

In line with the above commitment, the SDG introduced the TEAM BUILDING CIRCLE (TBC) in its human resource training programme in 1990. Although SDG implements various productivity improvement programmes, such as Total Quality Management (TQM) and Just In Time (JIT), it adopted TBC for a number of reasons. TBC seeks to promote and inculcate the importance of teamwork among fellow employees in a large and well diversified organization like SDG. Among other values that are instilled during the TBC training are self motivation, sincerity, trust, openness, self realization and interdependence that underline dynamic teamwork. These values are driven among the employees using team building participative and experiential learning process.

It should be emphasized here that, the success of any productivity improvement programmes is highly dependent on "the will to work" by the employees, which must be self-reinforcing and not self-limiting. The organization may be good at using equipment and financial resources but it may not be the case, with people. The company may have the best tools and best materials, but the bottom line is, it still needs productive people who have the will to work. This ensures continuous excellent performance of the organization at every level of its business activities. Hence the importance of TBC to SDG.

However, since the introduction of TBC, a comprehensive post evaluation on the effectiveness of TBC is yet to be done. Further, as 4,000 employees have attended the TBC to-date and more employees are expected to attend the training, the senior management of SGD is looking forward to such a post evaluation.

2. SIGNIFICANCE

Firstly, the study will provide further details on the effectiveness of existing TBC as a sound human resource training programme in general and at SDG in particular. Further, it can identify the strengths and weaknesses of the TBC training programme as conducted at SDG. Recommendations can then be made to improve it in the future.

In addition to the above, the study will also evaluate whether the total funds allocated for TBC is worthwhile and that the returns are significant to the advancement of SDG. It is hoped that, the findings will provide practical and balanced information to future TBC participants and organizers. This will help the TBC participants to give their best during the training session and assist the TBC organizers in successfully conducting the training programme.

Finally, the research findings may help the senior management of SDG in formulating a balanced and comprehensive human resources training policy that seeks nothing less than continuous excellent performance in business activities.

3. OBJECTIVES OF THE STUDY

The general objective of this study is to compare the work performance of SDG employees who had undergone the TBC programme (henceforth to be called the TBC group) against those who had not (henceforth to be called Non TBC group). In this regard the specific objectives are:-

- i. to compare the level of job satisfaction among employees who had undergone the TBC programme against those who had not.
- ii. to compare the level of motivation to work among employees who had undergone the TBC programme against those who had not.
- iii. to compare the communication profile among employees who had undergone the TBC programme against those who had not.

4. METHODOLOGY

Both primary and secondary data were used in the study. Primary data were obtained through interviews, discussions and video feedback from the SDG personnel executives, TBC trainers and TBC participants. In addition structured questionnaires were used to gather further information on relevant areas of work performance from TBC employees and Non TBC employees.

Secondary data on human resources training and TBC programme in general were obtained through journals, conference, seminar reports, magazines and SDG records and training manuals. All the data obtained were analysed by means of relevant statistical techniques such as t-test, multiple regression, reliability test, correlation and frequency analysis using SPSS package.

5. SCOPE

This study concentrated only on TBC training programmes conducted at SDG from July 1991 to June 1993. Although the TBC programme was introduced in 1990, because of teething administrative problems encountered in the first year of its introduction, the said year was omitted from the study. Respondents for the study were primarily personnel executives, the TBC trainers, TBC participants and Non-TBC participants, from the following subsidiaries of SDG:-

- i. Pernas Sime Darby Trading
- ii. Sime Darby Marketing
- iii. Pernas Sime Darby Duty Free
- iv. Sime Tyres International
- v. Sime Swede Distribution Services
- vi. Dunlop Malaysia Industries Berhad
- vii. Sime Rengo Packaging

5. ORGANISATION OF THE STUDY

This study consists of seven chapters, Chapter I serves as introduction to the study. Chapter II focuses on SDG human resource training programmes in general and TBC in particular. The foundation of teamwork will be discussed in Chapter III. The key areas of the study ie. job satisfaction, motivation to work and communication profile will be presented in Chapter IV. The research methodology is discussed in Chapter V. Chapter VI is allocated for the data analysis and interpretation of results. Chapter VII presents the conclusion of the study by summarizing the findings and making necessary recommendations.