

**A STUDY ON EFFECTIVENESS OF TRAINING AND MAINTENANCE OF
COMPETENCY TOWARDS TRADE EFFECIENCY
AND QUALITY IN THE ARMY**

MEJAR ABDULLAH BIN OSMAN

UNIVERSITY OF MALAYA

2001 / 2002

Perpustakaan Universiti Malaya



A511704659

ACKNOWLEDGEMENT

I would like to express deepest gratitude to my supervisors, Associate Professor Dr Tan Lee Peng, for her invaluable guidance and advice throughout my preparation of research paper. Her patience to go through all the research draft and comments are very helpful for me to produce a comprehensive research paper related to training effectiveness.

In addition, I would like to express a sincere thanks to Institute Army of Management for their assistance particularly the Clerical Senior Training Instructor, Mej Rohayah and her teams. The clerical wing has provided a helpful secondary data related to ex-trainees performance and achievement. Sincere thanks also are extended to all Unit Commanders in Port Dickson, Seremban, Melaka and Kuala Lumpur in allowing me to distribute the questionnaires and conduct interviews to their clerks.

Lat but not least, not to forget special thanks to my wife, Zaharah Abdul Ghafar and my children's, Mohd Shaifullah, Mohd Zulhaily, Mohd Zulfadhli, and Mohd Asyraffullah on their patience and morale support given to me to complete my research paper and studies. Thank you. Wassallam

Abdullah bin Osman

University of Malaya

Session 2002 / 2003

ABSTRACT

Training is part of organization function which aim of ensuring the contribution of individual is maximized through the development of appropriate knowledge, skills and attitude. Training in Malaysia Army started since in his existence in 1933. The focus of training is to prepare the soldiers with relevant knowledge and skills to fight and win the war. The individual training in unit is a preparation for the collective training and it is a process to develop the military professional skills. Whereas, individual training in the training institution is to prepare them to acquire knowledge and skills to perform their job function effectively.

The clerical training was conducted in Institute Army Management (IPDA) is to expose the clerks in maintaining service documents, application of military correspondence, and management of office. The syllabus of training was based on the Training Management Plan in accordance to Malaysian Army Training System (MATS). The conduct of training was been effectively conducted and the trainees are able to acquire the knowledge and skills from the experience trainers. The supervisors have played an important role in ensuring the ex-trainees transfer the knowledge and skills to workplace, by encouraging and providing opportunities for them to used it as part of on the job training processes.

Validation is an important processes to determine whether the ex-trainees has transfer training to work place and able to perform job effectively. However, the external validation was never takes place and neglected. The supervisors may only observe the ex-trainees performance based on the quality of works without any tools or method. The ex-trainees should be given a feedback on their performance, proper supervision and guidance to further improve their performance in the work place.

CONTENTS

Acknowledgement	i
Abstract	ii
List of Table/Diagram/Chart	vi
List of Abbreviation	viii

Chapter 1

<u>Introduction</u>	1
Background	1
Training in the Malaysian Army	2
Individual Training	3
Collective Training	5
System Approach to Training	5
Army Training and Evaluation Programme	6
Purpose of the Study	8
Significance of the Study	8
Scope of the Study	9
Limitation of the Study	10
Organization of the Report	10

Chapter 2

<u>Literature Review</u>	13
What is Training	13
Approaches for Effective Training	14
How to measures Effective Training	15
Managing Job Performance	18
Conclusion	21

Chapter 3

<u>Research Methodology</u>	22
Research Hypothesis	23
Research Framework	23
Sampling Design	24
Design of Research Instrument	26
Data Collection Procedures	27
Data Analysis Technique	27

Chapter 4

<u>Evaluation of Training</u>	29
Background	29
Training Objective	30
Organization of Training Wing	33
Training Capacity	34
Training Performance and Achievement	37

Chapter 5

<u>Research Findings</u>	42
Introduction	42
Job Competence in Skills and Personal Attributes	44
Training Programme	48
Transfer of Training	50
Improvement of Knowledge and Skill	52
General Evaluation	53
Summary	55

Chapter 6

Conclusion and Recommendation

Conclusion	57
Recommendation	61

Appendix

References	64
Supervisor Questionnaire – As attached	
Trainees Questionnaire – As attached	

LIST OF TABLE / DIAGRAM AND CHART

TABLES:		Page
Table 1	- Individual Training in the Unit	3
Table 2	- Breakdown of respondents Profile	25
Table 3	- Breakdown of Allocation Clerical Course Grade Two	35
Table 4	- Breakdown of Allocation Clerical Course Grade One	37
Table 5	- Ex-Trainees Performance for Grade Two	39
Table 6	- Ex-Trainees Performance for Grade One	40
Table 7	- Demographic Characteristics of Respondents	43
Table 8	- Training Effectiveness	45
Table 9	- Personal Attributes Performance	47
Table 10	- Training Programme	49
Table 11	- Transfer of Training	50
Table 12	- Improvement of Knowledge and Skills	52
 DIAGRAM		
Figure 1	- Organization of Malaysian Army	4
Figure 2	- Phases of System Approach to Training	6
Figure 3	- Kirkpatrick's Evaluation Model	16
Figure 4	- Instructional System design Model	17
Figure 5	- Clarks Human Performance Technology Intervention Model	19

Figure 6	- Kathleen Guinn's Performance Management Model	20
Figure 7	- Research Framework Model	24
Figure 8	- Clerical Courses Process Flow	29
Figure 9	- Training Objective for Grade Two Clerical Course	31
Figure 10	- Training Objective for Grade One Clerical Course	32
Figure 11	- The Organization of Clerical Wing	33
 CHART		
Chart 1	- Allocation of Clerical Course Grade Two	35
Chart 2	- Allocation of Clerical Course Grade One	36
Chart 3	- Ex-Trainees Performance for Clerical Grade Two	38
Chart 4	- Ex-Trainees Performance for Clerical Grade One	40
Chart 5	- Training Effectiveness	46
Chart 6	- Personal Attributes Performance	48
Chart 7	- Improvement of Knowledge and Skill	53
Chart 8	- General Evaluation	54

LISTS OF ABBREVIATIONS

ADDIE	- Analyze, Design, Develop, Implement and Evaluate
ARTEP	- Army Training and Evaluation Programmed
Capt	- Captain
HPT	- Human Performance Technology
IPDA	- Institut Pengurusan Tentera Darat
MATS	- Malaysian Army Training System
Mej	- Mejar
MVLK	- Majlis Latihan Vokasional Kebangsaan
OJT	- On-Job-Training
RAMD	- Rejimen Askar Melayu DiRaja
SAT	- System Approach to Training
Sgt	- Sergeant
SPSS	- Statistical Package for Social Science Programme
SSB	- Sistem Saraan Baru
SSgt	- Staff Sergeant
TIA	- Training Impact Assessment
WO 1	- Warrant Officer Class One