted to improve employee’s skills, knowledge and attitudes to perform the job.” Whereas statement of “Group training enables employee to learn in a short period of time. (E.g. Discussion forum) ” has the lowest value of mean which was 3.83544 but also had the highest standard deviation of 0.94337. The lowest value of standard deviation was 0.57185 on the statement of “On-the-job training is conducted to improve employee’s skills, knowledge and attitudes to perform the job.

4.1.2.2 Training Period

Table 4.9: Statistics of Training Period

	Statements	N	Mean	Standard Deviation	Ranking (Mean)	Ranking (SD)
1.	The total numbers of training programs in a year provided by organization are important.	158	4.36076	0.70682	2	6
2.	The period of training session plays an important role for the learning.	158	4.32911	0.75243	3	5
3.	The training course time is a crucial factor for trainers to cover the contents of the training programs.	158	4.31646	0.77450	4	3
4.	Extend the time limit of training programs able to make it more effective.	158	3.65190	1.05834	6	1

5.	The timing for your organization to conduct the training was appropriate. (E.g. avoid hotel peak season)	158	4.14557	0.78866	5	2
6.	The duration of training program is one of the essential elements that lead to the success of training program.	158	4.41772	0.76729	1	4

Source: Constructed for this research

According to Table 4.9, it has shown the ranking results for training period, the statement of “The duration of training program is one of the essential elements that lead to the success of training program.” had the highest mean of 4.41772. However, the lowest mean which 3.65190 for the statement were of “Extend the time limit of training programs able to make it more effective”.

The highest standard deviation was 1.05834 with the statement of “Extend the time limit of training programs able to make it more effective.” The lowest standard deviation was 0.70682 for the statement of “The total numbers of training programs in a year provided by organization are important.”

4.1.2.3 Selection of Trainers

Table 4.10: Statistics of Selection of Trainers

	Statements	N	Mean	Standard Deviation	Ranking (Mean)	Ranking (SD)
1.	Qualified trainers are chosen to train the employees in hotels.	158	4.33544	0.70133	2	5
2.	The Human Resource department makes evaluation before choosing the trainers.	158	4.21519	0.71687	4	4
3.	Trainers are hired based on their expertise in the particular subject matter.	158	4.46835	0.71979	1	3
4.	Trainers are hired based on their facilitation skills. (E.g. communication skills and problem solving)	158	4.17089	0.73314	5	2
5.	Specialists and qualified trainers are chosen for different departmental needs. (E.g. operation / administration department)	158	4.19620	0.68150	6	6
6.	Trainer's attitudes and behavior can directly influence training result.	158	4.32911	0.80161	3	1

Source: Constructed for this research

According to Table 4.10, it has shown the ranking results for selection of trainers. Statement of “Trainers are hired based on their expertise in the particular subject matter.” has the highest mean of 4.46835. On the other hand, the highest standard deviation was 0.80161 on the statement of “Trainer’s attitudes and behaviour can directly influence training result.”

While the statement of “Trainers are hired based on their facilitation skills (E.g. communication skills and problem solving)” has the lowest mean value of 4.17089, the statement of “Specialists and qualified trainers are chosen for different departmental needs. (E.g. operation / administration department)” has the lowest standard deviation which was 0.68150.

4.1.2.4 Delivery Styles

Table 4.11: Statistics of Delivery Styles

	Statements	N	Mean	Standard Deviation	Ranking (Mean)	Ranking (SD)
1.	Types of delivery styles will assist employee to understand the content of the training and development programs.	158	4.31646	0.84528	3	2
2.	Training delivery styles is designed based on the number of employees. (E.g. Group size)	158	4.00633	0.78600	5	5
3.	Trainer’s presentation style affects employee interest during the training and development.	158	4.27848	0.83608	4	3

4.	The interaction between trainees and trainer is important to meet the objectives of training and development.	158	4.46835	0.71979	1	6
5.	Language used along the training and development affects the employee understanding.	158	4.35443	0.81449	2	4
6.	The internet plays a vital role in delivering training in your organization.	158	3.29114	1.11335	6	1

Source: Constructed for this research

According to Table 4.11, it has shown the statement of “The interaction between trainees and trainer is important to meet the objectives of training and development.” has the highest value of mean (4.46835) and the lowest value of standard deviation, 0.71979.

Whilst, the lowest mean values of 3.29114 was on the statement of “The internet plays a vital role in delivering training in your organization.”, and yet it also has the highest standard deviation value of 1.11335.

4.1.2.5 Comfort and Convenience

Table 4.12: Statistics of Comfort and Convenience

	Statements	N	Mean	Standard Deviation	Ranking (Mean)	Ranking (SD)
1.	Quality of the training materials provided by the organization fulfils the employee's needs.	158	4.13291	0.83020	5	2
2.	Quality of the infrastructure (room, sound, refreshment) provided by the organization reach the expectation of employees.	158	4.16456	0.84357	4	1
3.	Time availability of employee will affect their participation in training and development.	158	4.30380	0.69309	3	4
4.	Distance of the training venue will influence the willingness of employee to attend the training program.	158	4.37342	0.68174	2	6
5.	Travel arrangement by organization will increase employee participation level in training and development programs.	158	4.41772	0.68853	1	5
6.	The employees are satisfied with training environment provided by the organization.	158	4.08861	0.80902	6	3

Source: Constructed for this research

In above, it has shown the ranking results for comfort and convenience. According to the data, the statement of “Travel arrangement by organization will increase employee participation level in training and development programs.” has the highest value of mean which was 4.41772, and the lowest mean value was 4.08861 on the statement of “The employees are satisfied with training environment provided by the organization.”

Follow by the standard deviation ranking, the highest value was 0.84357 and the lowest value was 0.68174 which on the statement of “Quality of the infrastructure (room, sound system, refreshment) provided by the organization reach the expectation of employees.” and “Distance of the training venue will influence the willingness of employee to attend the training program.” respectively.

4.1.2.6 Employee Productivity

Table 4.13: Statistics of Employee Productivity

	Statements	N	Mean	Standard Deviation	Ranking (Mean)	Ranking (SD)
1.	We have a development 'system' that builds employee skills.	158	4.20886	0.76595	6	1
2.	We have an effective employee development plan in place.	158	4.12658	0.75489	7	2
3.	We encourage training and development as a business optimization technique.	158	4.32278	0.65101	4	6
4.	We encourage skills development because it ultimately affects our bottom line through increases in employee productivity.	158	4.48101	0.66507	2	4
5.	We provide employees with continuous training to increase their productivity.	158	4.44937	0.71870	3	3
6.	The quality of training and development given to employees affects our revenue.	158	4.12658	0.57256	7	8

7.	There is a proven relationship between our employees' training and development program towards our success.	158	4.27215	0.61457	5	7
8.	Continuous training and development is a driving force of our success.	158	4.53797	0.66425	1	5

Source: Constructed for this research

According to Table 4.13, it has shown the ranking results for employee productivity. Based on the result, the highest mean was 4.53797 on the statement of "Continuous training and development is a driving force of our success". While both the statements of "We have an effective employee development plan in place", and "The quality of training and development given to employees affects our revenue" has the lowest mean value of 4.12658.

The highest value of standard deviation was 0.76595 based on the statement of "We have a development 'system' that builds employee skills.", while the statement of "The quality of training and development given to employees affects our revenue." had lowest standard deviation of 0.57256.

4.2 Scale Measurement

In this research, the reliability analysis that being adopt was SAS software which is to identify the dependent variable which is employee productivity and also independent variables of training method, training period, selection of trainers, delivery styles and comfort and convenience. Besides, reliability analysis for this research consists of 158 respondents.

Reliability measurement can be measured by using Cronbach's Alpha used to test the reliability of the collected data from questionnaires for testing the accuracy of the results. This reliability test was carried out in the pilot test for 30 respondents to determine and improve the consistency and validity before we distribute our survey questionnaires out to target respondents. The information get from the reliability analysis results can provides convenience to the researcher regarding on the reliable of the data collected from the research. Then, it can be used to explain clearly on the direction of the research. If the questions were tested and that are not providing useful information will be deleted from the questionnaire. After that, the final questionnaires are amended and made after adjustment and then it is being distributed. After the collection of the results, another reliability test will be run for the total target respondents.

Cronbach's Alpha is a reliability coefficient alpha value which will display the set of items which is positively correlated with each variable. Based on Cronbach's Alpha procedure, 0.80 to 0.95 considered is a very good reliability while 0.70 to 0.80 considered is a good reliability and 0.60 to 0.70 is considered a fair reliability. Lastly, less than 0.6 is considered poor reliability.

4.2.1 Employee Productivity

Table 4.14: Reliability Statistics-Employee Productivity

Cronbach's Alpha	N of Items
0.865	8

Source: Constructed for this research

According to Table 4.14, the value of Cronbach's Alpha for the employee productivity is 0.865 which represents that 86.5% of questions to measure the employee productivity in this research are reliable. The value of Cronbach's Alpha, 0.865 is under the range within 0.80 to 0.95 which means the 8 items to measure the employee productivity are very good reliability.

4.2.2 Training Method

Table 4.15: Reliability Statistics-Training Method

Cronbach's Alpha	N of Items
0.758	6

Source: Constructed for this research

According to Table 4.15, the value of Cronbach's Alpha for the training method is 0.758 which represents that 75.8% of questions to measure the training method in this research are reliable. The value of Cronbach's Alpha, 0.758 is under the range within 0.70 to 0.80 which means the 6 items to measure the training method are good reliability.

4.2.3 Training Period

Table 4.16: Reliability Statistics-Training Period

Cronbach's Alpha	N of Items
0.813	6

Source: Constructed for this research

According to Table 4.16, the value of Cronbach's Alpha for the training period is 0.813 which represents that 81.3% of questions to measure the training period in this research are reliable. The value of Cronbach's Alpha, 0.813 is under the range within 0.80 to 0.95 which means the 6 items to measure the training period are very good reliability.

4.2.4 Selection of Trainers

Table 4.17: Reliability Statistics-Selection of Trainers

Cronbach's Alpha	N of Items
0.845	6

Source: Constructed for this research

According to Table 4.17, the value of Cronbach's Alpha for selection of trainers is 0.845 which represents that 84.5% of the questions to measure the selection of trainers in this research are reliable. This value of Cronbach's Alpha 0.845 is under the range within 0.80 to 0.95 which means the 6 items to measure the selection of trainers are very good reliability.

4.2.5 Delivery Styles

Table 4.18: Reliability Statistics-Delivery Styles

Cronbach's Alpha	N of Items
0.761	6

Source: Constructed for this research

According to Table 4.18, the value of Cronbach's Alpha for the delivery styles are 0.761 which represents that 76.1% of questions to measure the delivery styles in this research are reliable. The value of Cronbach's Alpha, 0.761 is under the range within 0.70 to 0.80 which means the 6 items to measure delivery styles are good reliability.

4.2.6 Comfort and Convenience

Table 4.19: Reliability Statistics-Comfort and Convenience

Cronbach's Alpha	N of Items
0.755	6

Source: Constructed for this research

According to Table 4.19, the value of Cronbach's Alpha for the comfort and convenience is 0.755 which represents that 75.5% of questions to measure the comfort and convenience in this research are reliable. The value of Cronbach's Alpha, 0.755 is under the range within 0.70 to 0.80 which means the 6 items to measure the comfort and convenience are good reliability.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient Analysis

A Pearson Correlation Coefficient will show the strength, direction, significance of the relationships among the variables (employee productivity, training method, training period, selection of trainers, delivery styles and comfort and convenience) that will be measured at interval or ratio level. The number to represent Pearson Correlation is correlation coefficient and the relationship between two variables consider as perfect with a positive correlation.

4.3.1.1 Training Method and Employee Productivity

Hypothesis 1

H₀: There is no significant positive relationship between training method and employee productivity.

H₁: There is significant positive relationship between training method and employee productivity.

**Table 4.20: Correlation between Training Method and Employee
Productivity**

		Employee Productivity	Training Method
Employee Productivity	Pearson Correlation Sig. (2-Tailed) N	1 158	.640** .000 158
Training Method	Pearson Correlation Sig. (2-Tailed) N	.640** .000 158	1 158

**Correlation is significant at the 0.01 level (2-Tailed)

Source: Constructed for this research

According to Table 4.20, the correlation coefficient value is 0.640 which under the range between ± 0.41 to ± 0.70 . This proved that there is a moderate relationship between training method and employee productivity. Besides, the positive value from the correlation coefficient also can determine that training method and employee productivity are interrelated. We can conclude that there is a significant positive relationship between training method and employee productivity as the p-value is 0.000 which is less than the alpha value of 0.01. Therefore, the alternative hypothesis, H_1 is accepted.

4.3.1.2 Training Period and Employee Productivity

Hypothesis 2

H₀: There is no significant positive relationship between training period and employee productivity.

H₁: There is significant positive relationship between training period and employee productivity.

Table 4.21: Correlation between Training Period and Employee Productivity

		Employee Productivity	Training Period
Employee Productivity	Pearson	1	.708**
	Correlation		.000
	Sig. (2-Tailed)	158	158
	N		
Training Period	Pearson	.708**	1
	Correlation	.000	
	Sig. (2-Tailed)	158	158
	N		

**Correlation is significant at the 0.01 level (2-Tailed)

Source: Constructed for this research

According to Table 4.21, the correlation coefficient value is 0.708 which under the range between ± 0.41 to ± 0.70 . This proved that there is a moderate relationship between training period and employee productivity. Besides, the positive value from the correlation coefficient also can determine that training period and employee productivity are interrelated. Therefore, we can conclude that there is a significant positive relationship between training period and employee productivity as the p-value is 0.000

which is less than the alpha value of 0.01. Therefore, the alternative hypothesis, H_1 is accepted.

4.3.1.3 Selection of Trainers and Employee Productivity

Hypothesis 3

H_0 : There is significant positive relationship between selection of trainers and employee productivity.

H_1 : There is significant positive relationship between selection of trainers and employee productivity.

Table 4.22: Correlation between Selection of Trainers and Employee Productivity

		Employee Productivity	Selection of Trainers
Employee Productivity	Pearson Correlation	1	.761**
	Sig. (2-Tailed)	158	.000
	N		158
Selection of Trainers	Pearson Correlation	.761**	1
	Sig. (2-Tailed)	.000	158
	N		158

**Correlation is significant at the 0.01 level (2-Tailed)

Source: Constructed for this research

According to Table 4.22, the correlation coefficient value is 0.761 which under the range between ± 0.71 to ± 0.90 . This proved that there is a high relationship between selection of trainers and employee productivity.

Besides, the positive value from the correlation coefficient also can determine that selection of trainers and employee productivity are interrelated. Therefore, we can conclude that there is a significant positive relationship between selection of trainers and employee productivity as the p-value is 0.000 which is less than the alpha value of 0.01. Therefore, the alternative hypothesis, H_1 is accepted.

4.3.1.4 Delivery Styles and Employee Productivity

Hypothesis 4

H_0 : There is no significant positive relationship between delivery styles and employee productivity.

H_1 : There is significant positive relationship between delivery styles and employee productivity.

Table 4.23: Correlation between Delivery Styles and Employee Productivity

		Employee Productivity	Delivery Styles
Employee Productivity	Pearson Correlation	1	.569**
	Sig. (2-Tailed)	.000	158
	N	158	158
Delivery Styles	Pearson Correlation	.569**	1
	Sig. (2-Tailed)	.000	158
	N	158	158

**Correlation is significant at the 0.01 level (2-Tailed)

Source: Constructed for this research

According to Table 4.23, the correlation coefficient value is 0.569 which under the range between ± 0.41 to ± 0.70 . This proved that there is a moderate relationship between delivery styles and employee productivity. Besides, the positive value from the correlation coefficient also can determine that delivery styles and employee productivity are interrelated. We can conclude that there is a significant positive relationship between selection of trainers and employee productivity as the p-value is 0.000 which is less than the alpha value of 0.01. Therefore, the alternative hypothesis, H_1 is accepted.

4.3.1.5 Comfort and Convenience and Employee Productivity

Hypothesis 5

H_0 : There is no significant positive relationship between comfort and convenience and employee productivity.

H_1 : There is significant positive relationship between comfort and convenience and employee productivity.

Table 4.24: Correlation between Comfort and Convenience and Employee Productivity

		Employee Productivity	Comfort and Convenience
Employee Productivity	Pearson Correlation	1	.623**
	Sig. (2-Tailed)	158	.000
	N	158	158
Comfort and Convenience	Pearson Correlation	.623**	1
	Sig. (2-Tailed)	.000	158
	N	158	158

**Correlation is significant at the 0.01 level (2-Tailed)

Source: Constructed for this research

According to Table 4.24, the correlation coefficient value is 0.623 which fall under the range from ± 0.41 to ± 0.70 . This is proved that there is a moderate relationship between comfort and convenience and employee productivity. Besides, the positive value from the correlation coefficient also can determine that comfort and convenience and employee productivity are interrelated. We can conclude that the relationship between comfort and convenience and employee productivity is significant as the p-value is 0.000 which is less than the alpha value of 0.01. Therefore, the alternative hypothesis, H_1 is accepted.

4.3.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is a method to identify the relationship between independent variables and dependent variable with using a linear equation in order to obtained data. In our research, we used multiple linear regression analysis to identify the relationship between employee productivity and training method, training period, selection of trainers, delivery styles and comfort and convenience.

4.3.2.1 Training and Development and Employee Productivity

Hypothesis 6

H_0 : There is no significant relationship between training and development and employee productivity.

H_1 : There is significant relationship between training and development and employee productivity.

Table 4.25: Multiple Linear Regressions

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr> F
Model	5	25.04362	5.00872	62.74	<.0001
Error	152	12.13448	0.07983		
Corrected Total	157	37.17811			

Root MSE	0.28255	R-Square	0.6736
Dependent Mean	4.31566	Adj R-Sq	0.6629
Coeff Var	6.54698		

Source: Constructed for this research

According to the Table 4.25, it showed that p-value ($<.0001$) is less than the alpha value (0.05). Therefore, the F-value of 62.74 is significant. From the results of the study, we can determine that there is a significant relationship between the training and development and employee productivity. Hence, the independent variables (training method, training period, selection of trainers, delivery styles and comfort and convenience) are remarkable in explaining the variance in employee productivity and the alternate hypothesis was supported by data.

The R square shown on the table above indicates the extent or percentage of training method, training period, selection of trainers, delivery styles and comfort and convenience and can explain the variations of employee productivity. In this study, independent variables (training method, training period, selection of trainers, delivery styles and comfort and convenience) are able to explain that 67.36% of the variations in dependent variable (employee productivity). However, the remaining of 32.64%(100%-67.36%) unexplained in this study, which means there can be classify as additional variable that can affect the employee productivity which have not explained in this research result.

Table 4.26: Multiple Linear Regressions: Parameter Estimates

Parameter Estimates					
Variable	DF	Parameter Estimates	Standard Error	t value	Pr> t
Intercept	1	0.70850	0.22517	3.15	0.0020
Training Method	1	0.01619	0.07975	0.20	0.8394
Training Period	1	0.11576	0.07233	1.60	0.1116
Selection of Trainers	1	0.45617	0.06318	7.22	<.0001
Delivery Styles	1	0.15195	0.05944	2.56	0.0116
Comfort and Convenience	1	0.11063	0.07067	1.57	0.1195

Source: Constructed for this research

Training Method is not remarkable to forecast the dependent variable. This is due to the p-value for training method (0.8394) is more than the alpha value (0.05).

Training Period is not remarkable to forecast the dependent variable. This is due to the p-value for training period (0.1116) is more than the alpha value (0.05).

Selection of Trainers is remarkable to forecast the dependent variable which is talent engagement for this research. This is due to the p-value for Employee Involvement (<0.0001) is less than the alpha value (0.05).

Delivery Styles are remarkable to forecast the dependent variable which is talent engagement to our research due to the p-value for training and development (0.0116) is less than the alpha value (0.05).

Comfort and Convenience are not remarkable to forecast the dependent variable due to the p-value for training and development (0.1195) is more than the alpha value (0.05).

The linear regression equation is represented below: $Y = a + B1 (X1) + B2(X2) + B3(X3) + B4(X4) + B5(X5)$

X1 = Independent variable 1

X2 = Independent variable 2

X3 = Independent variable 3

X4 = Independent variable 4

X5 = Independent variable 5

Regression Equation:

<p>Employee Productivity = 0.70850+0.01619 (Training Method) +0.11576 (Training Period) +0.45617 (Selection of Trainers) + 0.15195 (Delivery Styles)+ 0.11063(Comfort and Convenience)</p>
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Highest contribution

According to the table, the variable provide the highest contribution is selection of trainers to the variance of employee productivity because the value of “Parameter Estimate” for this independent variable is the largest which is 7.22 when comparing with other variables (training method, training period, delivery styles as well as comfort and convenience). This means that selection of trainers has the strongest unique contribution to clarify the variation in employee productivity, as its variance has interpreted by other variables in the model.

Second Highest Contribution

The delivery styles are the second highest contribution to the variation of employee productivity. This is because the value of “Parameter Estimate” for the variable is the second largest which is 2.56 if compare to other variables (training method, training period, selection of trainers and comfort and convenience). Thus, delivery styles are the second strongest unique contribution to clarify the variation in employee productivity, when the variances interpret by other variable in the model.

Third Highest Contribution

The training period is the third highest variable contribution to the variation of employee productivity. This is because the value of “Parameter Estimate” for the variable is the third largest which is 1.60 if compare to other variable (training method, selection of trainers, delivery styles, comfort and convenience). Hence, training period is the third strongest unique contribution to clarify the variation in employee productivity, when the variances interpret by other variable in the model.

Fourth Highest Contribution

The fourth highest variable contribution is comfort and convenience due to the value of “Parameter Estimate” for the variable is the fourth largest which is 1.57 if compare to other variables (training method, training period, selection of trainers and delivery styles). Thus, comfort and convenience have made the forth strongest unique contribution to clarify the variation in employee productivity, when the variances interpret by other variable in the model.

Lowest Contribution

As per compare, training method are the lowest variable to the variation of employee productivity because the value of “Parameter Estimate” for the variable is the lowest which only 0.20 if compare to other variable (training period, selection of trainers, delivery styles, comfort and convenience). In short, training method has the less unique contribution to explain the variation in employee productivity, when the variances interpret by all other variables in the model.

4.4 Conclusion

In short, descriptive analysis has been used to analyze and summarize the respondent’s general information and their demographic profile in this chapter. The reliability of all variables was tested with an internal reliability test. For the inferential analysis, Pearson Correlation Coefficient Analysis used to identify the relationships among those variables and the impact of independent variables to the dependent variable was examined by using Multiple Linear Regression Analysis. This chapter concluded that all of the independent variables (training method, training period, selection of trainers, delivery styles and comfort and convenience) have a significant relationship with the dependent variable (employee productivity). The outcomes which generated from this chapter will have a detailed discussion in next chapter.

CHAPTER 5: DISCUSSION AND FINDINGS

5.0 Introduction

An overview of the research study is provided in this chapter. Firstly, a summary of statistical analysis, which includes descriptive analysis and inferential analysis that is Pearson Correlation Analysis and Multiple Regression Analysis will be provided. This chapter also included the discussion of major findings and implications of the study. Limitation of this research will be identified and provide some suggestion for future researcher. At last, it will then end by a conclusion for this chapter.

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analysis

The major focus for this study is to identify the effect of training and development provided by organization towards employee productivity in hotel industry. Demographic profile is being used to describe the traits of the respondents. For examples, types of organization, gender, age, level of education, position, income level and service length. In the survey questionnaire, we have included the demographic profile at Section A in order for us to get the data. The results of the frequencies analysis is presented in below.

Based on the study, 23.42% (37 respondents) of the respondents are working in public listed company, 66.46% (105 respondents) of the respondents are working in private limited company and only 10.13% (16 respondents) of the respondents are working in other types of organization. 38.61% (61 respondents) of the respondents were male while 61.39% (97 respondents) of the respondents were female. For the age of range, 68 respondents (43.04%) are 21 to 30 years old, 69 respondents (43.67%) are 31 to 40 years old, 18 respondents (11.39%) are 41 to 50 years old and 3 respondents (1.90%) are 51 to 55 years old and above.

The level of education of the respondents shows that there are 11.39% (18 respondents) are SPM holder, 32.28% (51 respondents) are Diploma holder, 53.80% (85 respondents) are Degree holder, 1.90% (3 respondents) are Master holder and only one respondent (0.63%) is other education level. For the position level, 43 respondents (27.22%) are non-executive, 79 respondents (50%) are executive, 30 respondents (18.99%) are manager level and 6 respondents (3.80%) are having other position.

For the income level, 21.52% (34 respondents) earns RM900 to RM1900, 48.10% (76 respondents) earns RM2000 to RM3900, 23.42% (37 respondents) earns RM4000 to RM5900 and 6.96% (11 respondents) earns RM6000 and above. For the service length, 93 respondents (58.86%) have just working for 1 to 5 years in current organization, 50 respondents (31.65%) have working for 5 to 10 years, 14 respondents (8.86%) have working for 10 to 15 years and only one respondent (0.63%) have working for 20 years and above.

5.1.2 Inferential Analysis (Pearson Correlation)

Table 5.1: Hypothesis Test Results

Number of Hypothesis	Alternative Hypothesis	Result
Hypothesis 1	There is a significant positive relationship between training method and employee productivity.	Supported since p-value = 0.000; r = 0.640, positive and moderate relationship between training method and employee productivity.
Hypothesis 2	There is a significant positive relationship between training period and employee productivity.	Supported since p-value = 0.000; r = 0.708, positive and moderate relationship between training period and employee productivity.
Hypothesis 3	There is a significant positive relationship between selection of trainers and employee productivity.	Supported since p-value = 0.000; r = 0.761, positive and high relationship between selection of trainers and employee productivity.
Hypothesis 4	There is a significant positive relationship between delivery styles and employee productivity.	Supported since p-value = 0.000; r = 0.569, positive and moderate relationship between delivery styles and employee productivity.

Hypothesis 5	There is a significant positive relationship between comfort and convenience and employee productivity.	Supported since p-value = 0.000; r = 0.623, positive and moderate relationship between comfort and convenience and employee productivity.
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Source: Constructed for this research

5.1.3 Inferential Analysis (Multiple Regressions)

Multiple linear regression analysis is the method applies to forecast and identify the relationship among independent variables with dependent variable. In this study, we investigated the impact of the training method, training period, selection of trainers, delivery styles and comfort and convenience towards the employee productivity.

According to the result of multiple linear regression analysis, the R square of our study is 0.673, which mean 67.36% of the variation of employee productivity is explained by the training method, training period, selection of trainers, delivery styles and comfort and convenience. Besides, the F-value of 62.74 is significantly at the <0.0001 level whereby it less than alpha value 0.05 represents that this model is a best described the relation between the independent variables and dependent variable.

Selection of trainers provided highest contribution to the variance of employee productivity due to the value of "Parameter Estimate" for this independent variable is the largest which is 7.22 when comparing with independent variables. Whereas delivery styles is the independent variables which provide the second highest contribution to the variation of the dependent variable due to the value of "Parameter Estimate" for this independent variable is second largest which is 2.56 and followed by

training period since it contribute third largest value of “Parameter Estimate”,1.60. The fourth highest variable contribution is comfort and convenience due to the value of “Parameter Estimate” for the variable is the fourth largest which 1.57 as compare to other independent variables. However, training method are the lowest variable to the variation of employee productivity because the value of “Parameter Estimate “for the variables is the lowest which is only 0.20 as compare to other variables (training period, selection of trainers, delivery styles, comfort and convenience).

5.2 Discussions of Major Findings

The comprehensive of the research objective is to evaluate the effect of training and development provided by organization towards employee productivity in hotel industry. The five components under training and development being examined are training method, training period, selection of trainers, delivery styles, and comfort and convenience on the impact to employee productivity in the hotel industry in Malaysia.

5.2.1 Training Method

H₁: There is a significant positive relationship between training method and employee productivity.

According to the result we get it from Chapter 4 which adapted Pearson Correlation Test, showing an analysis with the correlation which is 0.640, which illustrates that there is a significant positive relationship between training method and employee productivity due to the positive value for the correlation coefficient. Therefore, training method and employee productivity is positively correlated.

The result of the study indicates the significant relationship between training method and employee productivity. This simply means that training method provided by the organization has an impact to the contribution of employee productivity in hotel industry. Based on the researcher found, the importance of training method use by an organization has been recognized. Training positively indicates a results on improving the employee's job related knowledge, skills and ability to work. Hence, a proper training method being applied and chosen by the company does help the organization to transfer the knowledge and skills of training they wish to provide to the employee. By implement the right training method, the overall performance of employee productivity towards their job will be improved and thus influence the overall organizational performance. In the research also found that, by implementing appropriate training method in the workplace, it will automatically promote a harmony working environment with suitable work practice. Besides, the training method used in the organization is an important element towards organizational change in terms of employee attitudes towards the job and productivity (Carmichael, Ercolani, Kang, et al., 2009).

5.2.2 Training Period

H₁: There is significant positive relationship between training period and employee productivity.

According to the result we get it from Chapter 4 which adapted Pearson Correlation Test, showing an analysis with the correlation which is 0.708, which illustrates that there is a significant positive relationship between training period and employee productivity due to the positive value for the correlation coefficient. Thus, when the training period conducted is adequate and fit with the training course, the outcome of the training and development program will give positive impact on employee productivity.

Therefore, training period and employee productivity is positively correlated. According to Truitt (2011), adequate job training is related to employee's positive attitude about job training. Inadequate job training will lead to employee dissatisfaction, and thus has poor performance during work. In contrast, a thoroughly well trained employee will usually perform better and better in satisfy the customer needs.

However, a too long duration training period may seems too boring and it may result in the employees will lost interest and focus during the training given (Lewis, 2013). In addition, in order to achieve an effective training for the employee, the human resource personnel should design the training program such as planning training session and set a training duration with clear goals and objectives of the training conducted (Elnaga & Imran, 2013).

5.2.3 Selection of Trainers

H₁: There is significant positive relationship between selection of trainers and employee productivity.

According to the result we get it from Chapter 4 which adapted Pearson Correlation Test, showing an analysis with the correlation which is 0.761, which illustrates that there is a significant positive relationship between selections of trainers and employee productivity due to the positive value for the correlation coefficient. Therefore, selection of trainers and employee productivity is positively correlated.

Selection of trainers will directly impact the employee productivity (Batool & Batool, 2012). There is a research conduct by previous researcher who stated that when the employees who accepted the training will tend to be more committed and take more initiative to participate training program that provided by the organization. When employee

gaining a positive training experience, they will indirectly feel loyal to the organization and also perform the job better. Hence, this will increase the employee productivity (Sahinidis & Bouris, 2008).

Besides, selection of trainers is an important process before introduce training and development as trainers can help to transforms employee's previous skills, knowledge and attitude into an ideal status in order to strengthen individual, team and organizational performance. Organization have the responsibility to ensure that right trainers are being selected to fit into the appropriate training programs based on their expertise in particular subject matter, qualification, attitudes which can influence the employee interest during the training and ultimately results in higher employee productivity. Hence, the results have determined that there is a significant positive relationship between the selection of trainers and employee productivity (Yang, Wang & Drewry, 2009).

5.2.4 Delivery Styles

H₁: There is significant positive relationship between delivery styles and employee productivity.

According to the result we get it from Chapter 4 which adapted Pearson Correlation Test, showing an analysis with the correlation which is 0.569 with the employee productivity variable, this represents a positive relationship between delivery styles and employee productivity due to the positive value for correlation coefficient. Therefore, delivery styles and employee productivity is positively correlated.

Delivery style can be considered as one of the very important parts under Training and Development as employees is concerned about the delivery style of the given training and development by the organization. The trainer's presentation style can directly or indirectly give significant

impacts to the employee interest along the training period. Besides, he types of delivery styles will assist employee to understand well regarding on the content of the training and development provided by organization. For examples, when the trainer is not delivering the training in a spectacular style, he or she will not able to capture the attentiveness of the audience, this means that the trainer is just wasting of the time of giving the training and development. Therefore, delivery style plays an important role in the training and development. A good training design by the organization based on the need and wants of the employees can let the organization to receive positive impacts from the training and developments.

5.2.5 Comfort and Convenience

H₁: There is a significant positive relationship between comfort and convenience and employee productivity.

According to the result we get it from Chapter 4 which adapted Pearson Correlation Test, showing an analysis with the correlation which is 0.623, which illustrates that there is a significant positive relationship between comfort and convenience and employee productivity due to the positive value for the correlation coefficient. Therefore, comfort and convenience and employee productivity is positively correlated.

Comfort and convenience has the impact on the employee productivity in hotel industry. According to Leblebici (2012), having a comfortable training environment to increase the comfort level can motivate employees and produce better results. During organizing a training program, employee's comfort level will have direct impact on their training result. Fulfilling their needs such as providing good quality of training materials and infrastructure can increase their comfort level and thus can directly motivate them and make improvements.

Another research show that selecting an appropriate training location for the employees is important as it can increase the comfort level of the employees and thus affected the employee productivity. Increase of comfort level will make the training program taking effect on the employee, their skills and knowledge will be improved and thus their performance and productivity will be improved.

5.2.6 Training and Development

H₁: There is significant positive relationship between training and development and employee productivity.

According to multiple regression tests result conducted from SAS Enterprise Guide 5.1, the coefficient of determination (R^2) of five independent variables which are training method, training period, selection of trainers, delivery styles and comfort and convenience with the dependant variables of employee productivity is 0.6736. In other word, the coefficient of determination (R^2) value means that 67.36% of the variances in employee productivity have been significantly explained by the training method, training period, selection of trainers, delivery styles and comfort and convenience.

Researcher proved that training and development and employee productivity is positively correlated (Bartel, 1994). Besides, another researcher also mentioned that the training and development programs have a positive impact in improving quality of employees in knowledge, skills and capability which will helps the employees to improve their job performance (Guest, 1997).

In our research study, based on the Pearson Correlation Analysis results of training method, training period, selection of trainers, delivery styles and comfort and convenience (independent variable), there are significant relationships with employee productivity (dependent variable). Therefore, we can conclude that these five independent variables will influence the employee productivity in hotel.

5.3 Implications of the Study

5.3.1 Managerial Implications

Training and development provided by organization has significant impacts towards employee productivity. Based on our research, it provides useful information to the human resource department not only in hotel industry but also can be applied to any other industry in this field that will provide training and development for their employees in order to improve their employee's productivity.

This research helps human resource department in different industry in identifying the important criteria to develop a successful training program for the employees to improve their skills, ability and knowledge so as to improve their productivity. The researcher can know what the main concerns of the employees in attending the training program and can have a clear vision of choosing the appropriate training method, period, selection of trainers and delivery styles in organize a training program. This research can help the organization in findings ways to improve the employee participation level and reduce overall turnover rate in the hotel industry.

As we know, employees are the most important asset in an organization but they are unable to perform well without an effective training and development program. A well planned training and development program

not only enhance the skills, ability and knowledge of the employees but also one step forward for their future career enhancement. Employees can develop their career goals in a broader ways since they have the opportunity to understand other job position and information and thus increase the promotion possibilities in a meantime.

Besides, human resource manager can have a better understanding on the evaluation of employee performance appraisal. When they collecting feedback from the employees, the human resource departmental personnel able to know whether the training program is appropriate to fit the employee's position in order to contribute a significant result for the organization. For instance, the opinion and result collected from trainees allow the organization to eliminate the weakness and provide guidance for future improvement. Other than that, human resource department able to know how to avoid unnecessary problem when design an effective training program in the future.

Moreover, by participating in training and development, employees able to learn the methods of solving problems and minimize their error. It can significantly improve their technical and management skills such as handling customer complaints. Meanwhile, employees will getting more familiar with their work task and increase their productivity after undergo training and development. For example, the employees able to get the updated job related information.

Throughout this research, organizations will be aware that a well planned training and development able to improve the employee productivity and thus increase the overall organizational performance. The organization and management can also refer to the information obtained from the survey in order to have a better idea in planning and organizing their training program.

5.4 Limitations of the Study

5.4.1 Size and Scope of Research

Sample size is considered one of the significant limitations of this study. It is not easy to get 158 respondents from all the hotels in Ipoh, Perak and Kuantan, Pahang and specifically in human resource department as our target respondents. We only managed to get into thirty-two (32) hotels from Ipoh and Kuantan due to the time constraints and distance between university and industry. Furthermore, the sample size in our research is not big enough to represent the whole research study and as a result, it might cause us unable to get an accurate and reliable result and faced difficulty in analyze our target respondent with our research topic.

5.4.2 Falsification of Respondents and Difficult in Finding

We also faced one major problem during the period of collecting data which is when the time we went to conduct our survey questionnaire from the human resources personnel at the hotel located at Ipoh, Perak and Kuantan, Pahang. Some of our target respondents not willing to participate in our survey as they may perceive that participation in our survey not only time consuming but also brings no any single benefits for them. Therefore, respondents may think that they have no obligation to respond and answer the questionnaire which may take their times from the office hours.

Besides, some of our target respondents rejected our request directly for carrying out our survey in their hotel due to that time we went to do so was public holiday, which means it is considered peak hours for the hotels and human resource departments to handle their daily routine and manage the urgent scheduling work. Another problem has affects our numbers of

target respondents which is some of our target respondents do not response on the questionnaires we send to them through e-mail as they tend to ignored it.

5.5 Recommendations for Future Research

We proposed a research model for the research in this study. An overall of five components of training and development (training method, training period, selection of trainers, delivery styles, comfort and convenience) were adapted as independent variables and for the employee productivity was used as dependent variable.

We suggested the precise information should be gathered for a better understanding in order to provide a more accuracy data on the future research. In addition, the size and scope of research should be improved in terms of number of respondents as well as geographical location in order to get a more reliable and valid data. Researcher who interested on this topic can expand the area of research in more developed states in Malaysia such as Penang, Johor and Malacca as well as other countries which related in this field.

In addition, we suggest future researcher to use different kind of methods to collect data from the respondents such as telephone interview and make appointment with the management before they conduct a personal interview section. Other than that, they should avoid any peak season of the hotel to improve the responsiveness from the respondent towards the research study. Future researcher must make a telephone call to inform the particular target respondent after they send the e-mail to conduct a questionnaire or encourage the respondent to answer and respond on it. They can try to explain in details about the research objectives to help the respondent to save their time in understanding the whole research project and also answering the questionnaire.

5.6 Conclusion

After carried out this research, there is a preceding comprehension on the impacts of training and development provided by the organization towards employee productivity in hotel industry. The findings for this research could suggest better implication for the human resources personnel to design a well planned training and development for the employees in order to meet their needs and wants. Moreover, the overview of this study, limitation of this study and suggestion for the future researcher have been explained and generated throughout the chapter.

Besides, we also explained and analyzed the relationship among all the independent variables and dependent variables according to the result formulated from the descriptive analysis and inferential analysis through SAS software. The limitation that we faced along the research had also been disclosed and discussed. Other than that, we recommended the future researcher to work on improvements in their future study and explore other predictors that may dedicate to the employee productivity in any other industry.

At last, we can concluded that the five independent variables which are training method, training period, selection of trainers, delivery styles, comfort and convenience have significant relationship towards the employee productivity and it can be improved after organization provided the training and development to the employee and they will assist the organization not just only to improve in profits revenue and reputation but also to achieve the organizational goals and objectives.

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Appendix 3.1 Permission Letter



UNIVERSITI TUNKU ABDUL RAHMAN

Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

30th June 2015

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

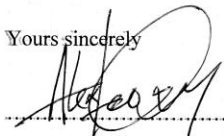
The students are as follows:

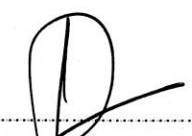
<u>Name of Student</u>	<u>Student ID</u>
Cheng Siew Yee	08ABB02850
Gee Oon Kei	11ABB01907
Law Voon Ee	11ABB02037
Ng Sze Wee	09ABB02533
Tai Mun Ying	11ABB06940

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely


Mr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my


Mr Peramjit Singh a/l Balbir Singh
Supervisor,
Faculty of Business and Finance
Email: peramjit@utar.edu.my

Address: 9, Jalan Bersatu 13/4, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia Postal Address: P O Box 11384, 50744 Kuala Lumpur, Malaysia
Tel: (603) 7958 2628 Fax: (603) 7956 1923 Homepage: <http://www.utar.edu.my>



**UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF BUSINESS AND FINANCE
BACHELOR OF BUSINESS ADMINISTRATION (HONS)
UNDERGRADUATE RESEARCH PROJECT
RESEARCH TOPIC:**

**THE EFFECT OF TRAINING AND DEVELOPMENT PROVIDED BY
ORGANIZATION TOWARDS EMPLOYEE PRODUCTIVITY IN HOTEL
INDUSTRY**

Survey Questionnaires

Dear Sir/Madam,

We are undergraduate students from Universiti Tunku Abdul Rahman (UTAR) under Bachelor of Business Administration (Hons) and currently conducting a final year research project entitled *“The effect of training and development provided by organization towards employee productivity in hotel industry.”* Our research aims to find out whether the effect of training and development provided by organization will have significant impact towards employee productivity in hotel industry.

Instructions:

- 1) There are **THREE** (3) sections in this questionnaire. Please answer **ALL** questions in **ALL** sections.
- 2) Completion of this form will take you approximately 5 to 10 minutes.
- 3) Please feel free to share your comment in the space provided. The contents of this questionnaire will be kept **strictly confidential**.
- 4) Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to **collection, recording, storage, usage and retention of personal information**.

Acknowledgment of Notice

[] I have been notified by you and that I hereby understood, consented and agreed per UTAR notice.

[] I disagree, my personal data will not be processed.

As such, we will appreciate your good self to participate in this survey. All the information obtained will be kept confidentially and solely for academic purpose. Thank you in advanced for your kindness to spare some time in helping us to complete this research project.

Thank you.

Sincerely,

Cheng Siew Yee	08ABB02850
Gee Oon Kei	11ABB01907
Law Voon Ee	11ABB02037
Ng Sze Wee	09ABB02533
Tai Mun Ying	11ABB06940

Section A: Demographic Profile

Please check ☒ for each of the following that related with your answer. Your personal information will be kept confidential.

1. Types of organization:

- ☐ Public Listed Company
- ☐ Private Limited Company
- ☐ Others

2. Gender:

- ☐ Male
- ☐ Female

3. Age:

- ☐ 21- 30 years old
- ☐ 31- 40 years old
- ☐ 41- 50 years old
- ☐ 51- 55 years old and above

4. Please indicate your highest level of education attained:

- ☐ SPM
- ☐ Diploma
- ☐ Degree
- ☐ Master
- ☐ Others

5. Position:

- ☐ Non-executive
- ☐ Executive
- ☐ Manager level
- ☐ Others

6. Income:

- ☐ RM900- RM1900
- ☐ RM2000 - RM3900
- ☐ RM4000 - RM5900
- ☐ RM6000 and above

7. Service length:

- ☐ 1 - 5 years
☐ 5 - 10 years
☐ 10 - 15 years
☐ 20 years and above

Section B:

This section is seeking your opinion regarding the effect of training and development (training method, training period, selection of trainers, delivery styles, comfort and convenience) provided by your organization towards 'employee' productivity.

Please circle your answer to each statement using 5 Likert scale.

*Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Training Method						
1	The training methods used during training were effective for understanding the subject.	1	2	3	4	5
2	The training program was relevant to our developmental needs.	1	2	3	4	5
3	The training was effectively in improving on-the-job efficiency.	1	2	3	4	5
4	On-the-job training is conducted to improve employee's skills, knowledge and attitudes to perform the job.	1	2	3	4	5
5	Job rotation conducted in your organization is to improve employee adaptability to different kinds of situation and problems.	1	2	3	4	5
6	Group training enables employee to learn in a short period of time. (E.g. Discussion forum)	1	2	3	4	5

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Training Period						
1	The total numbers of training programs in a year provided by organization are important.	1	2	3	4	5
2	The period of training session plays an important role for the learning.	1	2	3	4	5
3	The training course time is a crucial factor for trainers to cover the contents of the training programs.	1	2	3	4	5
4	Extend the time limit of training programs able to make it more effective.	1	2	3	4	5
5	The timing for your organization to conduct the training was appropriate. (E.g. avoid hotel peak season)	1	2	3	4	5
6	The duration of training program is one of the essential elements that lead to the success of training program.	1	2	3	4	5

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Selection of Trainers						
1	Qualified trainers are chosen to train the employees in hotels.	1	2	3	4	5
2	The Human Resource department makes evaluation before choosing the trainers.	1	2	3	4	5
3	Trainers are hired based on their expertise in the particular subject matter.	1	2	3	4	5
4	Trainers are hired based on their facilitation skills. (E.g. communication skills and problem solving)	1	2	3	4	5
5	Specialists and qualified trainers are chosen for different departmental needs. (E.g. operation / administration department)	1	2	3	4	5
6	Trainer's attitudes and behavior can directly influence training result.	1	2	3	4	5

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Delivery Styles						
1	Types of delivery styles will assist employee to understand the content of the training and development programs.	1	2	3	4	5
2	Training delivery styles is designed based on the number of employees. (E.g. Group size)	1	2	3	4	5
3	Trainer's presentation style affects employee interest during the training and development.	1	2	3	4	5
4	The interaction between trainees and trainer is important to meet the objectives of training and development.	1	2	3	4	5
5	Language used along the training and development affects the employee understanding.	1	2	3	4	5
6	The internet plays a vital role in delivering training in your organization.	1	2	3	4	5

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Comfort and Convenience						
1	Quality of the training materials provided by the organization fulfills the employee's needs.	1	2	3	4	5
2	Quality of the infrastructure (room, sound, refreshment) provided by the organization reach the expectation of employees.	1	2	3	4	5
3	Time availability of employee will affect their participation in training and development.	1	2	3	4	5
4	Distance of the training venue will influence the willingness of employee to attend the training program.	1	2	3	4	5
5	Travel arrangement by organization will increase employee participation level in training and development programs.	1	2	3	4	5
6	The employees are satisfied with training environment provided by the organization.	1	2	3	4	5

Section C: Dependent Variable

These questions represent *employee productivity* that will be affected by training and development provided by organization.

Please circle your answer to each statement using 5 Likert scale

*Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee Productivity						
1	We have a development 'system' that builds employee skills.	1	2	3	4	5
2	We have an effective employee development plan in place.	1	2	3	4	5
3	We encourage training and development as a business optimization technique.	1	2	3	4	5
4	We encourage skills development because it ultimately affects our bottom line through increases in employee productivity.	1	2	3	4	5
5	We provide employees with continuous training to increase their productivity.	1	2	3	4	5
6	The quality of training and development given to employees affects our revenue.	1	2	3	4	5
7	There is a proven relationship between our employees' training and development program towards our success.	1	2	3	4	5
8	Continuous training and development is a driving force of our success.	1	2	3	4	5

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to **collection, recording, storage, usage and retention of personal information.**

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-
 - *For assessment of any application to UTAR*
 - *For processing any benefits and services*
 - *For communication purposes*
 - *For advertorial and news*
 - *For general administration and record purposes*
 - *For enhancing the value of education*
 - *For educational and related purposes consequential to UTAR*
 - *For the purpose of our corporate governance*
 - *For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan*
2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.
3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.
4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
3. You may access and update your personal data by writing to us at vennylaw@gmail.com
(Law Voon Ee)

Acknowledgment of Notice

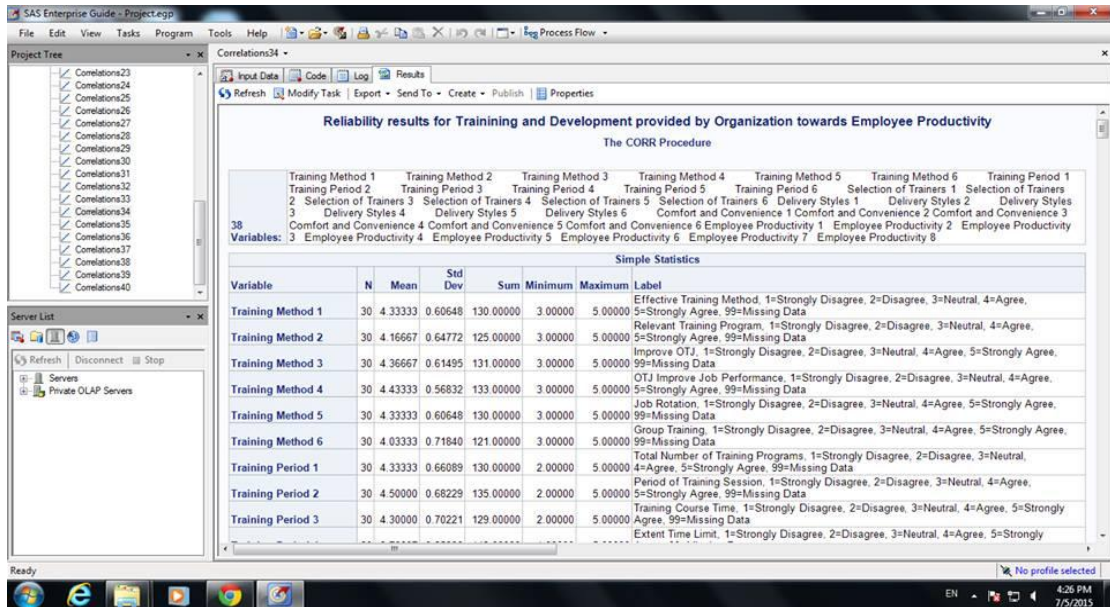
- [] I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.
- [] I disagree, my personal data will not be processed.

Thank you for your time, opinion and comments.

~ The End ~

Appendix 3.3: Pilot Test Results-30 Sets of Questionnaire

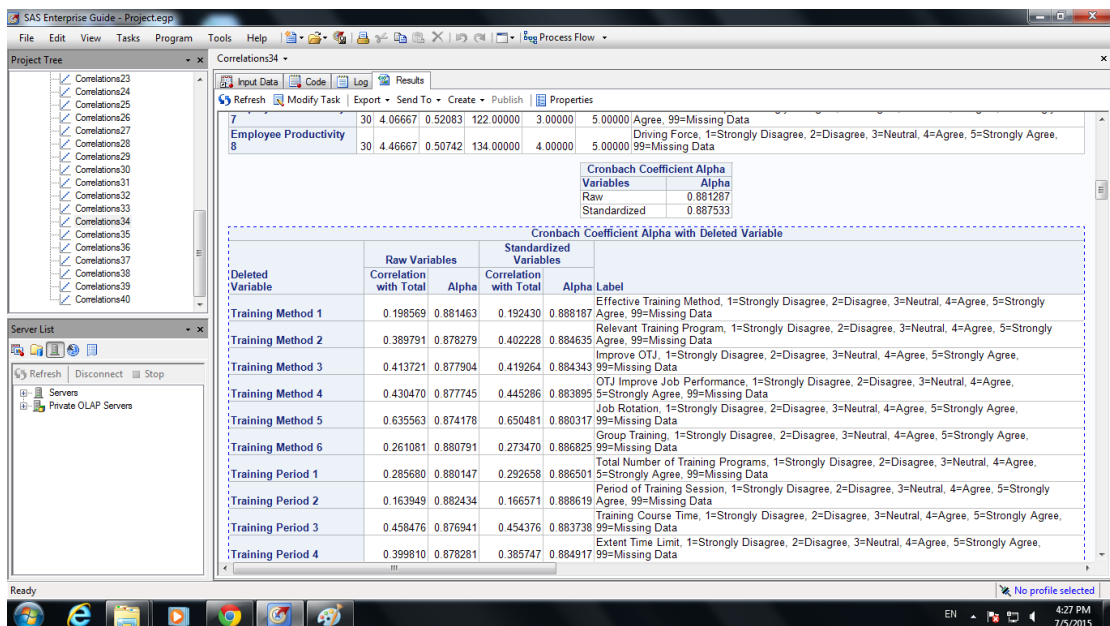
Reliability results for Training and Development provided by Organization towards Employee Productivity in Hotel Industry



Reliability results for Training and Development provided by Organization towards Employee Productivity
The CORR Procedure

Variables: 3 Employee Productivity 4 Employee Productivity 5 Employee Productivity 6 Employee Productivity 7 Employee Productivity 8

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Training Method 1	30	4.33333	0.60648	130.00000	3.00000	5.00000	Effective Training Method, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Training Method 2	30	4.16667	0.64772	125.00000	3.00000	5.00000	Relevant Training Program, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Training Method 3	30	4.36667	0.61495	131.00000	3.00000	5.00000	Improve OTJ, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Training Method 4	30	4.43333	0.56832	133.00000	3.00000	5.00000	OTJ Improve Job Performance, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Training Method 5	30	4.33333	0.60648	130.00000	3.00000	5.00000	Job Rotation, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Training Method 6	30	4.03333	0.71840	121.00000	3.00000	5.00000	Group Training, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Training Period 1	30	4.33333	0.66089	130.00000	2.00000	5.00000	Total Number of Training Programs, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Training Period 2	30	4.50000	0.68229	135.00000	2.00000	5.00000	Period of Training Session, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
Training Period 3	30	4.30000	0.70221	129.00000	2.00000	5.00000	Training Course Time, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data
							Extent Time Limit, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, 99=Missing Data



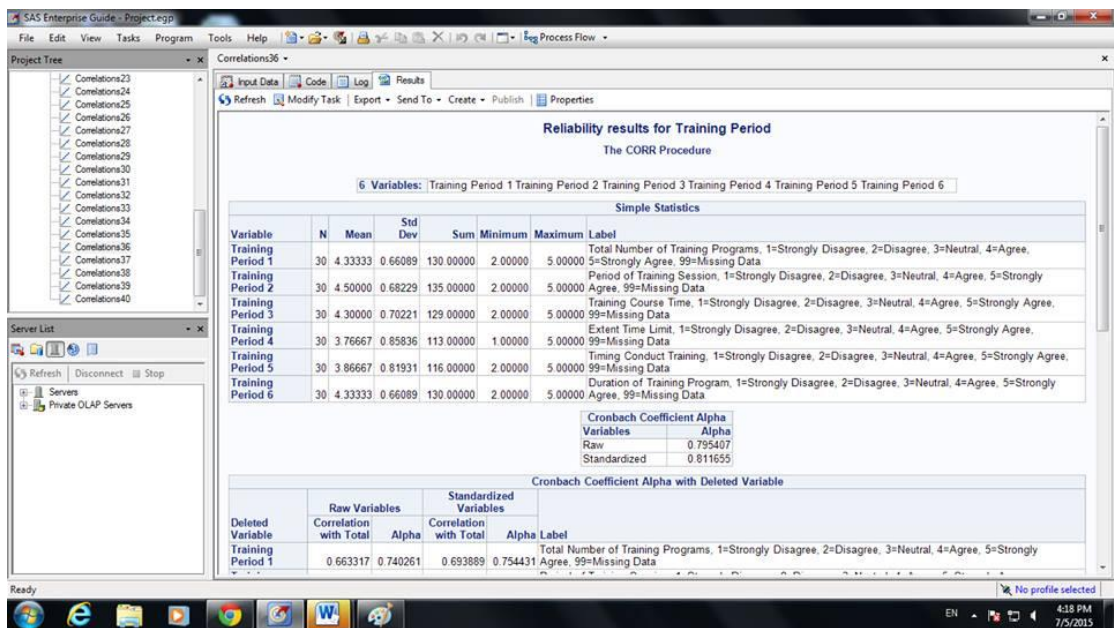
Cronbach Coefficient Alpha

Deleted Variable	Raw Variables	Standardized Variables	Alpha
	Correlation with Total	Correlation with Total	
Training Method 1	0.196569	0.881463	0.192430
Training Method 2	0.389791	0.878279	0.402228
Training Method 3	0.413721	0.877904	0.419264
Training Method 4	0.430470	0.877745	0.445286
Training Method 5	0.635563	0.874178	0.650481
Training Method 6	0.261081	0.880791	0.273470
Training Period 1	0.285680	0.880147	0.292658
Training Period 2	0.163949	0.882434	0.166571
Training Period 3	0.458476	0.876941	0.454376
Training Period 4	0.399810	0.878281	0.385747

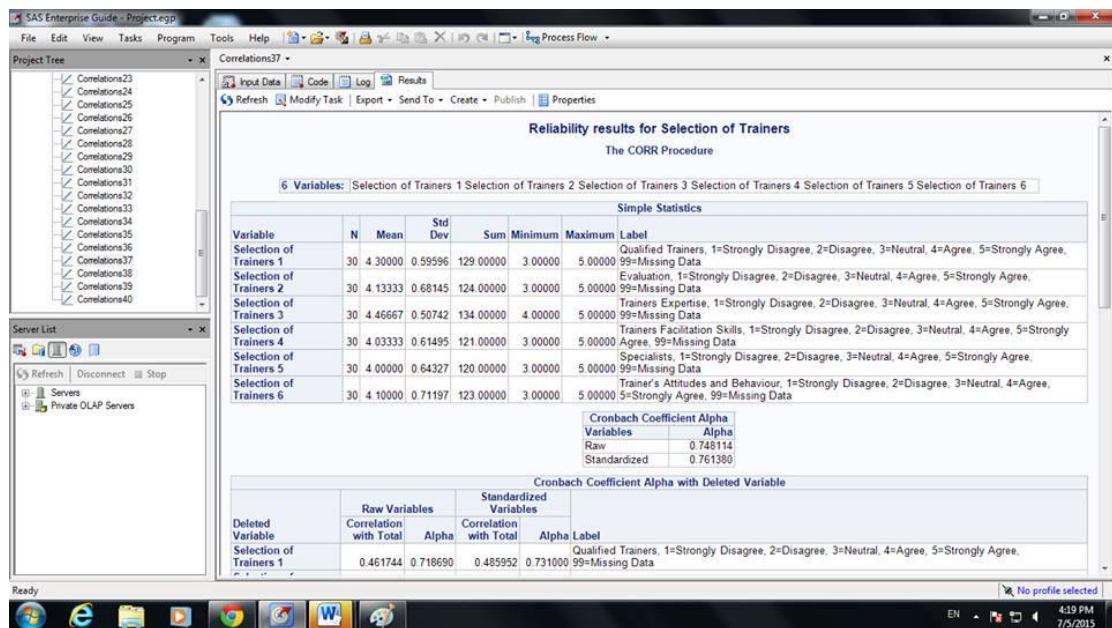
Reliability results for Training Method



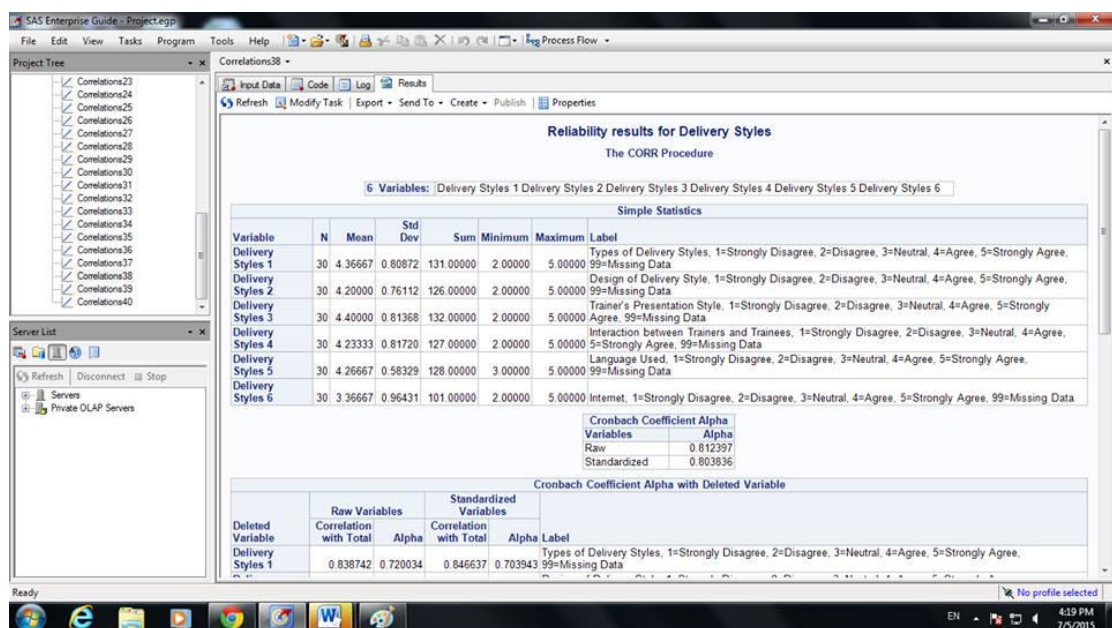
Reliability results for Training Period



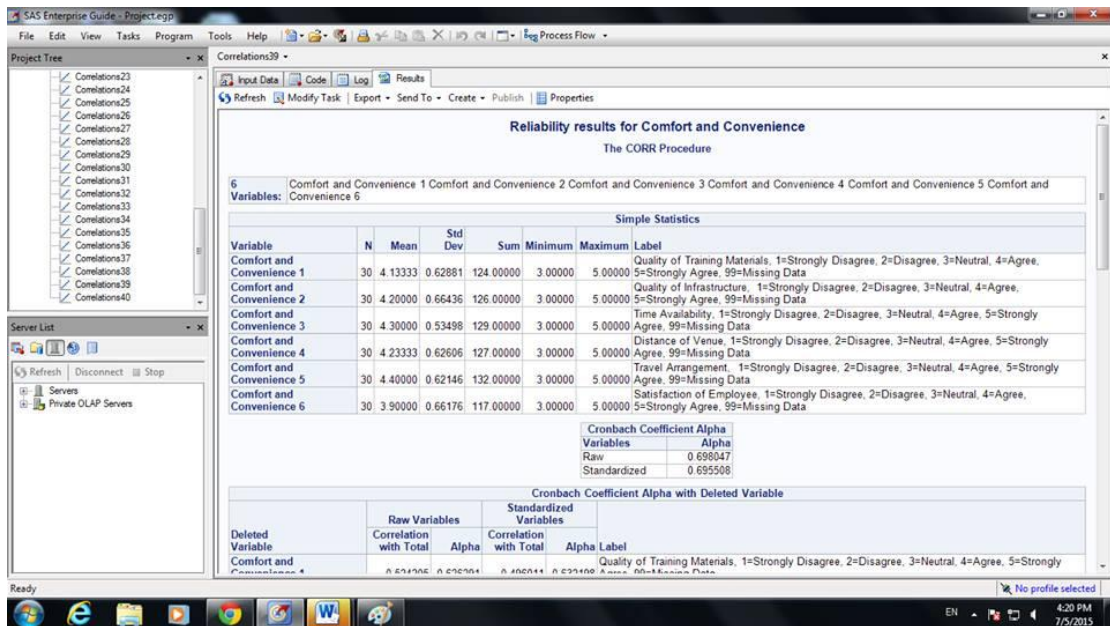
Reliability results for Selection of Trainers



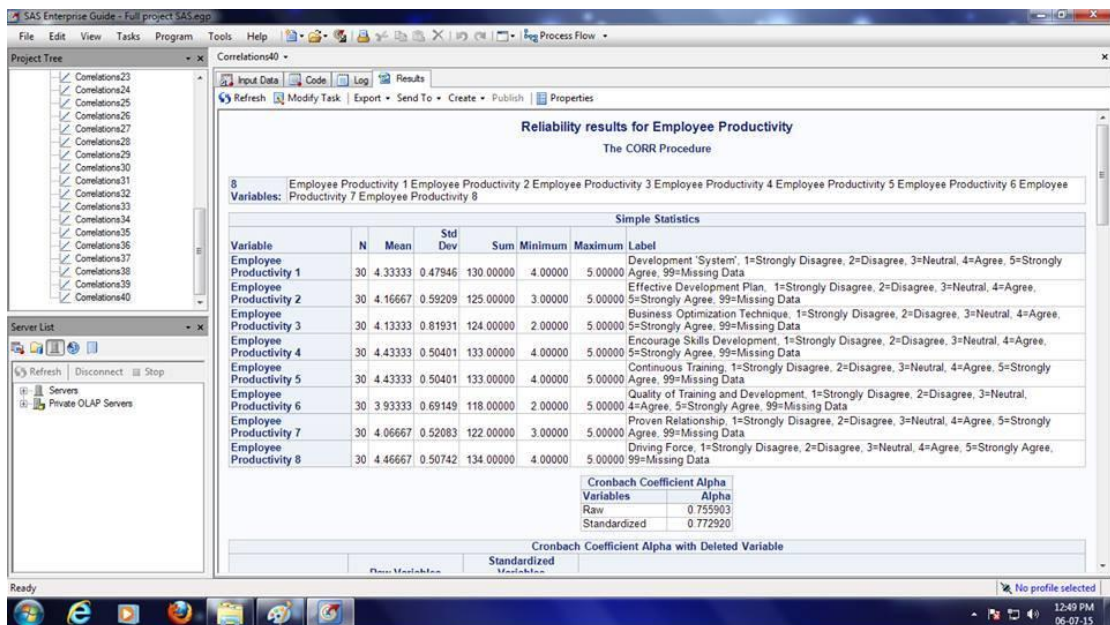
Reliability results for Delivery Styles



Reliability results for Comfort and Convenience

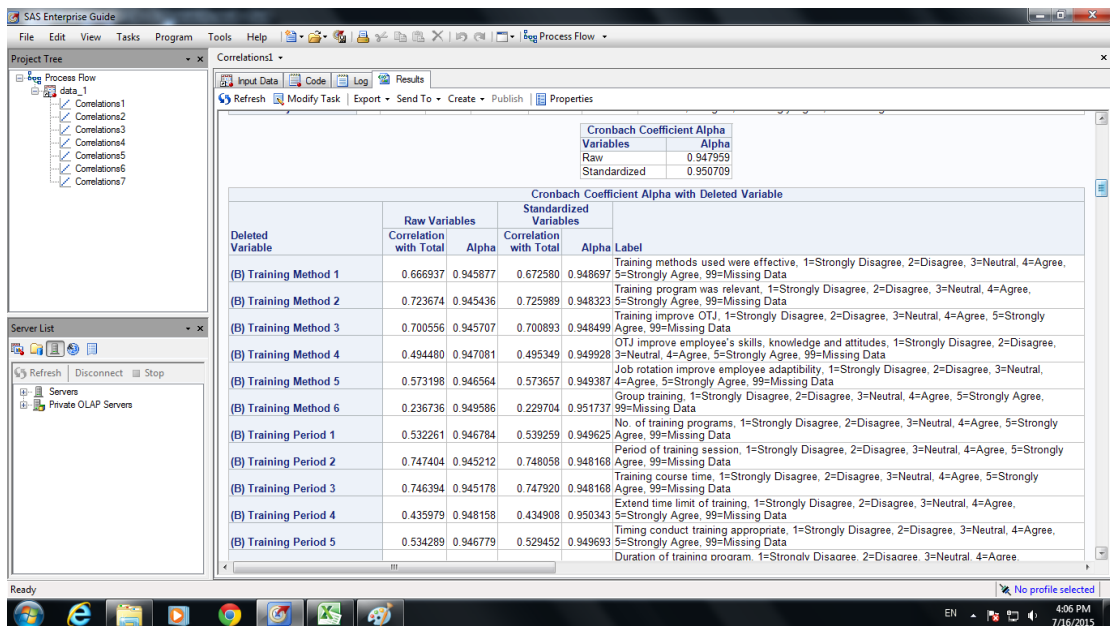
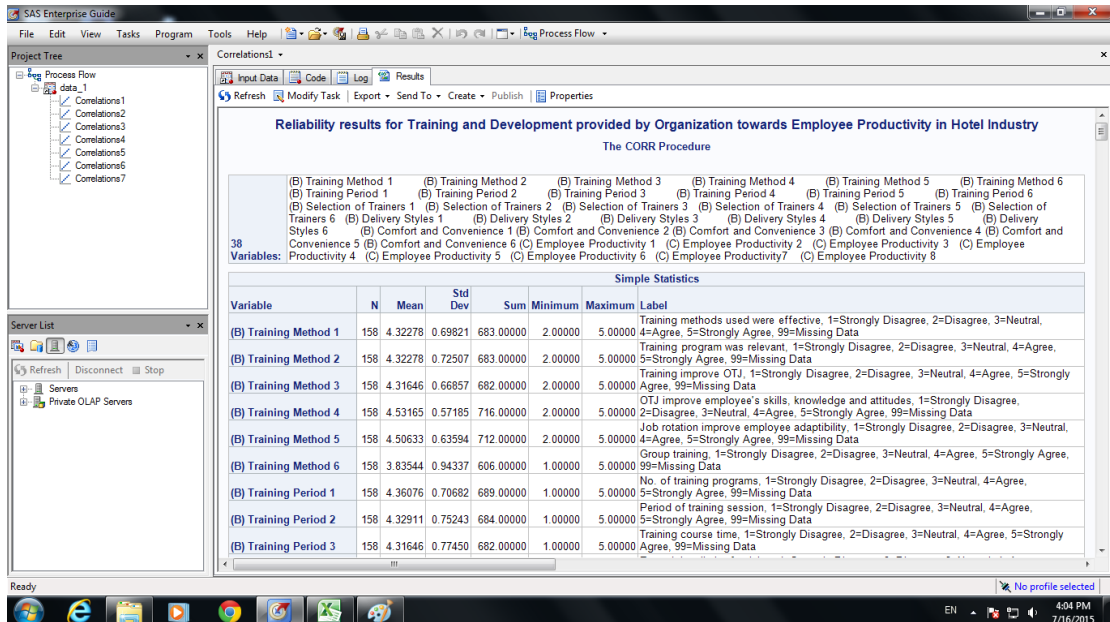


Reliability results for Employee Productivity

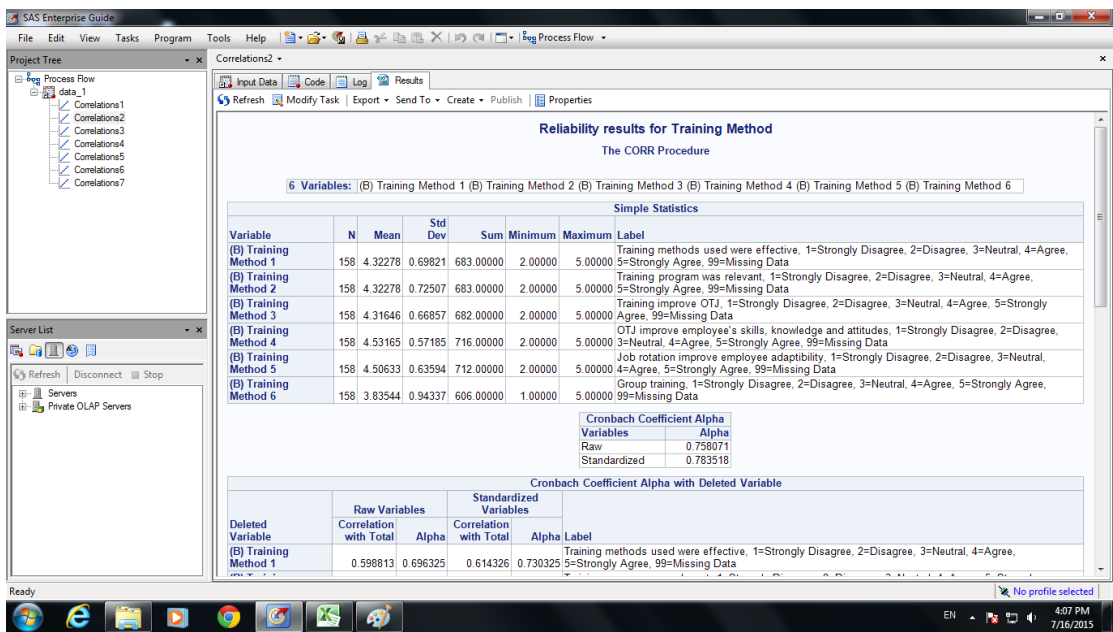


Appendix 4.1: Full Study Test-158 Sets of Questionnaire

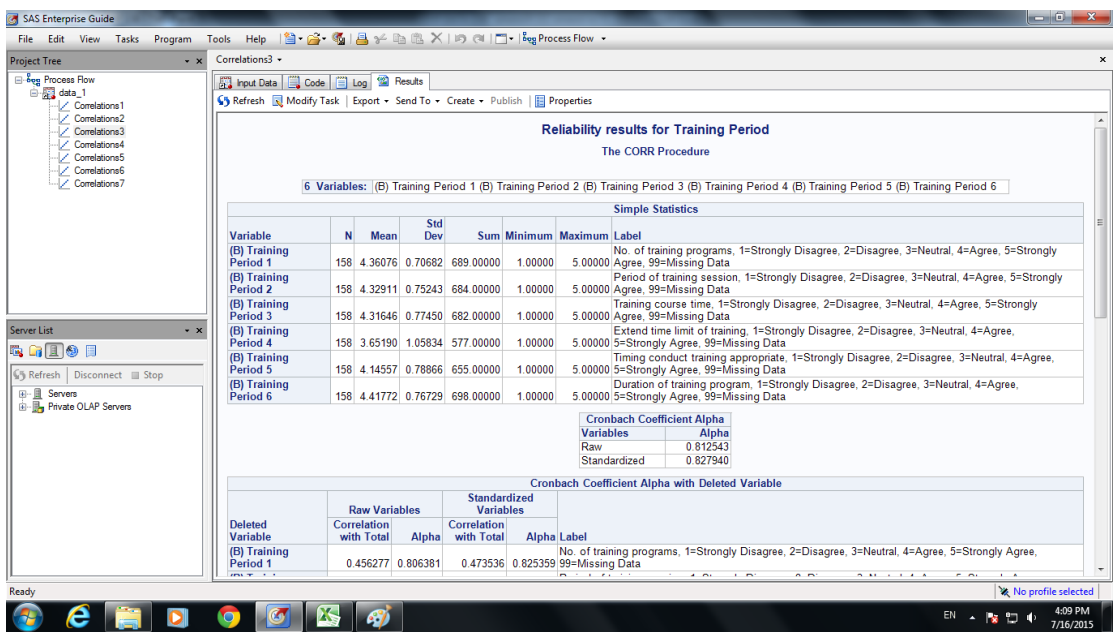
Reliability results for Training and Development provided by Organization towards Employee Productivity in Hotel Industry



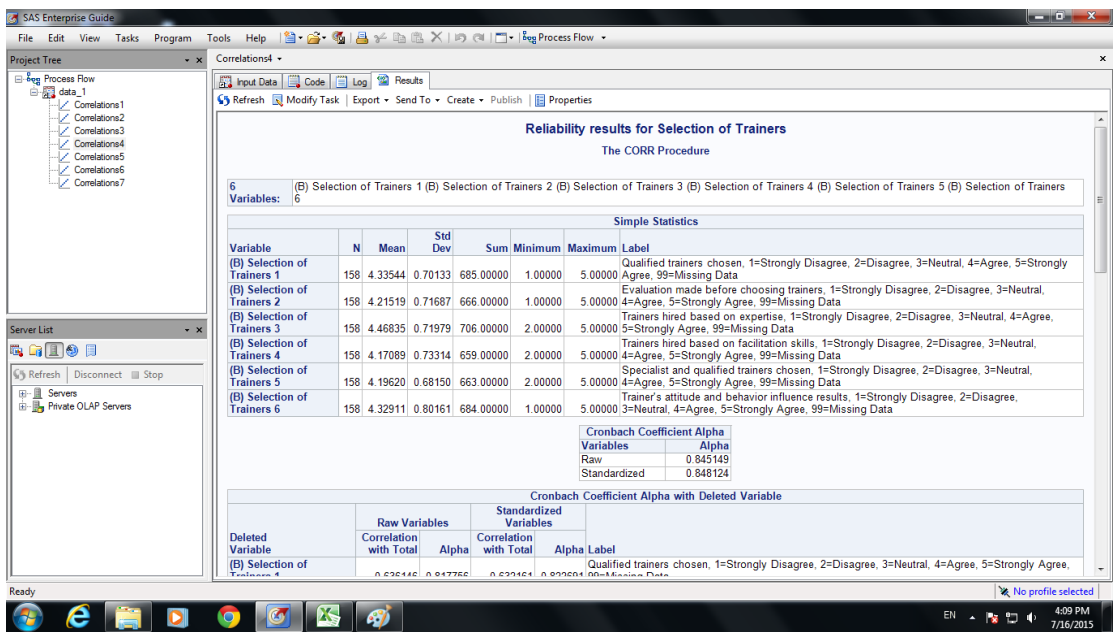
Reliability results for Training Method



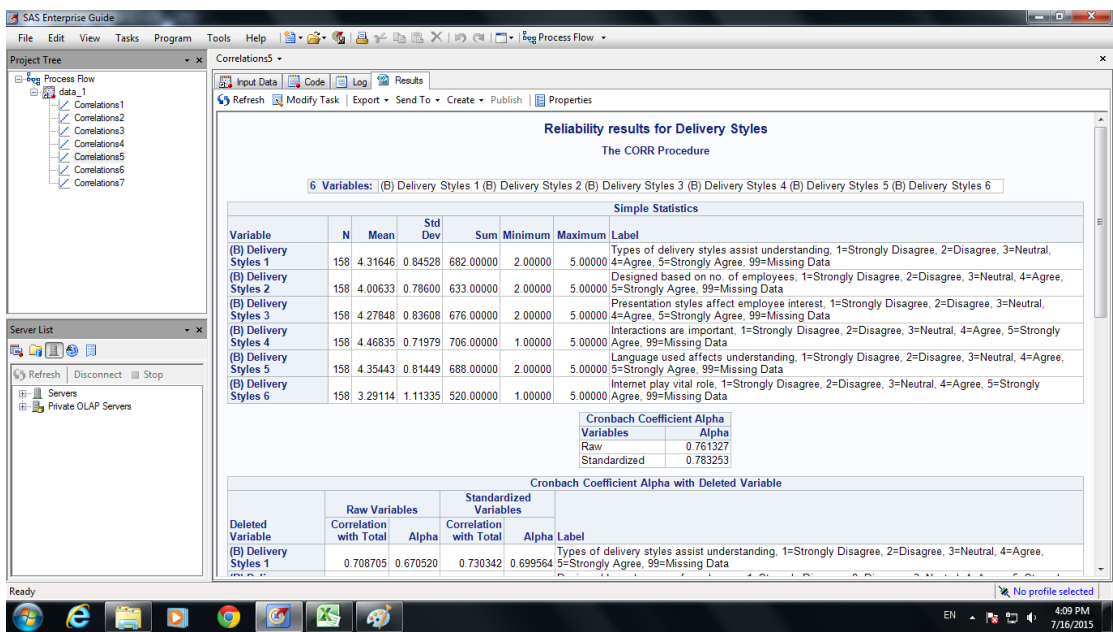
Reliability results for Training Period



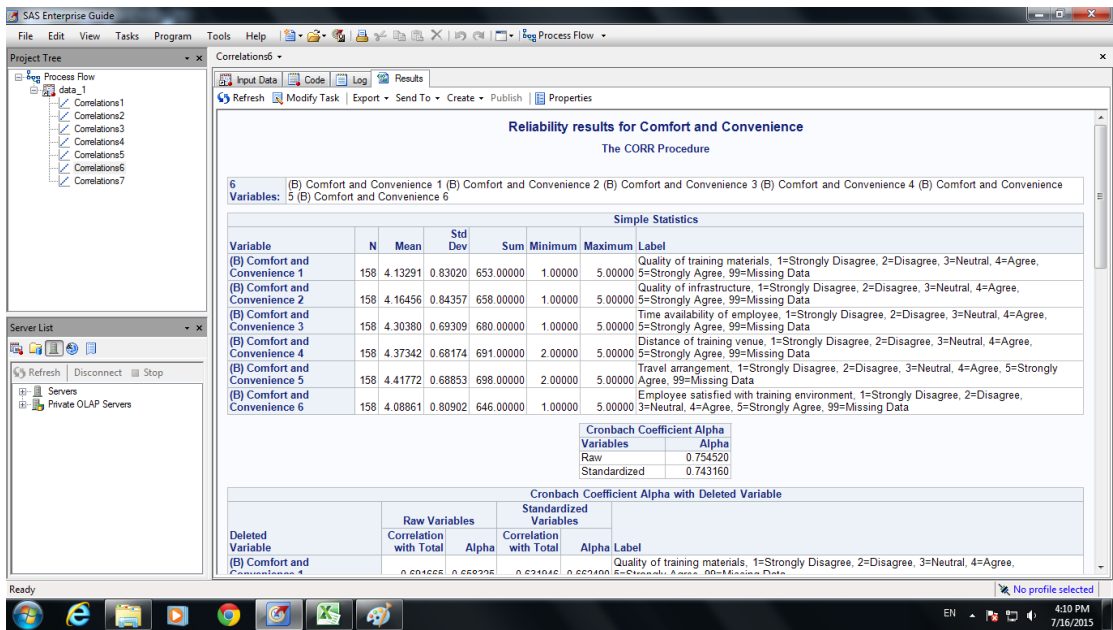
Reliability results for Selection of Trainers



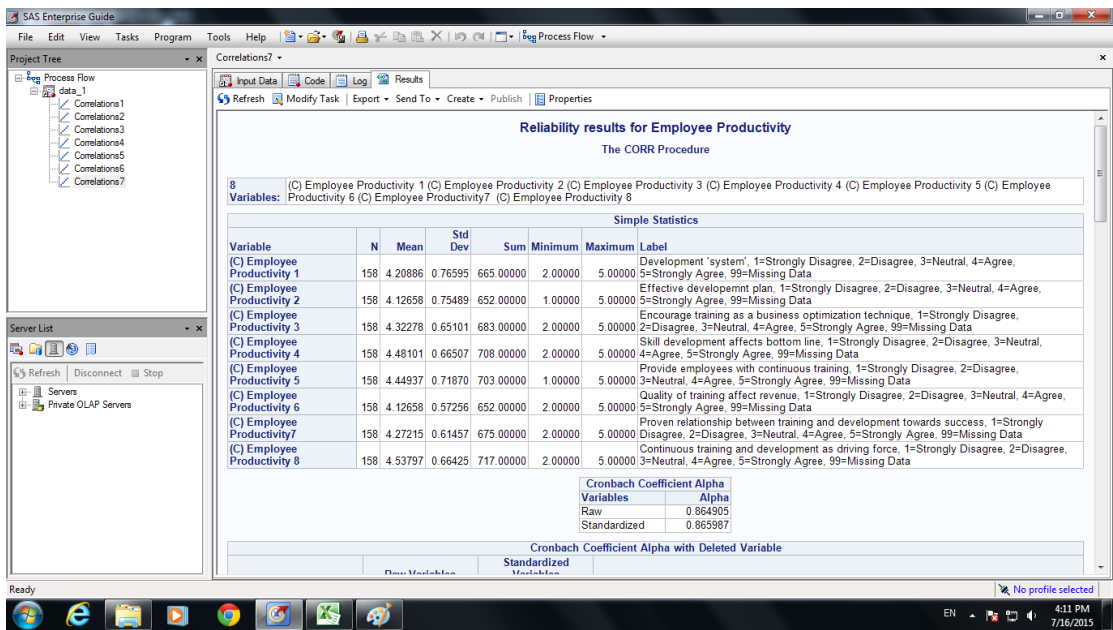
Reliability results for Delivery Styles



Reliability results for Comfort and Convenience

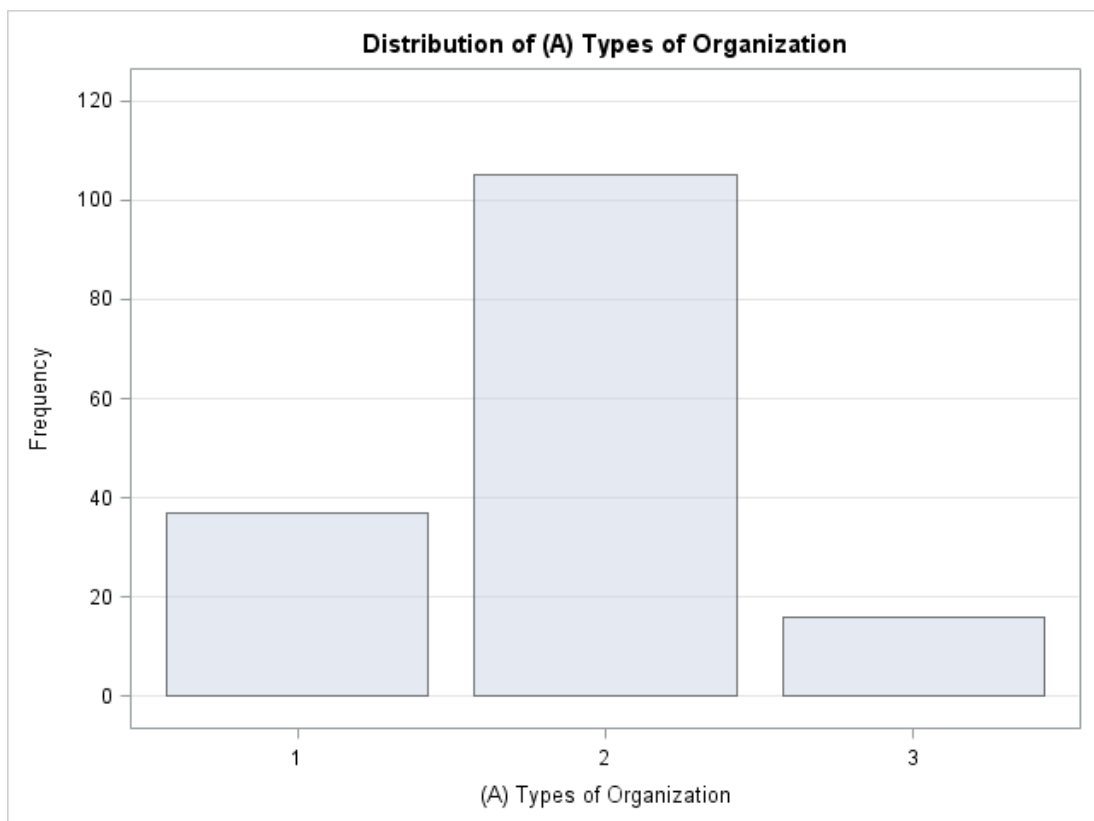
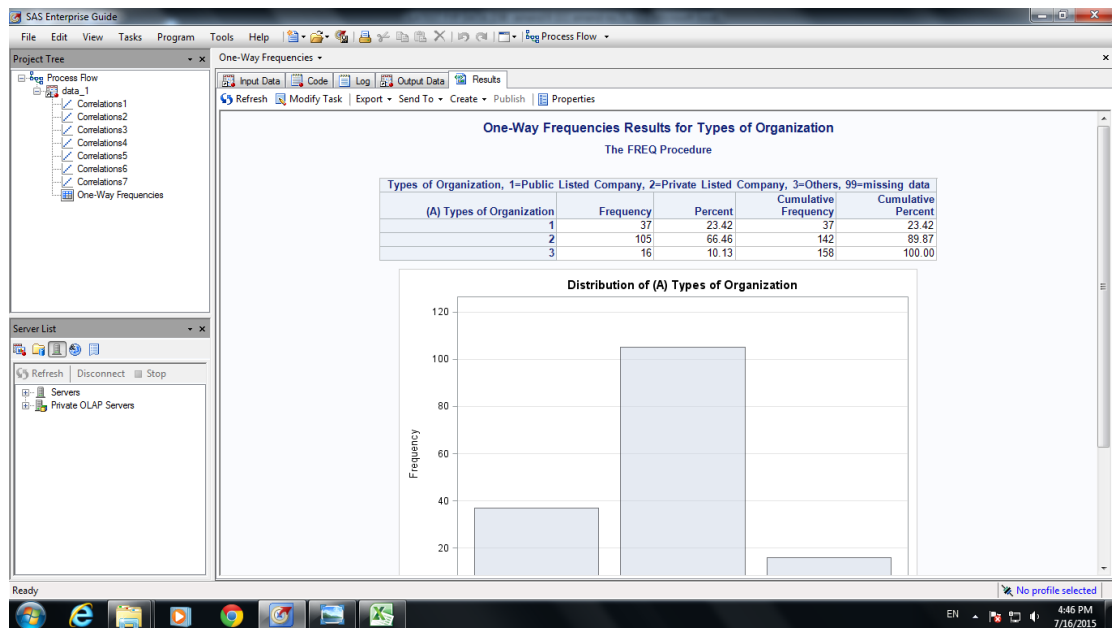


Reliability results for Employee Productivity

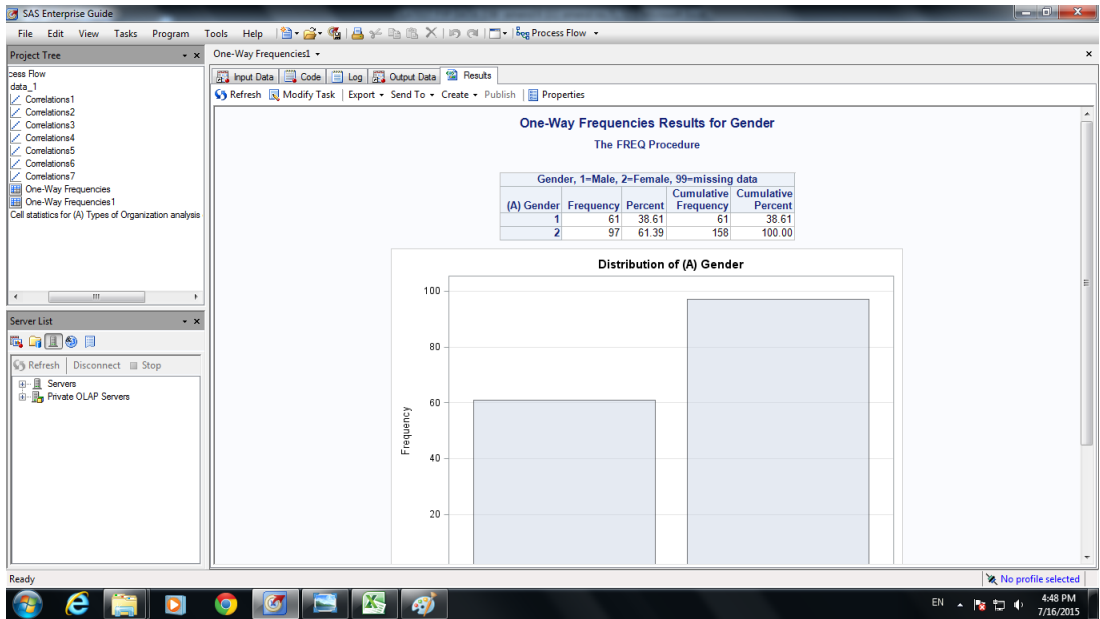


Appendix 4.2: Results for Demographic Profiles

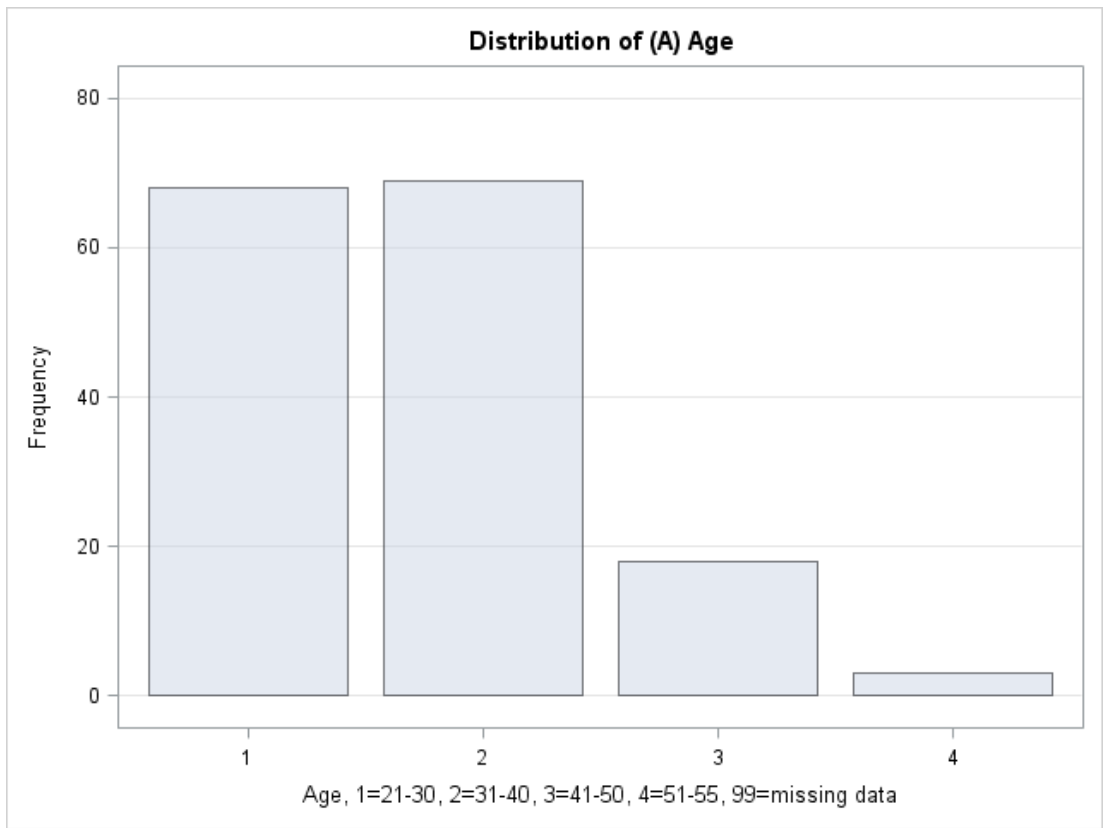
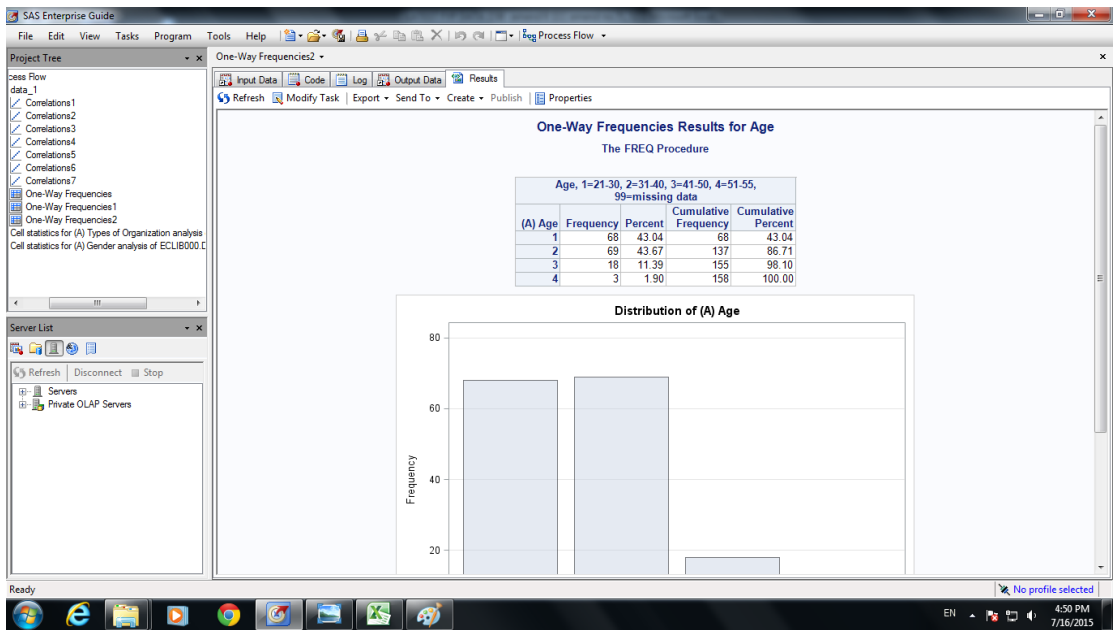
One-Way Frequencies Results for Types of Organization



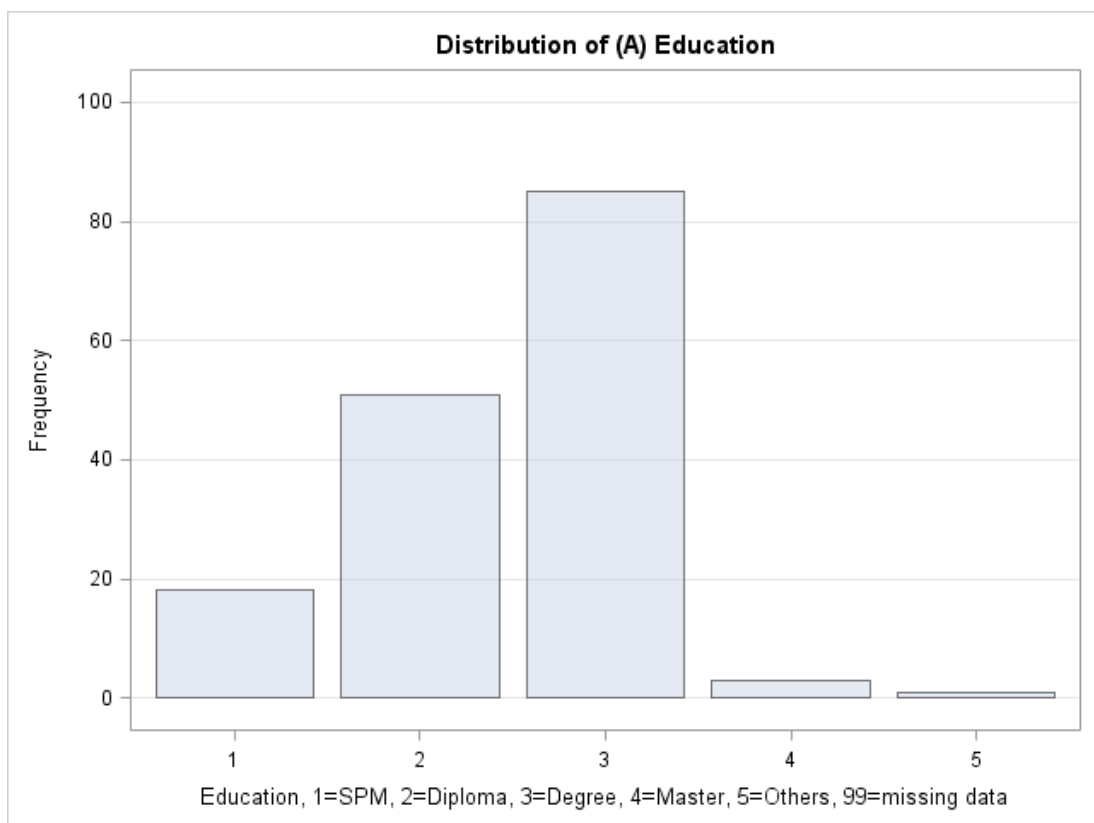
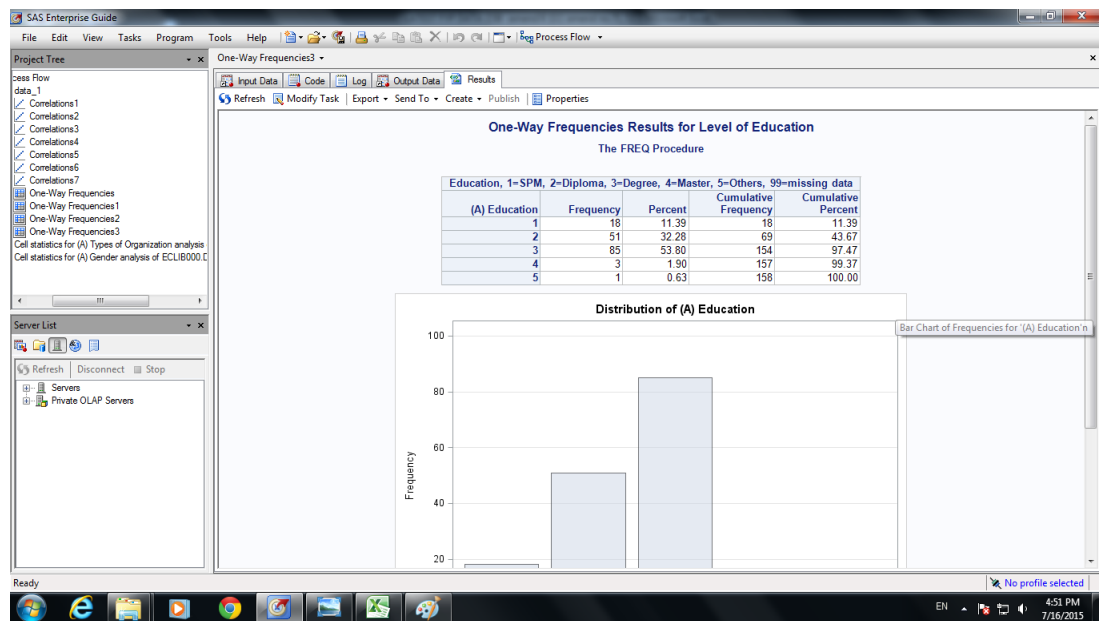
One-Way Frequencies Results for Gender



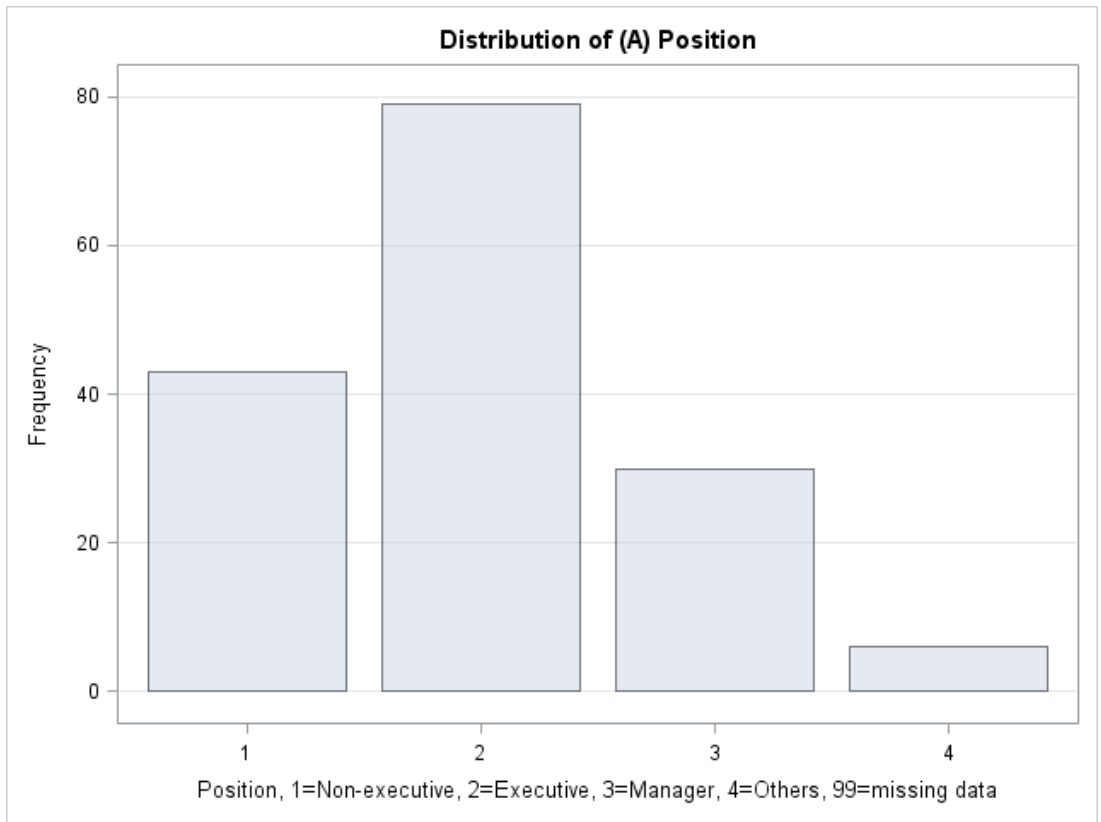
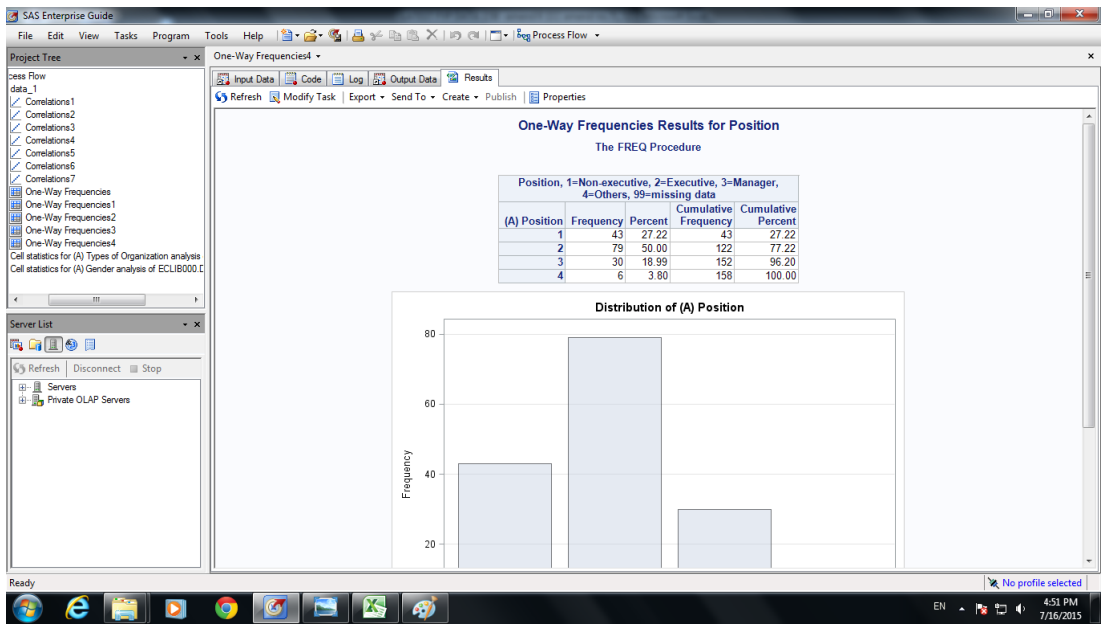
One-Way Frequencies Results for Age



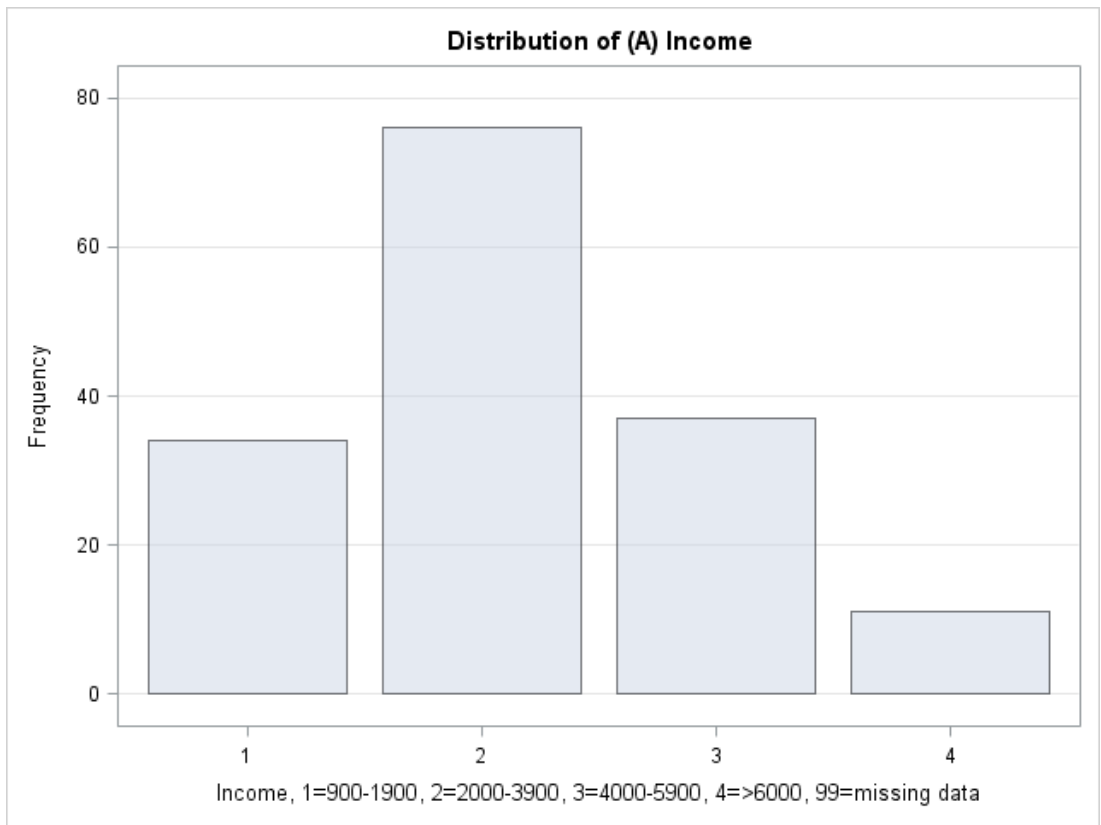
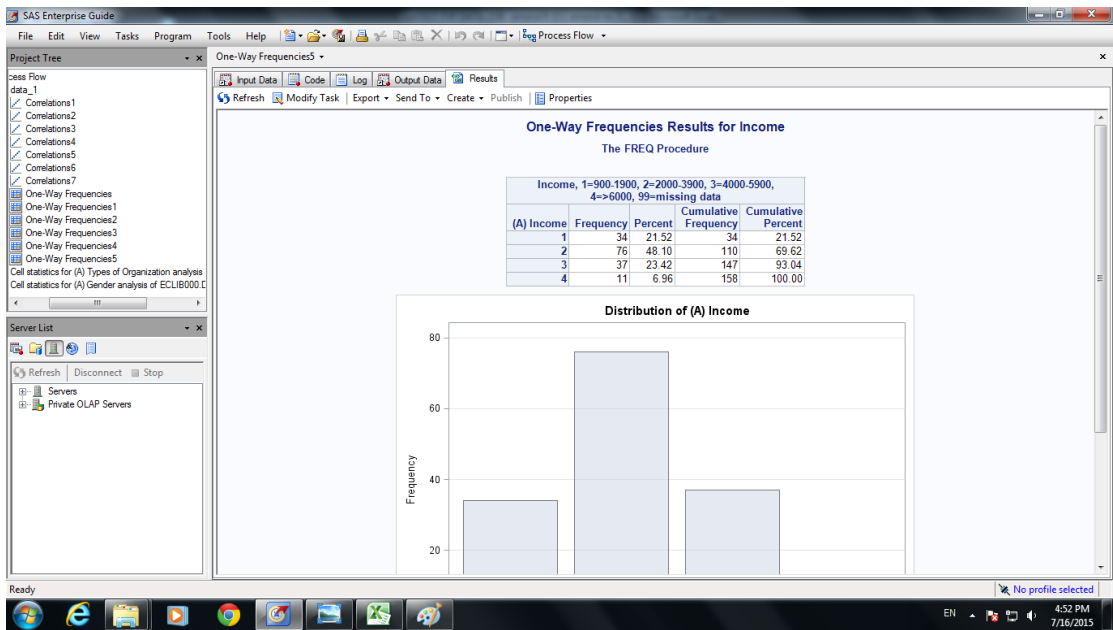
One-Way Frequencies Results for Level of Education



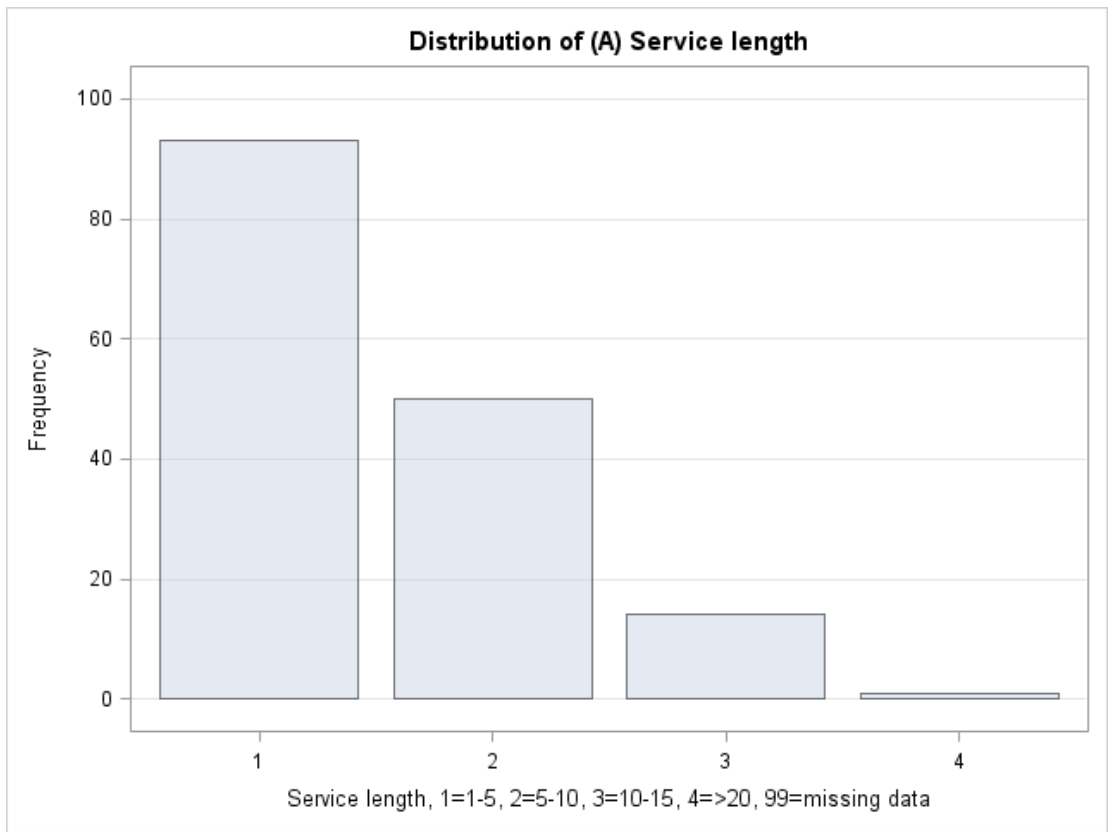
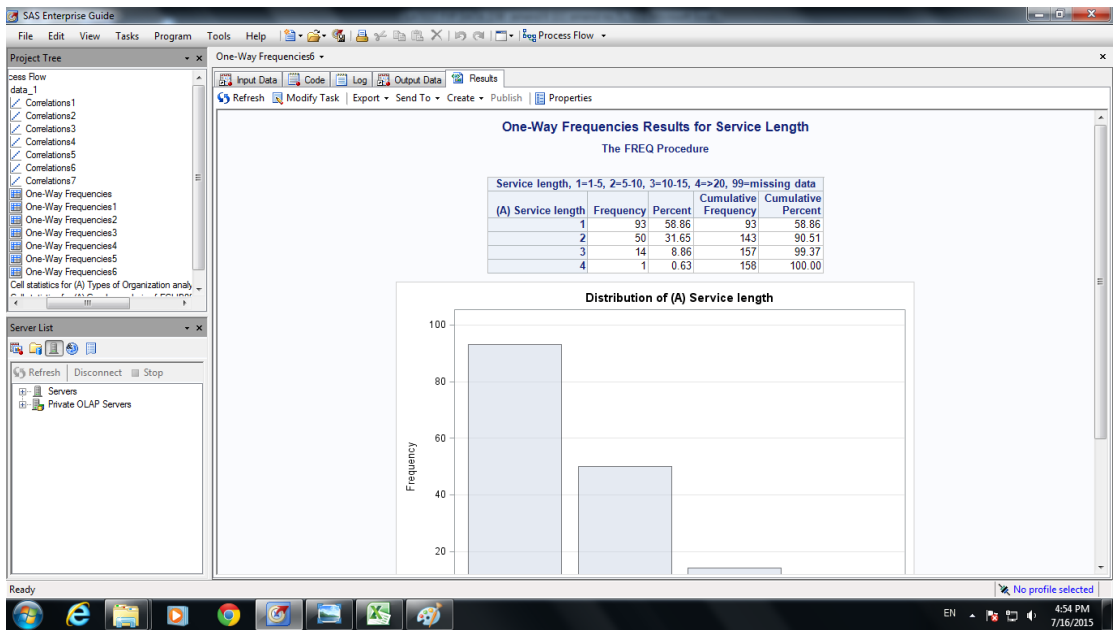
One-Way Frequencies Results for Position



One-Way Frequencies Results for Income

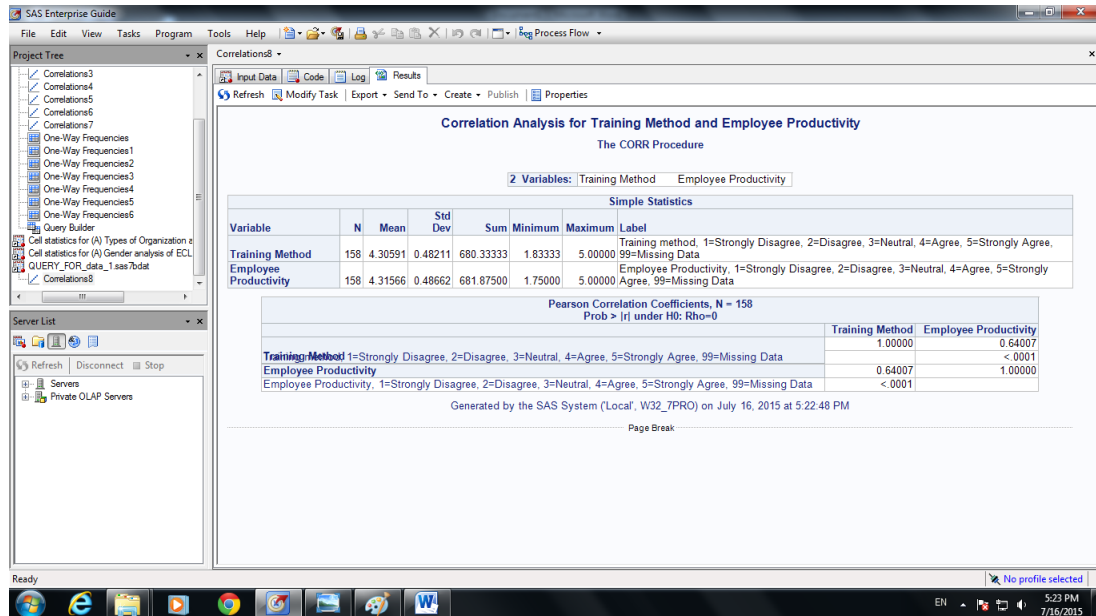


One-Way Frequencies Results for Service Length

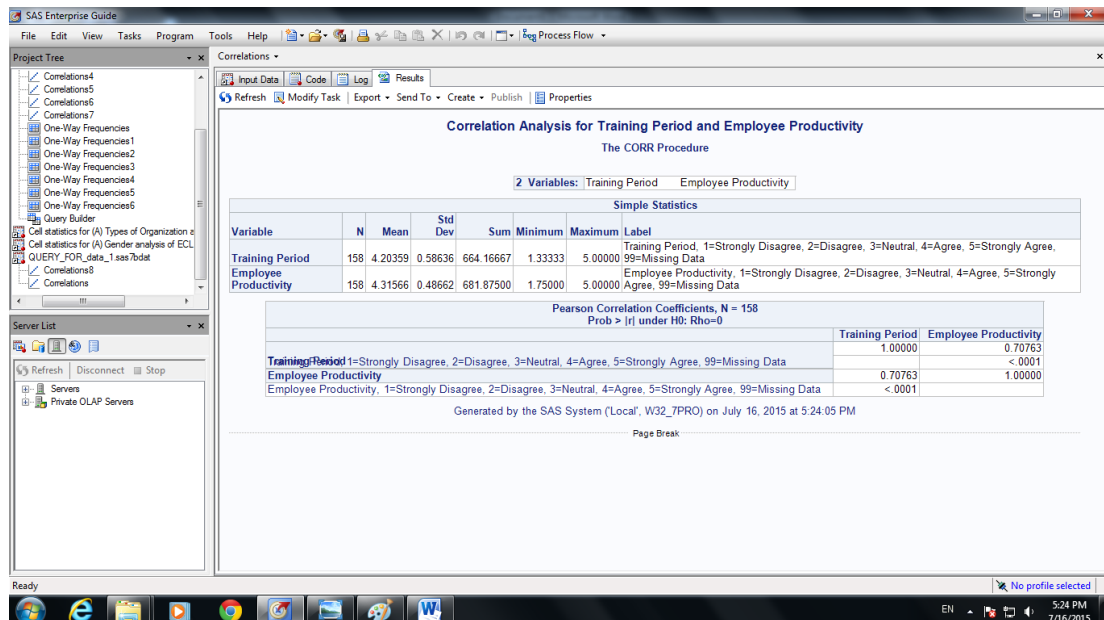


Appendix 4.3: Results of Pearson Correlation Coefficient

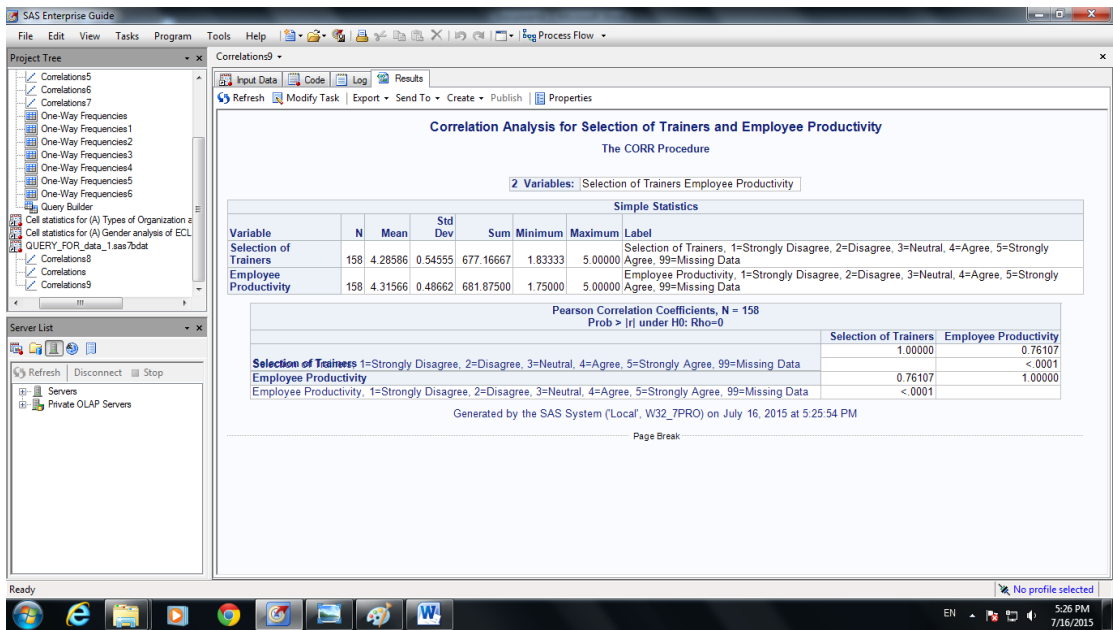
Correlation Analysis for Training Method and Employee Productivity



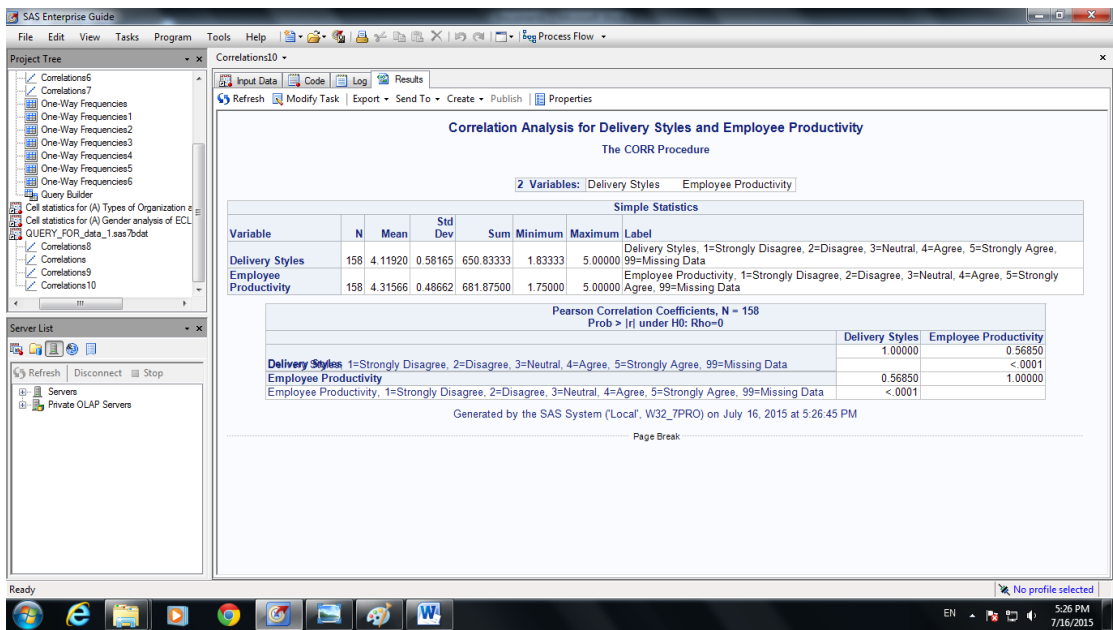
Correlation Analysis for Training Period and Employee Productivity



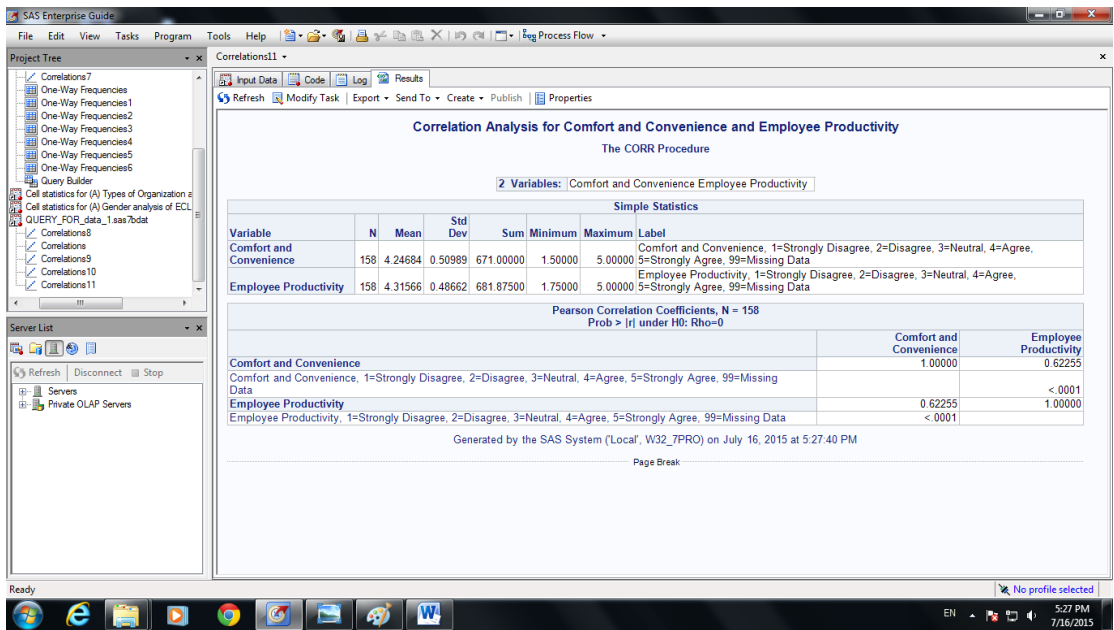
Correlation Analysis for Selection of Trainers and Employee Productivity



Correlation Analysis for Delivery Styles and Employee Productivity



Correlation Analysis for Comfort and Convenience and Employee Productivity



Appendix 4.4: Results of Multiple Regression Analysis

