

CHAPTER 4
FINDINGS AND ANALYSIS

4.0 Introduction

This chapter presents the findings and analysis of the study. It will also include descriptive analysis on every demographic variable, reliability test and the results of the relationships between the variables used in this study.

4.1 Reliability Test

All the data collected was subjected to a reliability analysis. Table 1 shows the results of the reliability test on the dimensions in this research. The preferable score for the reliability test is (0.6). The reliability test for the awareness, satisfaction, benefit and performance recorded excellent reliability with coefficient alphas of above 0.6 as recommended by Nunnally (1967). This shows that the data collected in this study is highly reliable for all the constructs.

Table 4.1
Internal Consistency Reliability on Constructs

Constructs	Cronbach's Alpha (N=54)
Awareness	0.880
Satisfaction	0.868
Benefit	0.956
Performance	0.868

4.2 Descriptive Analysis

In this part, the frequency distributions were obtained for all the personal data or classification variables. All the data collected is then analyzed in terms of percentage.

4.2.1 Profile of the Organisations

The background information of the respondents is shown in Table 4.1. For convenience purposes, the variables are collapsed into the categorical variable.

Table 4.2
Profile of the Organisations (N=54)

Organisation's Profile	Number	Percentage
1. Business Category		
• Manufacturing	34	63.0
• IT Related	0	0.0
• Services (including consultancy)	0	0.0
• FMCG	0	0.0
• Construction	16	29.6
• Primary Agriculture	0	0.0
• Others	4	7.4
2. Full Time Employees		
• Less than 10 people	15	27.7
• 11 ó 20 people	19	35.2
• 21 ó 30 people	17	31.5
• 31 ó 40 people	3	5.6
• 41 ó 50 people	0	0.0
• More than 50 people	0	0.0

Table 4.2 (Continued)

3. Years of the Establishment		
• Less than 1 year	0	0.0
• 1 to < 3 years	0	0.0
• 3 to < 5 years	18	33.3
• 5 to <10 years	28	51.9
• 10 to < 15 years	8	14.7
• 15 years and above	0	0.0
4. Paid-up Capital		
• Less than RM500,000	54	100.0
• RM500,001 ó RM1 million	0	0.0
• RM1.1 million ó RM5 million	0	0.0
• RM5.1 million ó RM10 million	0	0.0
• RM10.1 million ó RM15 million	0	0.0
• RM15.1 million and above	0	0.0
5. Largest Equity Holder		
• Government Owned	0	0.0
• Foreign Owned	0	0.0
• Malay	27	50.0
• Chinese	27	50.0
• Indian	0	0.0
• Others	0	0.0
6. Total Sales in the Past 3 Years		
• Less than RM1 M	5	9.2
• RM1 M ó RM4.9 M	28	51.9
• RM5 M ó RM9.9 M	21	38.9
• RM10M ó RM19.9 M	0	0.0
• RM20 M ó RM49.9 M	0	0.0
• RM50 M ó RM100 M	0	0.0
• Above RM100 M	0	0.0

Table 4.2 (Continued)

7. Position		
• Owner	8	14.8
• Manager	44	81.5
• Supervisor	0	0.0
• Executive	2	3.7
• Non-Executive	0	0.0
8. Years of Working Experience		
• Less than 1 year	0	0.0
• 1 to < 2 years	0	0.0
• 2 to < 3 years	10	18.5
• 3 to < 5 years	23	42.6
• 5 years and above	21	38.9

In terms of the business category, the study found that out of the 54 respondents, the majority of them are in the manufacturing category, i.e., 63.0% or 34 respondents. The next largest group was the construction company (29.6%, n = 16) and lastly, in the others group, i.e., 7.4% or 4 respondents. None of the respondents are from IT related, services and primary agriculture categories. The manufacturing category was predominant as it was over 60%.

For the full time employees in the organizations, most of the respondents have less than 30 employees. There were 35.2% (n = 19) organizations with 11 to 20 full time employees, 31.5 % (n = 17) with 21 to 30 full time employees, and 27.7% (n = 15) with less than 10 employees. Only 3 (5.6%) respondents have more than 30 employees in their organizations.

In terms of the years of establishment of the organizations, all of them have been established between 3 to 15 years. Most of the organizations have been established between 5 to 10 years (51.9%, n = 28). The next largest group was between 3 to 5 years of establishment (33.3%, n = 18). Finally, only 8 respondents have been established between 10 to 15 years. None of the organizations for the current study have been established for less than 3 years or more than 15 years.

Concerning the paid-up capital of the organizations, the current study found that all respondents have paid-up capital of less than RM500,000. Perhaps, the nature of the study, i.e., a study on SMEs contributed to this result. The organization's largest equity holder was equally divided between Malay and Chinese, of which 27 or 50% were majority Malay holders and 27 (50%) were majority Chinese holders. None of the organizations in this current study were government owned, foreign owned or majority Indian equity holder.

Respondents were also asked about their organization's total sales for the past three years. For this category, all the respondents have total sales of below RM10 million for the past three years. Specifically, most of them have total sales between RM1 million to RM4.9 million for the last three years (51.9%, n = 28), 38.9% (n = 21) have total sales of between RM5 million to RM9.9 million for the past three years. Finally, only 9.2% of the respondents (n = 5) have total sales of less than RM1 million.

For the last two of the demographic variables, the questions asked about the job level and years of working experience of the respondents. For the job level of the

respondents, most of them were the manager in the organizations, with 81.5% (n = 44) in this category. Eight (14.8%) were the owners of the organization and the remaining two respondents were at the executive level (3.7%).

The final categorical demographic variable was the number of years of working experience. The current study found that all of the respondents have at least between 1 to 2 years working experience in the organizations. The majority of the respondents, i.e., 23 or 42.6% have been working in the organizations between 3 to 5 years, 38.9% (n = 21) for more than five years. Finally, 18.5% (n = 10) have been working with the organizations between 1 to 2 years.

The results for the demographic variables show that, generally, in terms of business category, most of them are in the manufacturing industry. As for the number of full time employees in the organizations, all the respondents have less than 40 full time employees with the majority of the organizations employing between 11 to 30 people. Furthermore, for the years of establishment, all of the organizations in the current study have been established between 3 to 15 years. Slightly more than half of the respondents (51.9%) have been established between 5 to 10 years. In terms of largest holder of equity, it was equally divided between Malay and Chinese. For the total sales for the past three years, all of the respondents have total sales of less than RM9.9 million with most (51.9%) between RM1 million to RM4.9 million for the past three years. For the job level and number of years working, most of them were managers (81.5%) with more than 3 years working experience in the organizations (81.5%).

4.2.2 Descriptive Analysis on Variables

In this sub-section, the descriptive analysis on the variables used in the current study is presented. It attempts to examine the attitudes of respondents on the statements included in the questionnaire.

a. Awareness of Export Assistance Programmes

In this section, seven statements were included in the questionnaires to measure the awareness among SMEs of the export assistance programmes provided by government agencies. The statements are presented in Table 4.3.

Table 4.3
Awareness of Export Assistance Programmes

Statements	Mean
Our organization knows that the programmes provided help us to expand our business internationally.	3.85
Our organization aware the channel to get the export assistance programmes.	3.74
We are familiar with the procedures of applying government export assistance programmes.	3.61
The procedures of applying the export assistance programmes are simple and easy.	2.93
We know that the programmes provided are to assist the SMEs to enhance their competitiveness.	3.94
Our organizations always keep updated on the latest programmes provided by government agencies.	3.65
Generally, our organization fully aware of all export assistance programmes provided by government agencies.	3.67
Overall Mean	3.63

As we can see from Table 4.3, all the mean scores for the awareness statements are above the neutral value except for statement number four. These results show that, generally, the SMEs are aware of the programmes provided by the government agencies in helping them expand their business. From the overall mean value, the results indicate that the organizations are aware of such programmes.

b. Satisfaction with the Export Assistance Programmes

In this section, the question intended to measure the satisfaction among SMEs on the programmes formulated by government agencies. The summary of the results are presented in Table 4.4.

Table 4.4
Satisfaction of Export Assistance Programmes

Statements	Mean
Agencies giving enough promotion on export assistance provided	2.50
Export programmes provided helping us expanding our business	3.80
Services provided by agencies fulfil our organization's needs	3.80
Agencies gave enough assistance in helping organization utilizing export programmes	3.70
Generally, our organization satisfy with export assistance programmes provided by agencies	3.80
Overall Mean	3.52

From Table 4.4, we can see that all the mean values are above neutral value except for statement 1. These results indicate that the respondents agree with the statements concerning the satisfaction of export assistance programmes provided by the government agencies. From the mean score for statement 1, we can say that the

respondents believe that the agencies are not adequately promoting the programmes available for the SMEs. This result might suggest that government agencies need to improve their marketing and promotion programmes to increase the usage as well as the satisfaction with the export assistance programmes.

c. Benefit of Export Assistance Programmes

The benefit gained by the SMEs is assessed in this section. It is very important to understand how the programmes provided by the government agencies could benefit the SMEs. The results are presented in Table 4.5. Higher mean scores indicate higher benefit gained by the SMEs.

**Table 4.5
Benefit of Export Assistance Programmes**

Statements	Mean
Increased export sales	3.85
Penetration of new foreign market	3.89
Increased production	3.87
Gained new foreign customers	3.89
Increased net profit	3.87
Improved market growth	3.87
Improved product	3.67
Improved exporting process	3.81
Improved international networking	3.81
Overall Mean	3.84

From the table above, the mean scores for all the benefit statements are relatively high. All the values are above neutral value and they are near the value of 4, i.e., the

respondents generally agree with the statement. From the overall mean score, the perceived benefits of export assistance programmes by the SMEs are higher compared to the overall mean score of awareness (mean = 3.63) and satisfaction (mean = 3.52). Therefore, it can be concluded that the organizations generally believe that they are receiving the benefit of export assistance programmes formulated for them.

d. Performance of the SMEs

Originally, there were six statements to measure the organizations' performance for the past three years. However, after receiving back the answered questionnaires, most of the respondents left out three statements on performance, i.e., return on investment, achievement on customer satisfaction and achievement on employee satisfaction. Consequently, only three statements were used for subsequent analysis. The summary of the results is presented in Table 4.6 below.

**Table 4.6
Performance of SMEs**

Statements	Increase 1-10%	Increase 11-20%	Increase more than 20%
Overall Sales Growth	0	26 (48.1%)	28 (51.9%)
Overall Market Share	26 (48.1%)	17 (31.5%)	11 (20.4%)
Overall Performance	30 (55.6%)	24 (44.4%)	0

From the table, we can see that in terms of overall sales growth, all the respondents believe that they improved over the past three years with 48.1% percent believing

that their sales have grown between 11% to 20%, and 51.9% of the respondents believe that their sales have increased more than 20% over the past three years. For the market share, all the respondents believe that they have increased their overall market share over the last three years with slightly more than half believing that their market share has increased to more than 11%. Another half believes that their market share has increased between 1% and 10%. Finally, in terms of overall performance, all of the respondents believe their organizations' overall performance has improved from 1% to 20%. In this case, 55.6% (30 respondents) of them believe that they have improved their overall performance by 1% to 10% and 44.4% (24 respondents) believe that their organizations' performance has improved by 11% to 20% over the past three years.

4.3 The Relationships between Demographic Variables and the Study Constructs

This section will examine the empirical association between the study constructs and the demographic variables. This objective is accomplished by means of bivariate analysis. This analysis ascertains whether there is a relationship between the dependent variables and the independent variables. The most commonly used techniques are independent sample t-test or one-way analysis of variance (ANOVA).

The independent sample t-test compares a dependent variable across two groups and one-way ANOVA is used whenever the number of groups is two or more. These tests were conducted to determine whether or not the subgroups within each demographic variable are significantly different in terms of their perception of all

the constructs i.e. awareness of export assistance programmes, satisfaction of export assistance programmes and benefit of export assistance programmes.

The tests of significance were performed on the demographic variables including business category, number of full time employees in the organization, years of establishment, organization's paid-up capital, largest equity holder, total sales for the past three years, job level and working experience. As explained earlier, two kinds of statistical tools were used for these purposes, i.e., independent samples t-test, when involved with comparing the means for two groups of the demographic variables and one-way ANOVA when involved with comparing the means for three or more groups of the demographic variables.

a. The Relationship between Business Category and Study Constructs

Table 4.7 shows the results of the one-way ANOVA test for business category and the study constructs.

The results show that the groups in the business category have no significant mean relationship with any of the constructs of the current study. In this sense, there is no significant mean difference between manufacturing company, construction company and other types of business category in terms of their awareness of government export assistance programmes, satisfaction on such programmes as well as the benefit of the programmes.

Table 4.7
The Relationship between Business Category and Study Constructs

	Business Category	Mean	F	Sig.
Awareness	Manufacturing	3.6303	0.152	0.860
	Construction	3.6429		
	Others	3.5357		
	Total	3.6270		
Satisfaction	Manufacturing	3.5294	0.090	0.914
	Construction	3.4875		
	Others	3.5500		
	Total	3.5185		
Benefit	Manufacturing	3.7908	1.755	0.183
	Construction	3.9583		
	Others	3.7500		
	Total	3.8374		

b. The Relationship of Full Time Employees and Study Constructs

The summary of the relationship between the number of full time employees in the organizations and the study constructs are presented in Table 4.8. In this case, the study intends to measure the mean difference between the number of employees and the awareness, satisfaction and benefit of export assistance programmes provided by government agencies.

The results show that there are no significant mean differences between the number of full time employees with awareness and satisfaction of the export programmes provided. However, the results show that there is a significant mean difference between number of full time employees in the organization and the benefit of the export assistance programmes. The organizations with more employees tend to have

more benefit compared to the organizations that have a smaller number of employees.

Table 4.8
The Relationship between Number of Full Time Employees and Study Constructs

	Full Time Employees	Mean	F	Sig.
Awareness	Less than 10 people	3.6667	0.176	0.912
	11-20 people	3.6316		
	21-30 people	3.5798		
	31-40 people	3.6667		
	Total	3.6270		
Satisfaction	Less than 10 people	3.5733	0.397	0.756
	11-20 people	3.4842		
	21-30 people	3.4824		
	31-40 people	3.6667		
	Total	3.5185		
Benefit	Less than 10 people	3.7407	2.791	0.050**
	11-20 people	3.7625		
	21-30 people	3.9486		
	31-40 people	3.9630		
	Total	3.8374		

** - significant at p < 0.05

c. The Relationship between Years of Establishment and Study Constructs

The significant mean difference among groups concerning years of establishment of the organizations was also analysed. The relationship between how long the company has been established and the study construct is presented in Table 4.9.

There are three groups in this demographic construct, i.e., 3 years to 5 years, 5 years to 10 years and 10 years to 15 years. From the table, we can see that the number of years of establishment has no significant mean difference in terms of their awareness on the export assistance programmes, satisfaction on the programmes and the benefit of the programmes. It can be concluded that whether the organizations have been established for a longer or shorter period, there will be no difference among them in terms of their awareness of export assistance programmes provided by the government agencies, satisfaction with such programmes as well as the perceived benefits with the programmes provided for them.

Table 4.9
The Relationship between Years of Establishment and Study Constructs

	Years of Establishment	Mean	F	Sig.
Awareness	3 years to < 5 years	3.5873	1.236	0.299
	5 years to < 10 years	3.6020		
	10 years to < 15 years	3.8036		
	Total	3.6270		
Satisfaction	3 years to < 5 years	3.4667	1.658	0.201
	5 years to < 10 years	3.4929		
	10 years to < 15 years	3.7250		
	Total	3.5185		
Benefit	3 years to < 5 years	3.7840	1.169	0.319
	5 years to < 10 years	3.8294		
	10 years to < 15 years	3.9861		
	Total	3.8374		

d. The Relationship between Largest Holder of Equity and Study Constructs

In this section, the current study intends to examine the mean differences among groups of the equity holder in the organizations. The results are summarized in Table 4.10.

Table 4.10
The Relationship between Largest Holder of Equity and Study Constructs

	Equity Holder	Mean	t-value	Sig
Awareness	Malay	3.6085	0.151	0.699
	Chinese	3.6455		
	Total	3.6270		
Satisfaction	Malay	3.5333	0.092	0.762
	Chinese	3.5037		
	Total	3.5185		
Benefit	Malay	3.8601	0.275	0.602
	Chinese	3.8148		
	Total	3.8374		

There are only two groups in this demographic variable, i.e., Malay majority equity holder and Chinese majority equity holder. Therefore, the independent sample t-test was conducted to examine the mean differences among the groups. From the table above, the results show that there are no mean differences between Malay holder organizations and Chinese holder organizations. It indicates that there are no significant differences between these organizations in terms of their awareness, satisfaction and benefit of export assistance programmes.

e. The Relationship between Total Sales and Study Constructs

The study also examines the mean differences of total sales of the organizations for the past three years with the study constructs. Table 4.11 summarizes the results. In this case, the study found no significant mean differences between the groups in the awareness of the export assistance programmes and satisfaction with the programmes provided for the organizations by the government agencies.

Table 4.11
The Relationship between Total Sales over the Past Three Years and the Study Constructs

	Total Sales	Mean	F	Sig.
Awareness	Less than RM1mil	3.5429	0.457	0.636
	RM1mil - RM4.9mil	3.6020		
	RM5mil - RM9.9mil	3.6803		
	Total	3.6270		
Satisfaction	Less than RM1mil	3.5600	0.242	0.786
	RM1mil - RM4.9mil	3.4857		
	RM5mil - RM9.9mil	3.5524		
	Total	3.5185		
Benefit	Less than RM1mil	3.7333	2.445	0.097*
	RM1mil - RM4.9mil	3.7698		
	RM5mil - RM9.9mil	3.9524		
	Total	3.8374		

* - significant at p < 0.10

The results indicate that total sales have no significant relation with awareness and satisfaction. However, for the benefit of the programmes, the current study found that it was significant at the 0.10 level. It shows that organizations with higher total sales for the past three years benefited more compared to the organizations with lower total sales. Possibly, the high sales volume is contributed to by the

programmes provided by the government agencies. Perhaps, they are receiving the benefits of the programmes conducted by the agencies with higher total sales for the past three years.

f. The Relationship between Job Level and Study Constructs

This demographic variable examines the job level of the respondents with the awareness of the export assistance programmes, satisfaction with the programmes and the benefit of the programmes. Table 4.12 shows the results of the one-way ANOVA between job level and the study constructs.

**Table 4.12
The Relationship between Job Level and Study Constructs**

	Position	Mean	F	Sig.
Awareness	Owner	3.4464	1.354	0.267
	Manager	3.6623		
	Executive	3.5714		
	Total	3.6270		
Satisfaction	Owner	3.4000	0.544	0.584
	Manager	3.5364		
	Executive	3.6000		
	Total	3.5185		
Benefit	Owner	3.8472	0.281	0.756
	Manager	3.8283		
	Executive	4.0000		
	Total	3.8374		

The current study found no significant mean differences between the job level and the study constructs. This indicates that whether the respondents are owners of the

organizations, managers in the organizations or executives in the organizations, there are no differences among them concerning the awareness of the export assistance programmes provided by government agencies, satisfaction with the services provided by the government agencies or the benefit their organizations get from the programmes.

g. The Relationship between Number of Years Service and Study Constructs

The one-way ANOVA test was then performed to examine whether or not there were significant mean differences between number of years service among the respondents and the study constructs. The p-value shown in Table 4.13 indicates that there is a significant mean difference among groups in one out of three variables.

For the awareness and satisfaction of the programmes provided, the current study found no significant mean differences between groups in the number of years service. It shows that whether they had worked for longer or shorter periods in the organizations, their awareness and satisfaction with the programmes provided by the government agencies are the same. However, for the benefit of the programmes, the current study found that the longer the employees worked with the organizations, the more benefits they receive from the export assistance programmes. The result is significant at the 0.10 level, therefore, it can be concluded that the result is marginally significant.

Table 4.13
The Relationship between Number of Years Service and Study Constructs

	Years of Service	Mean	F	Sig.
Awareness	2 years to < 3 years	3.5571	0.258	0.773
	3 years to < 5 years	3.6335		
	5 years and above	3.6531		
	Total	3.6270		
Satisfaction	2 years to < 3 years	3.4200	0.672	0.515
	3 years to < 5 years	3.5739		
	5 years and above	3.5048		
	Total	3.5185		
Benefit	2 years to < 3 years	3.6556	2.655	0.080*
	3 years to < 5 years	3.8357		
	5 years and above	3.9259		
	Total	3.8374		

* - significant at p < 0.10

4.4 Relationship between Awareness, Satisfaction and Benefit and Overall Performance of the Organization

Regression analysis is a powerful statistical technique that can assess the dependency of one variable on the other (Hair et al., 2006). According to Tabachnick and Fidell (1996), depending on the complexity of the analysis, regression is categorized into simple and multiple regressions. That is, to assess the relationship between one dependent (criterion) variable and a single independent (predictor) variable, simple regression analysis can be used. In contrast, in situations where several independent variables are considered to predict a dependent variable, multiple regression analysis is applicable. In the multiple regression analysis, it determines how much of the variance in the dependent variable can be explained by

the independent variables (Pallant, 2005). Additionally, it will also indicate the relative contribution of each independent variable.

As a small sample is involved, the Adjusted R Square was considered for the evaluation of the model used to determine the existence of a significant relationship between variables. This is because the R Square value in the sample tends to be a rather optimistic overestimation of the true value of the population (Tabachnick and Fidell, 1996). The Adjusted R Square statistic corrects this value to provide a better estimate of the true population value.

The current study examines the relationship of awareness on the export assistance programmes, satisfaction with the programmes as well as the benefit of the programmes on the performance of the organizations. The result of multiple regression analysis is presented in Table 4.14 and Table 4.15.

Table 4.14
The Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.450 ^a	0.203	0.155	0.50095

a. Predictors: (Constant), Awareness, Satisfaction and Benefit

From Table 4.14, the model summary provides the amount of variance in the dependent variables (overall performance) explained by the independent variables (awareness, satisfaction and benefit). As explained earlier, the Adjusted R Square value is used to explain the amount of variance in the model because of the small

sample size. In this case, the value is 0.155. This value suggests that the model (which includes awareness, satisfaction and benefit of export assistance programmes) explains 15.5 percent of the variance in overall performance of the organizations. The remaining variance of the model explained by other variables is not included in the current study.

Table 4.15
Coefficient Value of Awareness, Satisfaction and Benefit

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.533	0.889		3.972	0.000
Awareness	0.854	0.362	0.544	2.357	0.022
Satisfaction	-0.890	0.369	0.580	2.409	0.020
Benefit	0.624	0.282	0.361	2.215	0.031

Concerning the relationship between independent variables and the dependent variable, the results of the analysis are summarized in Table 4.15 above. In evaluating each of the independent variables, comparisons with the standardized coefficient values is performed. This will suggest which of the variables included in the model contribute most to the prediction of the dependent variable. The standardized coefficient value means that the values for each of the variables have been converted to the same scale so that a meaningful comparison can be made (Pallant, 2005).

The results of the current study indicate that the beta value of satisfaction (0.580) makes the strongest unique contribution to explain the overall performance of the organization when other variables in the model are controlled for. The beta value of awareness (0.544) is ranked second, which is slightly lower compared to satisfaction. The value indicates that awareness made less of a contribution compared to satisfaction. The least important contribution to overall performance of organizations for the current study is the benefit of the export assistance programmes. In this case, the lowest beta value of benefit (0.361) among the independent variables suggests that this variable makes the weakest unique contribution to explain the dependent variable, i.e., the overall performance of the organizations.

To establish whether these independent variables make a statistically significant unique contribution to the model, the significant values in Table 4.15 were inspected. If the significant value is less than 0.05, then the variable is making a significant unique contribution to the prediction of the dependent variable and vice versa. From the significant values, the results of the current study suggest that all the independent variables for the current study (awareness on export assistance programmes, satisfaction with export assistance programmes and benefit of export assistance programmes) make a statistically significant unique contribution to the dependent variable (overall performance of the organizations), and all of them are significant at the 0.05 level or 95% confidence level. It can be concluded that the awareness, satisfaction and benefit of the export assistance programmes are significantly related to the performance of SMEs in Malaysia.

4.5 Conclusion

This chapter presents the results of the data analysis using univariate and multivariate techniques. The first section describes the descriptive statistics including the demographic profile of the organizations and two questions on respondents. This was followed by the test of mean differences (independent sample T-Test and ANOVA). This analysis focused on the mean differences of the subgroups in their demographic profile (e.g. the difference between business category and the study constructs, i.e., awareness, satisfaction and benefit of export assistance programmes).

In the multivariate analysis, the analysis using multiple regression technique was used to find the relationship between awareness of export assistance programmes, satisfaction with such programmes as well as the benefits of the programmes and the overall performance of the organizations. Generally, the analysis examined the effects of the independent variables on the dependent variables. The beta values (standardized coefficients) and significant values were assessed in order to obtain meaningful results for the regression model.