YANGON UNIVERSITY OF ECONOMICS

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A STUDY ON EFFECTS OF TRAINING PROGRAM ON HUMAN RESOURCE DEVELOPMENT IN TELECOM INDUSTRY

(A CASE STUDY ON NOKIA COMPANY)

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EMPA - 40 (15th Batch)

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A STUDY ON EFFECTS OF TRAINING PROGRAM ON HUMAN RESOURCE DEVELOPMENT IN TELECOM INDUSTRY
(A CASE STUDY ON NOKIA COMPANY)

A thesis submitted as a partial fulfillment towards the requirements for the degree of
Master of Public Administration (MPA)

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This is to certify that this thesis entitled "**A STUDY ON EFFECTS OF TRAINING PROGRAM ON HUMAN RESOURCE DEVELOPMENT IN TELECOM INDUSTRY (A CASE STUDY ON NOKIA COMPANY)**" submitted as a partial fulfillment towards the requirement for the degree of Master of Public Administration has been accepted by the Board of Examiners.

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Abstract

Training is more valuable to the employees' learning, acquire information and knowledge that is new to them. The objective of the study is to examine the importance of training program for human resource development by identifying the effects of training on employees' performance and to analyze the employees' perception on well-organized training program. The descriptive analysis with qualitative and quantitative approach and primary data was used from semi structured questionnaires and key informant interview. According to survey findings, Nokia has well-organized training program because training course, training material and place are very relevant with the respondents' current work. The respondents gained the benefits from the training because they easily adapted the change management, economic use of material and line managers recognized their performance improvement. It was also found that training is positively effect on the employee performance because the annual performance review was increased in good results and the customer complaints was decreased. On the other hand, it was also observed that the weakness in the training schedule for the shift assigned employees because it is not suitable time for them.

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List of Abbreviations

ADDIE   Analyze, Design, Develop, Implement and Evaluate
GSM   Global System for Mobile
HR   Human Resources
HRD   Human Resource Development
ION   Intelligent Optical Network
LTE   Long Term Evolution
MIC   Myanmar Investment Commission
MNC   Multi National Corporation
OJT   On the Job training
SMART   Specific, Measurable, Add value, Realistic, Time

CHAPTER (1)
INTRODUCTION

1.1 Rationale of the Study

Myanmar remained one of the last underdeveloped telecommunication markets in Asia six years ago, however this gap is being bridged quickly with a focus on mobile and mobile broadband services and exploding growth this sector. The initial round of reforms has been issued a series of new telecom operating licenses, allowing international companies to form joint ventures with the government to build infrastructure and to offer services. The international telecom community has shown unprecedented interest in this emerging market.

In the meantime the country has many problems to address. The dispersion of network infrastructure has been heavily biased towards the cities, with Yangon and Mandalay having relatively large telephone penetrations compared to the rural areas. Most villages in Myanmar were still without a fixed-line telephone service. Fixed-line subscriber numbers have been growing irregularly but overall penetration remains low. Fixed broadband services were small in number, one positive being the progressive introduction of a variety of platforms, including mobile broadband and WiMAX services. Internet usage penetration also remained low, however the numbers were gradually increase.

The telecommunications business is not only a capital-intensive industry in which capital is a key factor to ensuring the development and expansion of a robust network but also one in which management skills, competencies and the capabilities of qualified people are concrete drivers in accelerating the expansion and sustainability of the businesses. The lack of these qualified human resource in both managerial competencies and technical in Myanmar telecommunications industry create the organization confront with immense constraints in its other development project expansion.

There is no doubt that multinational organizations are striving for success and out-competing those in the same industry. For this purpose, organizations have to obtain and utilize their human resources effectively. Organizations noticed the important of human resources in this contemporary. Thus, managers need to pay special attention to all the core functions of human resource development as this plays a vital role in different organizational, social and economically related areas among others that are influential to the achievement of the organizational goals and hence organizations successful continuation in the market. The appropriate investment on training program did and will produce a moderate and positive impacts on employee productivity improvement (Prongjit,2006). The organizational performance also development (Kraiger, McLinden, & Casper, 2004).

Training is about knowing where it stands, no matter how good or bad the current situation looks, at present and where it after some point of time. Hence, training is important to establish specific knowledge, skills and attitude (KSA) to an employee. As such, most employees need extensive training to ensure their necessary KSA to bring out substantive contribution towards the company's growth. To be flexible and effective of employees in their job, they need to acquire and develop knowledge and skill, and for them to believe that they are valued by the organization they work for, then they need to see valuable signs of management commitments to their training needs.

The well-planned training program can enhance the job performance of the employees and meet with the organization goals. The training needs assessment is the fundamental of a training program. Some of organization developed and implemented the training without first conducting a need analysis. These organizations run the risk of overdoing training, doing too little training, or missing the point completely. The training center also plays an important part in its success and recognition for excellence. The employees are willing to access the real equipment physically and remotely. Although, Myanmar has lack of training centers for telecommunications and hard to test hands on training. As of this, it is very difficult to recruit the experienced telecom engineer in Myanmar. Therefore, organization has been tried to set up the in house training program, skill transfer from senior telecom engineer from other countries and encourage to have the professional exam in neighbor countries to improve employee performance.

Therefore, with the above discussion, it is suitable that the topic of this thesis on "A Study on Effects of Training Program on Human Resource Development in Telecom Industry". It is undertaken at a time when the telecom industry is facing difficulties to improve human resource development and to create the systematic training program which is effective on employee performance. This study goes on to discuss one of the core functions of human resource development which is training and also to explore the importance of training program in telecom industry. In Myanmar telecom industry, the significant challenges lie ahead to recruit the skillful employees.

1.2   Objectives of the Study

The objectives of the study are;

1) To examine the importance of training program for human resource development by identifying the effects of training on employees' performance and

2) To analyze the employees' perception on well-organized training program.

1.3   Method of Study

The method of the study is descriptive method based on both primary data and secondary data. The primary data were collected from Nokia with the sample of 153. The qualitative analysis of the research is done by conducting face to face interviews with trainer, English teacher and human resource manager from Nokia.

1.4   Scope and Limitation of the Study

This study focuses on the training program of engineering and corporate function and also employees' perception on the existing training program at Nokia. The survey is conducted to 153 employees from Nokia and survey period is from January 2019 to February 2019. During the study, the survey data is not included the other telecom companies therefore it is not covered for the whole telecom industry.

1.5   Organization of the Study

This study is organized in fives chapters. Chapter one is an introduction that includes the rationale of the study, objectives of the study, method of study, scope and limitation of study and organization of study. Chapter two presents the concept of training, training frameworks, benefit of training on employees' performance, capacity building and human resource development. Chapter three includes the training and

development effecting on employee performance in Myanmar telecommunication industry. In Chapter four, the primary data collected through the questionnaire is analyzed and key informants' interview is presented. The final part is Chapter five, consists of findings and recommendations.

CHAPTER (2)
LITERATURE REVIEW

2.1   Definition of Training

The term training is a type of activity which is planned, systematic and results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). According to Mukherjee (2007) organizations cannot survive without training and development of employees. Improvement in skills increases versatility and adaptability of employees that leads to required performance level in the current job. Training is planned effort concerned with helping an employee acquire specific and immediately usable skills, knowledge, concepts, attitudes and behavior to enable him or her perform efficiently and effectively on his present job.

According to Dubashi (1983), training defined "A process of improving the knowledge, skill and attitude of employees to achieve organizational objectives. It is only through a systematic program of training that necessary professional knowledge is imparted, skills developed and attitudes attuned to work situation. Michael (1955) stated that training as "a process by which the attitudes, skills and abilities of employees to perform specific jobs, are increased.

According to Flippo (1971), "Training is the act of increasing the knowledge and skills of an employee for doing a particular job". Beach (1980) stated that "Training is the organized procedure by which people learn knowledge and/or skills for a definite purpose. Training is a learning process that seeks to bring about permanent improvement in the ability and behavior of employees by enabling them to learn new skills, knowledge, attitude and behavior. Training in a general sense refers to a planned effort by an organization to facilitate employees in acquiring skill, attitude and behavior that are critical for successful performance on the job.

David and Stephen (1989) described training as "A learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job. Every human activity needs up-to-date knowledge and

required skills to perform it. Employee training and development becomes more important, when job becomes more complex.

In view of various aspects and definitions on training, the summary of the literature review suggested that training helps in changing the behavior, knowledge, skill and attitude of individual which leads to motivation in a direction to increase organizational goal achievement and development means the advancement in one's experience, skills and attitudes to become or remain successful leaders in organizations.

In this globalization age, training is considered as very important, training for performance, training for improvement and training for development. Technological advancements are constantly changing in every field, in addition jobs are becoming more and more complex because training is essential even though the employees greatly meet the job demands. This necessitates acquisition of different skill sets are needed everywhere to carryout various activities.

2.2 Training and Development Models and Theories

There are several models of training and development that have made better improvement into organizational settings, which have begun to have a greater impact on instructional design. Research in the area of organizational development formed training and development model such as Instructional Systems Design (ISD), Human Performance Technology (HPT), Performance-Based Instructional Design (PBID) and Total Quality Management (TQM).

2.2.1 ADDIE model

According to Rothwell and Kanzanas (1992), Instructional system design (ISD) was created by the United States military as an efficient and effective way to train soldiers. Main objective of ISD is to improve human performance. ISD is mostly based on the assumption that learning should not be developed in a random practice, but should be occurred in correspondence with organized processes, be organized to the target audience, and have outcomes that can be measured. There have been many different versions of the ISD model published, but the common model has been the ADDIE model. Figure 2.1 shows the ADDIE model.

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Figure (2.1)   ADDIE Model
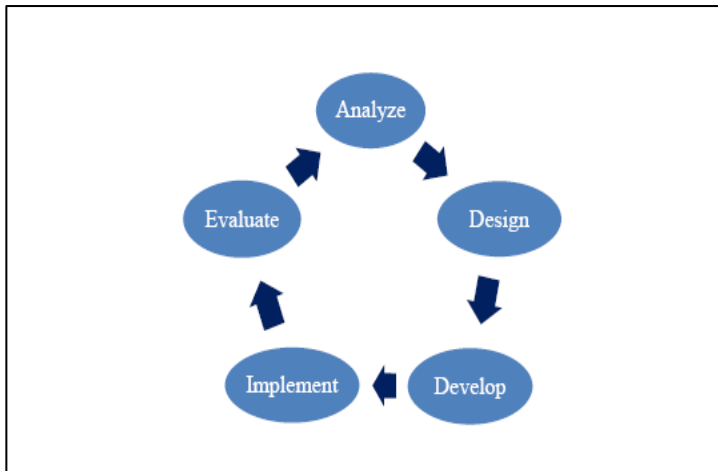
Source: Rothwell & Benkowski (2002)

Basic principles of instructional systems design defined the word ADDIE according to Rothwell and Benkowski (2002). Each key word denotes Analyze, Design, Develop, Implement and Evaluate respectively. This model allows the learners to master a skill, knowledge, or attitude. The model focuses on the job by having the learner achieve standards necessary for the proper job performance. ADDIE model is a step-by-step process of the training. These are as follows:

1. In Analysis stage, job needs are analyzed to identify the performance problem or the gap between the current and the desired performance.

2. Design stage process is performed to determine the learning objectives, both in knowledge and performance. The objectives are determined by using the task requirements and performance information collected during analysis stage to specify the knowledge, skills and attitudes that are provided in the training.

3. In Development stage, the trainer will organize the knowledge and performance objectives, instructional materials, course design and model from the design stage are put together for employees to achieve learning objectives. The objective will describe how the trainer and employees will perform during training to achieve the learning objectives. The results of the training materials are reviewed for technical accuracy. The Development stage ends when the validation demonstrates that the instruction

meets the performance standards specified by the objectives and the employer accepts the final product.

4. Implementation stage is the process when conditions are determined (who, what, when, where) under which the training will be offered and the solution implemented. The outcome of this step defines the guidance and support needed to ensure successful training plan. This stage ends when the company is prepared to carry out the tasks required to provide and support the product and administer the materials independently.

5. Evaluation stage enables the trainer to determine if the training methods and material were effective and successful as well as accomplishing the goal and objective that were established. In this stage data will be gathered from participants and the results will be carefully analyzed to identify any unforeseen problems or changing conditions to evaluate the program effectively. It is also essential to monitor the return on investment in the training program where productivity issues are the driving factor.

2.2.2 Training Process

Training often is considered for new employees only. There is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements. Organization intentions should be that they retain and motivate the very best people in their workforce. The most important one is how to identify who needs training and who needs development in organization. This is the high level strategy to build productive workforce and to hit valued target of the organization. Top level management, head of HR and training and development manager should be involved in this strategic process according to effective training and development process.

Based on ADDIE Model, training should be conducted in a systematic order so as to derive expected benefits from it. Training and development process considering five stages. The training system involves five stages, namely: Analyze Training Needs, Design Training Objectives, Develop Training Methods, Implement Training Programs and Evaluate Training Programs.

Stage 1: Analyze Training Needs

The training needs analysis is a tool utilized to identify what educational courses or activities should be provided to employees to improve their work productivity. Training need is a difference between standard performance and actual performance. It may differ from organizational behavior, management styles, culture, nature of work,

and capacities of employees, skills set, competencies and commitment. Task analysis is a detailed study of the job to determine what specific skills need. For task, analysis, job description and specifications are the basic reference points in determining the training required.

Stage 2 : Design Training Objectives

After the identification of training needs, the most crucial task is to determine the objectives of training. Usually objective should follow the "SMART" rule. Specific, Measurable, Achievable, Reliable and Time bound are the factors need to consider before setting up the objective of training. Training objectives should state the specific number of people to trained, the specific skills on which the training should focus and the period within the training should be completed. Purpose is why the training is given and how should be completed or accomplished.

Stage 3 : Develop Training Methods

After the determination of training needs and establishing of objectives, an appropriate training method is to be established and selected to achieve the stated objectives. Different organizations are motivated to take on different training methods for a number of reasons, for example (i) based on the organization's strategy, goals and resources available, (ii) based on the needs identified at the time, and (iii) the target group to be trained which may include among others individual engineer, managers, teams, department or the entire organization.

The following is a brief overview of typical methods of training in telecom industry.

1) Orientation
2) On the Job
3) Classroom
4) Web-based Training
5) Mandatory Training
6) Activity Based
7) Job Rotation

1) Orientation

Orientation is the process of introducing and welcoming a new employee to the organization. A systematic orientation builds employee retention.

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Orientation is the very first program that introduces the company profile, vision, mission, core value, management members, organization structure, rules and regulations to newcomers. Sometimes, it shows the misconduct, penalty, code of conduct, disciplinary actions of the organization. It is usually conducted the first part of the orientation by human resource department, and then introduce to their respective line managers, finance manager, health and safety managers and their buddies who could guide them on organization values within their probation period. Also make sure to have the basic information to function effectively such as email access, stationery and office uniform on their day one.

2) On-the-job Training (OJT)

On-the-job training gives employees motivation to start the job and it is the most frequently used method in the organizations. On-the-job training is one of the best training methods because it is planned, organized, and conducted at the employee's worksite. This training is to transfer knowledge from a highly skilled and experienced employee to a new employee. At the same time, the organization can observe the experienced employee's technical skills and leadership skills as well. Hence, this type of training is beneficial for both company and new employee. This provides the opportunity to learn the necessary skills. On-the-job training is delivered to employees while they perform their regular jobs. In this way, they do not lose time and familiar with equipment, materials, tools, trade terms and working culture while they are learning. As soon as the new employee able to do the job assignment, let the work begin but do not abandon only and decrease supervision time to time.

3) Classroom

Many organizations use classroom instruction along with other methods to provide a great deal of information in a limited timeframe. When classroom training run with two-way communication system, the outcome is incredible. Most of the trainers love to use classroom training and it is one of the best methods to deliver information, news, policies in effective way. Sometimes classroom training is assumed as traditional method, but it work out effective and efficient when the trainer is skillful in conducting courses.

4) Web-based Training

Also known as computer based training (CBT), distance learning, or e-learning, online training is a form of instruction that takes place completely on the internet. It involves a variety of multimedia elements, including graphics, audio, video, and web-links, which all can be accessed through one's internet browser. These elements are used in lieu of traditional classroom components. In addition to presenting course material and content, online training gives students the opportunity for live interactions and real-time feedback for such things as quizzes and tests. Interactions between instructor and students are also conducted via an online medium, through such methods as chat, e-mail, or other web-based communication.

There are two basic ways to offer web-based training to employees. First, the organization can encourage and facilitate their employees to take relevant online courses from either own learning portal. Second, the organization allow to attend the appropriate professional course from the hundreds of online training vendors on the Web.

5) Mandatory Training

Mandatory training is a must to attend after onboard which organization determines to be essential for safe and efficient practice and in order to reduce organizational risks and comply with policies and regulatory requirements. Ethic and compliance training is one of the mandatory trainings to attend all employees. Moreover, Internet security and health and safety training have to attend every year as mandatory. Line Managers and HR people have to follow up to finish mandatory training for each employee.

6) Activity Based

Activity based learning is the most effective learning style nowadays. Explaining theory following with activity leads to proper and systematic approach for understanding. Training materials such as balls, balloons, woods, color papers add to the activity to be more attractive. Sometimes energizing games and ice-breaking games take place as fun learning society.

Role playing is one of the most popular game of activity based training. In role playing, employees adopt a role outside of them and play out that role within a group. An organizer creates a scenario that is to be acted out by the

participants under the guidance of the organizer. While the situation might be contrived, the interpersonal relations are genuine. This training method is cost effective and is applied to marketing and management training.

7) Job Rotation

According to McCourt & Eldridge (2003), job rotation is as a way of developing employee skills within organization involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization, and one branch of the organization to another. It is also kind of experience-based training. Job assignment under a rotation system may last for a period of 1 month to 2 years from one country to another and some organization called this employee as short term assignment employees. These rotations and transfers facilitate employees acquire knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates. The knowledge acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization.

Stage 4 : Implement Training Programs

After selecting training methods, the prepared plans and programs are implemented to get the desired output. In this stage employees are trained to develop for better performance of organizational activities. Large organizations often need training programs specifically targeted to employee development and changing technologies.

Stage 5 : Evaluate Training Programs

In Training evaluation refers to the training utility in terms of effects of training on employees' performance. Results of the evaluation are used to guide decision-making around various components of the training. Training should be evaluated several times during the process. Determine these milestones when develop the training. Many training programs fall short of their expectations simply because the administrator failed to evaluate its progress until it was too late. Training evaluation involves scrutinizing the program both before and after the program is completed. Training process (Hayden, 1980, as cited in Divate, 2016) is described the below figure.

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Figure (2.2) Training Process
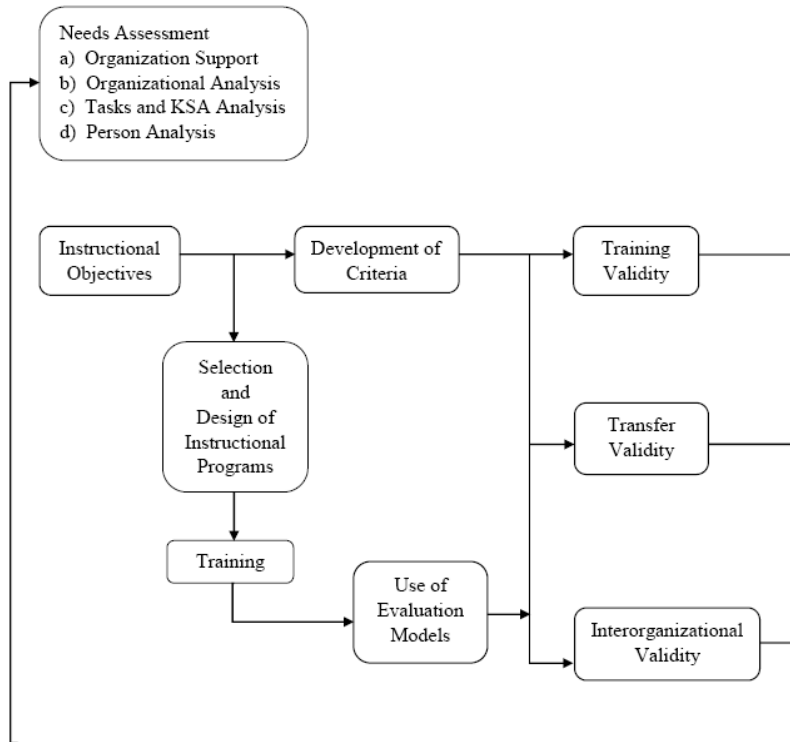
Source: Hayden (1980)

2.3   Employee Performance

Employee performance is usually looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong, 2000). According to Kenney (1992), employee's performance is measured against the performance standards set by the organization. When measuring performance, there are a number of measures that can be taken into consideration, for example productivity, efficiency, effectiveness and quality measures as briefly explained hereafter. Stoner (1996) stated that efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target. Stoner, Freeman and Gilbert (1995) stated that productivity is expressed as a ratio of output to that of input. It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is

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produced per unit of resources employed (Lipsey, 1989). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong, 2002). It is increasingly achieving better products and services at a progressively more competitive price (Stoner, 1996).

It is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. For example, setting goals and standards against which individual performance can be measured. Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management. This management process encourages employees to get involved in planning for the company, and participates by having a role in the entire process thus creating motivation for high performance levels. It is important to note that performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner. Performance management can focus on performance of the employees, a department, processes to build a product or service, etc. Therefore, productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs. Also, it is easy to motivate high performers to attain organization goals.

2.3.1 Effects of training on performance

Employee training plays an essential role in improving performance as well as increasing productivity. This leads to engaging organizations in the better positions to face competition and stay at the top. This implies an existence of a significant difference between the organizations that train their employees and organizations that do not. The current literature presents evidence of an existence of obvious effects of trainings on employee performance. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson, 2003) while others have extended to a general outlook of organizational performance (Guest, 1997). However, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by

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positively influencing employee performance through the development of employee knowledge, skills, attitude, competencies and ability (Harrison 2000 & Guest 1997). Although, the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance. Nevertheless, the organizations need to have continuous policies of training and retaining of employees and thus not to wait for occurrences of skill and performance gaps.

2.3.2   Benefits of training on performance

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. Cole (2002) summarizes these benefits as below:

1) High morale – employees who receive training have increased confidence and motivations;

2) Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;

3) Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;

4) Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;

5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;

6) Help to improve the availability and quality of staff.

Moreover, employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, therefore contributing to superior organizational performance which was stated by Wright and Geroy (2001).

Hence, most of the benefits derived from training are easily attained when training is planned which means that organizations, trainers and trainees are prepared

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for the training well in advance. Then, it helps in increasing the job knowledge and skills of employees at each level and also long term achievement goal for the organization.

2.4   Capacity Building

Capacity building is defined as "activities which strengthen the knowledge, abilities, skills and behavior of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goals in a sustainable way". It is as an important part of development work. The ability of strength of individuals, groups, institutions, and organizations is to identify and solve development problems over time. This means helping people and institutions to realize their own development objectives and address issues of human survival and welfare. Building capacity involves skills transfer, training, human resources management, organizational development, and the strengthening of communities and social networks. Any process that increases the capability of individuals to produce or perform knowledge, providing opportunities to make decisions, and empowering them carrying out tasks to the best of ability.

After the narrow extreme, capacity building defined as only training. After the broad extreme, the term applied to any change that affects administrative organization or had an institutional dimension (Campo & Sundaram, 2000). By reviewing Capacity Building in any given sector as having four components as follows;

(i)   Human Resources development; by formation of sector relevant skills (i.e., Training), the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.

(ii)   Organizational development; adaption of the organizational structure to the more efficient rules, and/or rationalization of functions and responsibilities.

(iii)   Institutional and legal framework development; making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

(iv)   Informatics development; the judicious introduction of information and communication technology.

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2.5   Human Resources Development (HRD)

Human resources development (HRD) refers to the vast field of training and development provided by organizations to increase the knowledge, skills, education, and abilities of their employees. In many organizations, the human resources development process begins upon the hiring of a new employee and continues throughout that employee's tenure with the organization.

Many employees come into an organization with only a basic level of skills and experience and must receive training in order to do their jobs effectively. Others may already have the necessary skills to do the job, but don't have knowledge related to that particular organization. HR development is designed to give employees the information they need to adapt to that organization's culture and to do their jobs effectively.

HRD is one of the most significant opportunities that employees seek when they considered as an employer. The ability, and encouragement, to continue to develop their skills helped to retain and motivate employees. HRD includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

HRD has the same goal to make better employees. The purpose of HRD is to provide the 'coaching' needed to strengthen and grow the knowledge, skills, and abilities that an employee already has. The goal of development and training is to make employees even better at what they do. The focus of all aspects of HRD is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Organizations have many opportunities for human resources or employee development, both within and outside of the workplace.

The key element along with profit maximization for industry is that the value, attitudes, general orientation and quality of the people determine the industrial development. The shift from manufacturing to service and the increasing pace of technological change are making human resources the ingredient to the nation's well-being and growth and in a service-oriented industry like banks, hospitals, railways, telecommunications, the quality, quantity and utilization of human resources become all the more important. Regulator provide an important role in industry and they cannot be biased with service provider request for profit. The regulator needs to push the boundaries for efficiency rather than maintaining profit for in efficient service provider.

In short from the literature review that HRD is a continuous learning process which is aimed at to match with the needs of the organization, the needs of the individual growth and development for their career. It is a systematic method to bring out the behavioral changes into the individual employee for the development of their skills, knowledge and attitude to become capable of facing today's globalized era. Therefore, well-organized training program is the major role of human resource development and basic needs to improve the employee performance.

2.6   Reviews on Previous Studies

As stated by Nassazi (2013), employees are major assets of any organization and perform an active role towards a company's success. Therefore, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. The research mentioned that the effects of training on employee performance based on three case studies of the biggest telecommunication companies operating in Uganda. According to the aim of study, four goals were developed and these focused particularly on identifying the training programs' existing in the industry, the objective of the training offered, the methods employed and finally the effects of training and development on employee performance. It found that training increased employee motivation, efficiencies in processes and innovation in strategies and products. The findings can verify useful to human resource managers, human resource policy decision makers, as well as government and academic institutions.

As stated by Tanveer and Dr. Nafees (2016), training supports in optimum utilization of human resources and provide the opportunity and broad structure for the development of human resources' technical and behavioral skills in the organization. Moreover, it developed the job knowledge, skills and overall personality of the employees, hence increased the productivity and team spirit. They also presented that training program supports in improving upon the quality of work and work-life. Organization also received more effective decision making and problem solving which helps in understanding and carrying out organizational policies.

As stated by Southiseng and Walsh (2008), training and development are the key instruments to build the human resource development of telecom industry. They investigated the actual training and development practices of the Lao telecommunication. Four main findings were found such as: training and development had strong relationship to the telecom organizational performance improvement, the

correlation of the training institute capacity and personnel skills development is high, training and development planning process influenced on the employee productivity development, and training and development provision associated with the financial condition of the relevant organization. They mentioned that the training and development have their own alternative definition and implication, however it had the same goals of enhancing the employee and organizational performance. The study found that the sufficient investment on training and development increased the employee productivity and organizational development as a whole.

CHAPTER (3)
HUMAN RESOURCE DEVELOPMENT OF MYANMAR
TELECOM INDUSTRY

3.1 Background of Telecommunication in Myanmar

Myanmar's telecom sector has been taking place the major changes throughout 2012 as mobile penetration was around 7 percent, voice quality was not good as the lack of telecom infrastructure, SIM card price was very expensive and SIM card application form process was complicated. The Myanma Posts and Telecommunications (MPT), is the sole provider of telecommunication services in Myanmar long time ago. MPT is a government agency, operating under the Ministry of Transport and Communications. MPT workforce is over 8,000 employees and aims to provide both fixed and mobile telecommunication services to people and enterprises in Myanmar. In 2013, a series of new telecom operating licenses was issued and allowed international companies to build infrastructure and to offer service related with telecom sector. In the meantime, the international telecom community has shown unprecedented interest in this emerging market. The new competitors received the operator licenses in the market are;

- Ooredoo (Qatar based telecoms provider)
- Telenor (Norway based telecoms provider)
- Mytel (made up of Vietnam owned-firm Viettel, a consortium of 11 local firms and Star High Public Company)

The number of operators was increasing from just one to four and the mobile network market has been significantly changed.

The start of the operations by Ooredoo and Telenor, respectively in August and September 2014, subscribers have rolled in by the millions. Telenor boasted more than 10 million subscribers in July 2015 and Ooredoo more than 5 million. MPT, which has partnered with KDDI Corporation and Sumitomo Corporation to offer equally

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competitive services, remains the leading operator with more than 14 million subscribers (Dujacquier, 2015). As the increased competition, telecom tariffs have dropped remarkably, with MPT lowering its voice call rates to 23 kyats per minute starting from July 2015. The three main operators which is MPT, Ooredoo and Telenor announced that they have signed up a total of 50 million subscribers between them since launching services in early of 2018. Also, Mytel operation launched in 2017. Upon launching, the total number of subscribers are more than two million in just one month. To support this rapid acceptance in demand, a variety of telecom players have invested significantly in the telecom infrastructure.

Mobile infrastructure and connectivity is particularly important in Myanmar, where 66 percentage of the population lives in rural areas. Leapfrogging technologies will offer services for commerce and wellbeing, like mobile money, mobile agriculture applications and mobile health to remote areas. Mobile penetration is also one of the pillars to boost economic growth and target is to reach 90 percent of population by 2020 is crucial. However, these are very well-deserved and significant achievements, a successful telecom industry is not merely about job creation or connecting people.

Over 50 licensees to a variety of telecom players which are foreign and local companies have been issued by the Posts and Telecommunications Department (PTD) since 2015. They covered business activities including network facilities services, application services and nationwide telecoms services. Foreign direct investment in the telecom industry has boomed and created job opportunities. The following foreign investment of existing telecommunication companies are primarily support to the above four telecom operators.

1. Nokia Solutions and Networks Myanmar Limited (Nokia)
2. Huawei Technologies Yangon Company Limited
3. Ericsson Myanmar Company Limited
4. KDDI Summit Global Myanmar Company Limited, Singapore
5. OCK Yangon Private Limited, Malaysia
6. ZTE Myanmar Company Limited
7. FPT Myanmar Company Limited, Singapore
8. Myanmar Broadband Telecom Company Limited, China
9. Pan Asia Majestic Eagle Limited
10. MTG Numix Company Limited
11. China Unicom (Mya) Operations Company Limited Hong Kong

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12. Mirait Technologies Myanmar Company Limited, Japans

Ooredoo selected Nokia to supply its core and radio infrastructure for its 3G network in Myanmar which is marking Nokia entry in Myanmar's telecommunications landscape. Swedish communications technology and services firm Ericsson announced that it has a five-year contract for multivendor managed services to support the other winner Telenor's nationwide rollout in the country. Huawei supported MPT telecom services long time ago. The two telecom players will provide employment opportunities to local youth and empower the people of the country. At the same time, organizations were faced with the scare resources of skilled telecom engineers. Therefore, the telecom tower companies also reached to Myanmar together with other telecom service companies. The below existing telecom tower companies are

1. Apollo Towers Myanmar Limited, Singapore
2. Myanmar Fiber Optic Communication Network Company Limited, Singapore
3. Digicel Myanmar Tower Company Limited, Singapore
4. Irrawaddy Green Towers Limited, Singapore
5. ECO Friendly Tower Company Limited, Singapore
6. TPR Myanmar Limited, Singapore
7. Fiberlink Myanmar Company Limited, Singapore

Myanmar's communications infrastructure is building at a rapid pace and local operators have a great demand for skilled employees. The challenge for getting a skilled workforce is that does not currently offer higher education in telecommunications technology. The local teachers are to be trained and curricula is built to meet the high demands of the information society.

To overcome the lack of skillful workforces, the telecom operators have invested in human resource development program. MPT has own training center and the purpose is to improve employees' skill, knowledge and attitude. MPT training center is the important role of human resource development for Myanmar telecom industry. It has different types of training programs for the target group of employees. Therefore, human resource department is used to announce the training schedule, details of training course and benefit of training. MPT training center delivered the following training programs and update the programs based on the requirement;

1. Basic Electrical Power Course
2. Business Writing Course

3. Cisco Online Training Course

4. Electrical Power System Maintenance Course

5. English for Workplace

6. ERP (SAP) End User Training

7. Essential Business Course

8. Fundamental Business Skills Course

9. Linux Operating System Fundamental Course

10. Microsoft Office Training Course

11. Network Essential Course

12. Project Management Course

13. Professional Excel Course

14. Problem Solving Techniques and Tools

15. Site Survey Course

16. Transmission Course

MPT internship program has launched and accepted 1,300 final year students from technical universities with the support from the Ministry of Transport and Communications and the Ministry of Education. MPT planned to conduct the orientation, health, safety and environment (HSE) awareness and information security training, essential business skills training, and technical training. It divided into smaller groups of student to do further work relevant to the areas of expertise before final presentation.

MPT also organized vocational training sessions for second and third-year electronic engineering students from Yangon Technological University, Thanlyin Technological University and the Government Technology Institute. The training program conducted by technical experts from MPT at Yangon office and training center as well as regional and state facilities. MPT equipped the next generation who leads the industry's development into the future. MPT arranged the practical insights on telecommunications and operations program including the management and maintenance of modern network systems for the students from 17 states and regions, a total of 396 participating. MPT selected 15 interns from Yangon to continue for more effective program and on-the-job training at MPT's Network Operations Center (NOC) which is located at Alone township, Yangon.

MPT is keep focusing on the development of young generations in every area. Oversea training program also gain the wider knowledge of outside of the organization

and develop the technical skills. MPT sent the employees to Japan that the purpose is to learn in-depth theoretical and practical training in the respective areas. The training modules are project management, marketing, finance, business skills and planning, systems and technical skills as well as actual working arrangements with selected departments.

3.2   Company Profile

Nokia is a Finnish multinational corporation founded in 1865 as a single paper mill operation and nurtured success in several sectors over the years, including cable, mobile devices, paper products, rubber boots and tires, and telecommunications infrastructure equipment. Nokia has telecom operations in 150 countries around the world. Nokia received the business license as 100% foreign investment company under Myanmar Investment Commission (MIC) in October, 2013 and started the telecom business.

Nokia provided digital technologies such as cloud computing, artificial intelligence, machine learning, the Internet of Things and 5G networks. Nokia is driving innovation and the future of technology to power this digital age and transform how people live, work and communicate. Nokia push the boundaries of what is possible to create new ways of connecting people, things and services instantly and effortlessly. Building upon a foundation of integrity, quality and security, Nokia help the customers navigate the complex choices of the connected world, to unlock its opportunities and provide extraordinary experiences in people's lives each day.

The guiding principles of Nokia's four values are;

- Respect - acting with uncompromising integrity, work openly and collaboratively, seeking to earn respect from others.
- Challenge - never complacent, ask tough questions, and push for higher performance to deliver the right results.
- Achievement - take responsibility, and are accountable for driving quality, setting high standards, and striving for continuous improvement
- Renewal - constantly refine the skills, learn and embrace new ways of doing thing, and adapt to the world around us.

Nokia enables to transform their communication networks with 5G, LoT, the cloud, software and other mission-critical communication solutions. Nokia also licenses valuable portfolios of intellectual property, including patents, advanced

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technologies and brand. Nokia has long-standing relationships with communications service providers, including fixed, mobile, converged and cable network operators, located around the world. Nokia provides telecom services to the customer's network through the comprehensive portfolio of hardware, software and services enable the digital transformation of networks to address capacity needs, reduce complexity and leverage network intelligence to create and deliver new services.

Nokia Bell Labs is the world renowned industrial research arm of Nokia. Over its 90-year history, Bell Labs has invented many of the foundational technologies that underpin information and communications networks and all digital devices and systems. This research has resulted in 9 Nobel Prizes, three Turing Awards, three Japan Prizes, a plethora of National Medals of Science and Engineering, as well as an Oscar, two Grammy awards and an Emmy award for technical innovation. The Bell Labs prize is a competition for innovators from participating countries around the globe that seeks to recognize proposals that 'change the game' in the field of information and communication technologies.

Nokia Myanmar is organized in such a way that country head, four functional departments and six engineering departments. The functional department includes customer delivery team, human resource team, supply chain team and finance team. The engineering department includes field force engineers, managed services engineers, ION engineers, network implementation engineers, network planning and optimization engineers and care engineers. The organization structure of Nokia Myanmar is as shown in figure.

Figure 3.1   Organization Structure of Nokia
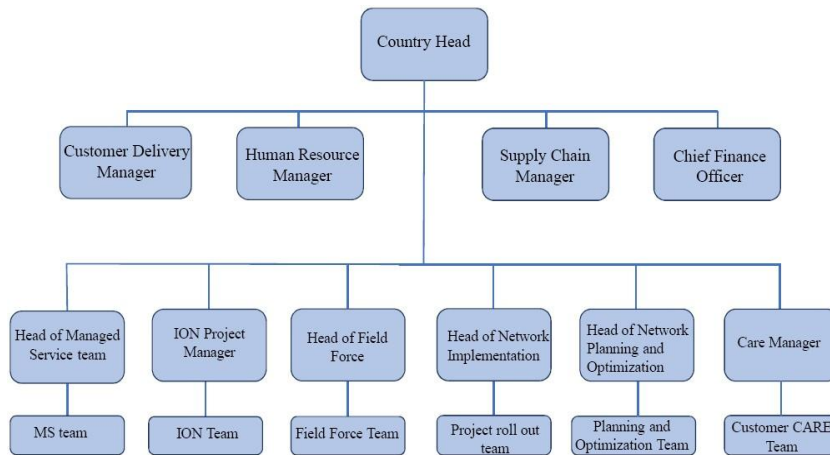
Source: Organization Structure, Nokia (2018)

Nokia has 250 employees in 2018. The following table is the number of employees in the particular field.

Table (3.1)   Number of Employees

No	Level of Occupation	Number of Employees
1	Executive Level Management (Executive officers and managers)	11
2	Other level management except executive level	40
3	Professional personnel- Corporate functions	46
4	Technical Engineers	153
	Total	250

Source: Number of Employees, Nokia (2018)

3.3 Training Program, Objective Setting and Approach in Nokia Myanmar

NokiaEDU, learning store, is the company premier learning organization for continuous learning and professional development. It developed Nokia customers, partners and employees to be successful in achieving the business objectives. It delivers business-impacting learning solutions, making it easy to learn, perform and share. Nokia continues to invest in learning store which is one of the priorities of human resource development. At the learning store, the employee can check the learning point/index which is collected one point per hour of learning course and the employee can easily noticed that how many hours of the learning time per year. The typical methods of training in Nokia.

- Orientation
- On the Job
- Classroom
- Web-based Training
- Mandatory Training
- Activity Based
- Job Rotation

- **Orientation** Nokia usually hold the orientation for new hires by HR team, Finance team, Safety and Security team and Work space allocation team within a week of joining date. It is about the whole day and introduce the company profile, core value, rules and regulations, entitlement and benefit and process and procedure. Orientation training is important one for new hires who does not know about company, what the company business is going on and some needs to follow the company regulations in advance.

- **On-the-Job Training (OJT)** OJT training is delivered to training while employee performs the regular jobs. Nokia arranged buddy assignment for OJT training as this is knowledge transfer from the senior employees to a new employee and the assignment period is three months. After the assignment period, line manager reviewed the performance of new employee by check list documents which is done by both senior and new employee whether new employee can do the job alone or not. If not, the buddy assignment period would be extended.

- **Classroom Training** The traditional kind of training type is classroom training and most of employees also prefer to attend the classroom training. In Nokia, classroom

training is specially arranging for telecom engineers conducted by trainers from outside of Myanmar. As Myanmar has very scarce resource of senior telecom engineers, most of telecom organizations hired the senior engineers from other countries. The following training courses are classroom training performed in Nokia.

1. GSM Fundamentals
2. GPRS Fundamentals
3. 2G, 3G and LTE Overview
4. Introduction to Long Term Evolution
5. BSS Dimensioning for IP-based transmission
6. Flexi Lite e-learning
7. IP Connectivity for Mobile Broadband
8. Linux and Oracle trainings for NetAct Engineers
9. Network Operations - Fault Management Basics
10. Network Operations - Fault Management Basics
11. Taylor IP Basics for 2G Transmission Planning
12. MSC Server System and Mobile Media Gateway
13. LTE Radio Interface - Physical Layer
14. Introduction to Nokia Siemens Networks ATCA HW Platform
15. Introduction to the Flexi Platform FP4 Charm Release

- **Web-based Training** Web-based training is an internet browser-based learning which is also available on local intranet. In Nokia, the learning portal is NokiaEDU and employees are set a timeline and attend the training as web-based training which include streaming audio/video, webinars, forums and instant messaging. After that it has the exam and the minimum band score to pass the exam which is 80. Then, this result would directly report to the respective line managers that is the effective way to improve the employees' performance. The following training courses are web-based training performed in Nokia.

1. MPLS - Multi Protocol Label Switching
2. Cisco Certified Network Associate (CCNA)
3. Cisco Sales Expert (CSE) Training (CI-SPCSE)
4. Juniper Networks Sales Associate (JNSA) Training
5. NSN Solution Certification: LTE Roadmap
6. IP Transport

7. LTE transmission planning
8. Flexi Multiradio BTS LTE IP Essentials
9. Artificial Intelligence and Machine Learning
10. Supply Chain Management
11. Sustainable Success
12. Cost and analysis training
13. How to be Productive instead of Busy
14. Overcoming the Barriers to Decisiveness
15. Developing Character for Decisiveness
16. Leading Change Management at Nokia
17. Building Relationships and Credibility
18. Emotional Intelligence at Work Simulation

- **Mandatory Training** Nokia has five mandatory trainings for all employees who have to compete within a year. This training types are updated every year. The trainings are as below:

    1. Ethical Business Training. This course helps employees to share responsibility for safeguarding the reputation. This is never compromising when it comes to integrity. In order to refresh and reinforce the employees' commitment to ethical business practices, all employees have to attend the training in every year.

    2. Anti-Corruption Compliance Training. This course helps employees to recognize potential conflicts of interest and corrupt behavior. This anti-corruption online training is mandatory for the employees who deal with customers, vendors, subcontractors and government officials.

    3. Information Security Training. This course helps to protect privacy. This is important and evolving topic and how to identify and handle personal data properly. The purpose is the understanding of company commitment to privacy, and learn about the privacy risks and what to do in the certain situations.

    4. Health and Safety Training. This course helps to provide healthy and safe working conditions for all employees and promote well-being and fair treatment at work. Nokia strives to continuously improve health and safety performance through risk management, preventing work related accidents, ill health, diseases and incidents and by developing and implementing new working practices and technologies, which enhance the employee's health and safety.

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5. I Own Quality Training. This course will discuss changes that are necessary to support strategic quality initiatives for Nokia Networks while introducing, developing and nurturing new capabilities, knowledge and skills of employees. The course encourages the awareness and expectation that everyone owns quality and that quality has a broader meaning beyond products and services and extends into areas such as processes, people and execution.

- **Activity Based training** Activity based approaches include opportunities for the things to engage employees: more interaction with peers, subordinate and external experts and also more feedback from peers and trainers. This training type is rarely performed in Nokia as the issue of the lack of experienced trainers and limitation of working time. However, line manager arranged the training program across the region. Therefore, the employees got the new exposure such as oversea experience, friendship with engineers across the region, team activities, and brain storming during the training session.

- **Job Rotation** is a management approach where employees are shifted between two or more assignments or jobs at regulator intervals of time to expose them to all verticals of an organization. In Nokia, job rotation is very effective approach and take approval in advance from cost controller with an objective to test the employee skills and competencies in order to place employee at the right place. Mostly for the telecom engineers have been assigned starting from one month up to one year within East Asia region. Moreover, recruiter team announced job rotation for the respective post at internal job market who interested to work. If employees apply the post, the recruiters are facilitating to work between current line manager and new line manager for assignment agreement process. The selected employees have many opportunities such as assignment allowance, oversea working experience, social network, reduce the boredom of doing same type of job every day and gain experience in different fields or operations. It was costly from the organization, therefore need to take approval from current line manager, new line manager and chief financial officer with the below figure.

Figure 3.2   Approval Process for Job Rotation

Source: Approval Process, Nokia (2018)

3.3.1 SMART Objectives for Training Program

Nokia encourages employees to set the SMART objectives for individual training because this is the effective objectives setting.

1. Specific**.** What specifically is to be achieved? The results focus on which are to be achieved through these actions. Complex objectives should be broken into sub-objectives.

2. Measurable**.** How able to determine how well an objective has been achieved? Although it may not always be readily apparent, any objective can be measured. Some objectives can be measured quantitatively; others must be measured qualitatively. Sample measures include error rates, accuracy, stakeholder feedback, responsiveness, time of project completion, adherence to budget, cost reductions, cost and savings.

3. Add Value**.** Business objectives should add value to internal and/or external customers and the organization as a whole. Individual objectives should add value for internal and/or external customers, the organization, and the team.

4. Realistic**.** Although objectives need to be realistic, this should not translate into objectives that are "easily" achievable. An objective must be realistic in order to be meaningful. It must be "affordable and achievable" in terms of expense, capacity, resources available, and it must fit with the expectations of internal and external customers and markets.

5. Time**.** What is a reasonable time frame for achieving the objective? A specific target date for achieving each objective should be established. Time frames ensure a proactive approach toward achieving results and guide action in a results-oriented way.

3.3.2 70/20/10 Approach

Nokia follows "70/20/10" approach as it is the standard model for the training and development of competences:

- 70 percentage of the development happens as training on the job.
    1. Project Work / Task Forces
    2. Study Groups
    3. Forums and Networks / Best Practice Sharing
    4. Shadowing
    5. Self-Study

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6. Internal Mobility (e.g. job rotation)
- 20 percentage is learning from others which is coaching and mentoring.
    1. Coaching
    2. Mentoring
    3. Assessments
- 10 percentage of development occurs via participation in formal training e-learning.
    1. Instructor-led training (classroom or virtual)
    2. Web-based Learning
    3. Mobile Learning
    4. Blended Learning

Figure 3.3   70/20/10 training approach
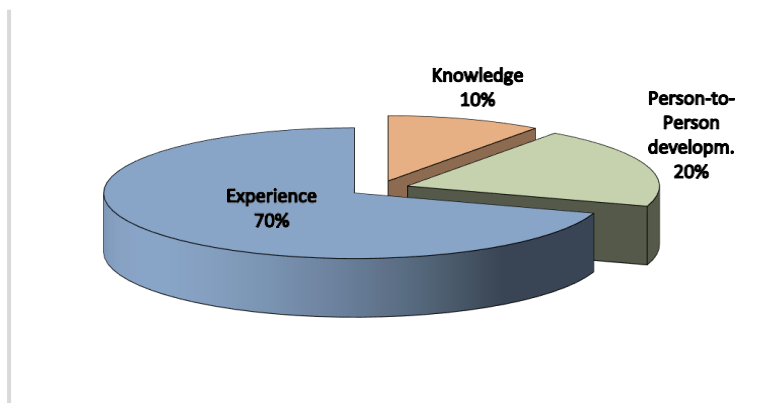
Source: Training Approach, Nokia (2018)

3.4   Annual Performance Review for Nokia employees

Annual performance reviews are a key component of employee development. The performance review is intended to be a fair and balanced assessment of an employee's performance. The annual performance review process combines the assessments of performance and potential and results in a recommendation on the next step of development for all employees in Nokia. The annual performance review is based on the Nokia performance and talent management model as below figure 3.4.The next step of development recommendation is determined by discussing employees in the current role relative to the four categories achievement, relationships, engagement

and aspiration and agility. The next step of development recommendations is differentiate employees' development by taking into account each employee's specific context (e.g. new in role, ambition, agility, etc.).

In order to measure the employees' performance with such kind of categories, the employees know exactly which part have to improve, whether it was already reached the target or not and so on. The performance review period is from January to December within a calendar year. The employee's performance needs to improve, then line manager has arranged the specific training program and review together with human resource team.

Figure 3.4   Annual Performance Review Model of Nokia

Performance		Potential	
Achievement	**Relationships**	**Engagement and Aspiration**	**Agility**
Achieving individual goals and fulfilling individual tasks.	Improving others' performance and using others' contributions to improve one's own performance	The willingness to go the extra mile and the ambition to grow outside of current role.	Potential for horizontal/vertical career moves (based on observed agility behaviors)

Source: Annual Performance Review, Nokia (2018)

If organizations are capable to support all employees in meeting their requirements both employees and organizations received the long term benefits. It is also very important for the organizations to timely evaluate the achievement of employees' training program. Therefore, Nokia needs to review the current training program which is well-trained training or not, and how it effects on employees' performance accordingly.

CHAPTER (4)
SURVEY ANALYSIS

4.1 Survey Profile and Design

Nokia was established in 2013 as a foreign investment company permitted by Myanmar Investment Commission (MIC) to do telecom business in Myanmar. Nokia provide mobile network services to Ooredoo and Telenor. Nokia has 250 employees from both engineering department and functional department which are as follows;

- Engineering department includes network planning engineers, field force engineers, operations engineers, care engineers and ION engineers.
- Functional department includes customer delivery team, finance team, human resource team and procurement and logistics team.

The telecom companies used a huge amount on training program including Nokia. Therefore, this study examined what kind of trainings conduct in Nokia and employees' perception on training methods and usefulness of training program.

This chapter analyzes the primary data collected through the semi structured questionnaires and study from the data itself, aligned with the training model and process discussed in Chapter 2. The questionnaires consist seven sections:

- section A (personal details)
- section B (training needs analysis)
- section C (training objective design)
- section D (training methods development)
- section E (training program implementation)
- section F (training program evaluation)
- section G (perception of employees on training)

The personal details which include gender, age, marital status, service years and target groups. The training needs analysis concerns with the identification of educational courses or activities which helps to improve between current performance

and the desired performance from organization. The training objective design concerns with the learning objectives both in knowledge and performance. The training methods development concerns with the establishment of appropriate training methods. The training implementation concerns with implementation of the process to get the desired output. The training evaluation concerns with the employee performance changes after the training program. The perception of employees on training is included employees' opinion and suggestion for further training plans.

This study focuses on the importance of training program for human resource development and analyzes the employees' perception on the training program. The employee performance increased through effective training programs for the short term and long term goal. In compliance with the study objectives, 153 respondents were selected purposely from Nokia which has 250 population.

During this study, the primary data was collected from Nokia. The only primary sources of data employed in this study is the questionnaire and key informants' interview. A semi-structured questionnaire comprising 40 questions is designed and administered to above mentioned target groups. The question in the questionnaire are made clear usage of training terms at Nokia.

4.2   Survey Analysis

In order to study the effective training process based on ADDIE model, survey analysis is presented in seven sections which are personal details, analyse training needs, design training objective, develop training methods, implement training program, evaluate training program and perception of employees on training program and the data is presented in form of tables.

4.2.1   Personal Details of Respondents

The target group of respondents on this survey is based on engineering department and functional department.

Table (4.1)   Target group of Respondents

No	Variable	Characteristics	Number of Respondents	Percentage
1	Target Group	Engineering Department	110	72
		Functional Department	43	28
		Total	**153**	**100**

Source: Survey data (2019)

According to Table 4.1, 72% of total respondents are from engineering department, while only 28% responded from other functional department. Therefore, engineering is the leading expertise in telecom industry.

Table (4.2)   Profile of Respondents

No	Variable	Characteristics	Number of Respondents	Percentage
1	Gender	Male	104	67.97
		Female	49	32.03
		Total	**153**	**100**
2	Age	20-25	11	7.19
		26-35	115	75.16
		36-45	25	16.34
		45-55	2	1.31
		Total	**153**	**100**
3	Marital Status	Single	87	56.86
		Married	66	43.14
		Other	0	0
		Total	**153**	**100**
4	Working Experience	1-3 years	97	63.40
		4 - 6 years	50	32.68
		6 years and above	6	3.92
		Total	**153**	**100**
5	Have you had any form of training course since you joined the organization	Yes	153	100
		No	0	0
		Total	**153**	**100**

Source: Survey data (2019)

As shown in table (4.2), a total of 153 employees responded to the questionnaire in this study. The majority of the respondents (67.97% or 104) are male employees, indicating that male engineers are more than female engineers in the telecommunication industry which compared to female employees (32.03% or 49).

The data obtained from the questionnaire reveals that 115 respondents between 26 to 35 years of age representing (75.16%), formed the majority. 25 respondents, each between 36 to 45 years of age representing (16.34%) and 11 respondents each between 20 to 25 years of age representing (7.19%) respectively. 2 respondents each between

45 to 55 years of age representing (1.31%) respectively. The results reveal that Nokia employed mainly young employee.

In terms of marital status, 87 or 56.86% of respondents are single and the rest 66 or 43.14% are married. The population gap is not much different between single married employees.

Myanmar telecom industry has been changing and multi-national corporations were taking in place last five years, therefore the service years are not too much long. It proved that over (50%) of the respondents have worked for the organization for 1-3 years (97 or 63.40%), followed by 4-6 years (50 or 32. 68%) and the remaining (3.92%) have worked for the organization for 6 years and above.

All respondents from Nokia have the training since they joined to the organization shown in table 4.2. It is the good initiate to familiar with training program for all employees. The multi-national corporations like Nokia are well implementing the training towards the employee to improve their skill, knowledge and attitude as well as the increase productivity of the organization. Training program is also essential role for technology companies as technologies are rapidly changing around the world.

4.2.2 Training Needs Analysis

The first stage of ADDIE model is training needs analysis which to identify what educational course or activity should be provided to employees to improve their knowledge, skill and attitude.

Table (4.3)   Employee perception on training needs analysis

	Respondents		Percentage	
	Yes	No	Yes	No
The trainings are relevant with the needs of current job	151	2	98.69	1.31
The case studies and exercises are interesting and useful to the needs.	150	3	98.04	1.96
Do you think training program should have only new comers?	16	137	24.48	89.54

Source: Survey data (2019)

The result in table 4.3 showed that most of the respondents have agreed on the training needs are relevant with their current job which is (98.69%). Most of the respondents are interesting the case studies and exercises as the result of (98.04%). Based on the result of table (4.3), 137 respondents (89.54%) are not agreed that training should have only for new comers. The continuous learning can improve their skill,

knowledge and attitude in this dramatic changing of telecom age. Therefore, training program needs both new employees and existing employees.

4.2.3 Training Objective Design

After the identification of training needs, the important task is to determine the training objectives, to achieve the personal learning objective and to the needs of current job.

Table (4.4)   Employee perception on training objective

	Respondents		Percentage	
	Yes	No	Yes	No
Personal learning objectives have been achieved.	145	8	94.77	5.23
Do you agree training can help your future career development?	151	2	98.69	1.31

Source: Survey data (2019)

The personal learning objective has achieved with the respondents of 145 (94.77%) and just 8 respondents (5.23%) are not achieved their learning objective. Almost all the respondents has agreed that training can help the future career development as the result of 151 respondents (98.69%). It reveals that the training of the organization can provide good benefits for employees and development of the long term goal. Therefore, training is not just important to the organization, it is a vital role for employee.

Table (4.5)   Training Schedule

	Respondents	Percentage
Monthly	32	20.92
Quarterly	74	48.37
Every six months	27	17.65
Once a year	20	13.07

Source: Survey data (2019)

The results of above table 4.5 indicated that the majority of 74 respondents (48.37%) participate the training quarterly. This mean that line managers have particular training schedule for their employees. The 32 respondents (20.92%) participate the training monthly and 27 respondents (17.65%) participate the training on every six months. The rest of the respondents indicated that they are scheduled for

training once a year. The results are proved that employees are willing to participate the training and improve their productivity.

4.2.4 Training Methods Development

After the telecom sector liberalization in Myanmar, the government allowed the foreign investment in telecom industry. However, the competence resources are scarce resources. Therefore, the organization considered to develop for human resource and implemented in house training program and oversea training program. Different organizations are motivated to take on different training methods for several reasons.

After the determination of training needs and specification of objectives, an appropriate training types is to be identified and selected to achieve their stated objectives. After selection training method, the prepared plans and programs are implemented to get the desired output. In view of understanding the training types and implementation of Nokia, questionnaire was distributed and investigated in terms of training schedule, place and types, training facilities, time limitation for training session, basic knowledge of telecom term, language skill and international certificates which are how much useful in their daily work.

Table (4.6) Types of Training at Nokia

	Respondents					
	Scale 1	Scale 2	Scale 3	Scale 4	Scale 5	Average Scale
Orientation			58	69	26	3.79
On-the-Job Training (OJT)			8	64	81	4.48
Classroom Training			35	60	58	4.15
Web-based Training			35	72	46	4.07
Mandatory Training			12	115	26	4.09
Activity Based Training		18	65	45	25	3.50
Job Rotation		6	38	49	60	4.07

(5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1=strongly disagree)

Source: Survey data (2019)

As shown in table 4.6, the majority of respondents rated the high value, over 4 in OJT training, classroom training, web-based training, mandatory training and job rotation. It clearly shows that this types of training are very effective and they can learn easily what they want to know in time. However, the respondents rated orientation is 3.79 and activity based training is 3.50 whatever it is above the average and still useful to implement. Hence, the overall average rating of training types in Nokia is 4.

4.2.5   Training Program Implementation

Table (4.7)   Training Implementation

	Respondents					
	Scale 1	Scale 2	Scale 3	Scale 4	Scale 5	Average Scale
The training schedule and place are convenient			11	108	34	4.15
Training program provides enough teaching aids and facility		2	19	108	24	4.01
The length of each training session was adequate		2	31	106	14	3.86

(5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1=strongly disagree)

Source: Survey data (2019)

As shown in table 4.7, training implementation has three questionnaires which is training schedule and place, teaching aids and facility and length of training session and all the respondents rated 4.15, 4.01 and 3.86 each respectively. Therefore, overall average rating is 4 which is quite suitable to implement the training in this way and respondents are comfortable to attend the training.

Regarding with employee's skill, knowledge and attitude, it has different kind of trainings for different target group. The organization has to be considered the right training program for the right person through the right channel. In order to succeed, the organization have to obtain and utilize human resource effectively.

Table (4.8)   Different training program for target group

	Respondents					
	Scale 1	Scale 2	Scale 3	Scale 4	Scale 5	Average Scale
Do you agree English language is very important if you work at Multi-national corporation (MNC)?					153	5.00
Do you agree that soft skill training which are presentation skill, communication skill, negotiation skill and leadership skill are important for your current job				39	114	4.75
Do you agree that analytical and problem solving are the key skills that an engineer must have to identify and analyze the problem of the telecom product			18	60	75	4.37
Do you agree that telecom engineer must have the knowledge of GSM, 2G, 3G and LTE?				55	98	4.64
Do you agree that International Professional Certificates such as Microsoft, Cisco, RedHat are very useful for your real time work?			10	81	62	4.34

(5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1=strongly disagree)

Source: Survey data (2019)

As shown in table 4.8, English language is essential course for the employee who worked at Multinational Corporation because the respondents from Nokia are strongly agreed on this.

The soft skill training followed as the second highest scale which is 4.75. Both target group, engineering and corporate function, agreed that the soft skills were mainly supported to enhance the level employees' of skill, knowledge and competency.

The analytical and problem solving skills are important for engineer who usually worked with telecom device, artificial intelligent machine and real time solution. However, other functional view was different which shown in table 4.8 the 18 respondents proved as neutral.

Not only engineering but also corporate function must have the knowledge of 2G, 3G and LTE who worked at telecom organization. It proved that the respondents from Nokia rated as 4.64 which is high above average. Depending on the knowledge needed, the international certificates are required for each employee and the

respondents rated as 4.34 which is more than the average. Hence, the result from table 4.7 approved that the right training should have for the right person in every organization.

4.2.6   Training Program Evaluation

The ADDIE model describes evaluation stage as the training utility in terms of effects of training on employees' performance. Once the organization implements a training program, it must evaluate the training program whether the employees are acquiring the desired skills and knowledge as well as changing their attitude. If not, the organization must ascertain why not and also figure out if the employees are failing to acquire these skills because of their own inability or because of ineffective training program.

To evaluate training program, the organization has to collect the relevant data. The data should also include easily measurable and quantifiable information such as morale changes, cost, turnover rate, change management, recognition the performance and service quality.

Table (4.9)   Evaluation on training program

	Respondents					
	Scale 1	Scale 2	Scale 3	Scale 4	Scale 5	Average Scale
Do you agree that you can actively participate in team meeting after the training			16	92	45	4.19
Do you agree that you have acquired information and knowledge that is new to you			6	111	36	4.20
The trainings were most valuable to your learning			6	87	60	4.35

(5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1=strongly disagree)

Source: Survey data (2019)

As shown in table 4.9, most of the respondents agreed that they participate in team meeting actively, acquire new information and knowledge as well as most valuable to the learning. The overall evaluation rated 4.25 based on the table average scale, high above the average, showed that Nokia has well organized training program for respective employees from each and every section regardless of engineering and corporate function.

Table (4.10)   Benefits of training on employee's performance

	Respondents					
	Scale 1	Scale 2	Scale 3	Scale 4	Scale 5	Average Scale
Do you agree that the training program motivated to take action confidently		1	10	90	52	4.26
Do you agree that training program make better and economic use of material and equipment to reduce the cost pressure		1	13	101	38	4.15
Do you agree that training program bring the sense of job security and work long service years with the organization			17	112	24	4.05
Do you agree that you could adapt and accept the change management easily as you gained the knowledge and attitude from training			16	105	32	4.10
Do you agree that increase pay and promotion could happen if line manager recognize the high performance after the training?			11	92	50	4.25
Do you agree that personal behavioral skill have been changed due to personal building training?			13	92	48	4.23

(5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1=strongly disagree)

Source: Survey data (2019)

According to benefit of training on performance from chapter (2) literature review, training is one of the most significant motivator which can lead to both short term and long term benefits for individuals and organization. The questionnaire includes six benefits of training from the respondents of Nokia. The respondents stated with the highest value 4.26 that training enhances employee's knowledge, skill and willing to take action confidently. Training program creates chances for the promotion and increase pay if line manager recognized their increased productivity and performance that the average scale is 4.25 followed by the previous one. The behavioural skill of the respondents have changed according to the respondents' result of the average scale is 4.23 which is far above the average.

The respondents stated that training eliminated the potential risk, human error and better economic use of material and telecom product. This is less risky to the very hazardous and the prevention of the cost of the accidents. They opined that training can reduce the errors and increase the efficiency. This is also very efficient for their line manager who manage the respective cost as well as finance team in Nokia. The next

question is regarding with the change management after the training. The telecommunication industry has dramatically changed in everywhere as the new technology can unprecedented boom in every time, for example 5G was launched in some countries though some were still used 3G, then the telecom engineers have to learn the new tech immediately to catch up with the current situation. Hence, line manager can shift their engineers from current assignment to next assignment without prior notice to the employees. In order to adapt such kind of situation, training helps to manage by increasing the understanding smoothly in the change process. The employees also believed themselves that they could easily adjust the new situations. The result 4.10 showed that the respondents from Nokia were very familiar with change process. If the employee trust that their knowledge and skills are increasing, their career life will develop day by day. They would not be considered to change the job and lower turnover rate for the organization as well.

The research suggested that training is the tonic need to enhance performance and potentials of employees that enhances organization effectiveness. However, the training based on the need of the organization.

4.2.7   Perception of Employees on training program

Perception of training has a very significant impact on the minds of the employee working in an organization. Ahmad and Baker (2003) suggested that if the employees have a positive perception of training, they have higher level of motivation for getting training and more committed to the organization. Motivation of the employees toward training is very important in learning process. Training process depends upon the personal characteristics and the perception about how training benefit effects on the employees' performance.

Table (4.11)   Selection for training

	Respondents	Percentage %
On joining the company	34	22.22
Line Manager recommendation	78	50.98
Mandatory for all employees	153	100.00
Upon your request	33	21.57
Other	13	8.50

Source: Survey data (2019)

As shown in table 4.11, the results surprisingly indicated that a large number of the respondents were selected to participate and received training by line manager recommendation except mandatory training for all employees which always target as 100%. This proportion of respondents is represented by 50.98% which means line managers were fully noticed that their employees need to fulfil their knowledge, skill and attitude in their real time work. Hence, line managers are part of the important role to development employee's career and high performance. It is however good result 22.22% that although other respondents were selected the training on joining the company. This means that company would have well organized training plan for new comers for their designated position.

Another good result is 21.57% that respondents were willing to participate the training upon their request. This is very good approach for personal development that employees know what their skills are in weak, what they need to learn and how they have to reach their goal. The small number of respondents rated 8.50% who were not aware of why they were selected for training. This implies that the training approach employed is only understood by the line managers and management team leaving the employee unaware of the entire training process. This is not in good way that the employee at least understands about the reason of participating the training program.

Table (4.12)   Employee perception on training program

	Respondents					
	Scale 1	Scale 2	Scale 3	Scale 4	Scale 5	Average Scale
How will you rate the quality of the training program for which you have participate			30	85	38	4.05
How relevant were the trainings you received to your work			8	130	15	4.05
Do you agree Myanmar should have well-equipped Training Centers with high tech infrastructure and lab facilities for telecommunications industry		2	11	23	117	4.67

(5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1=strongly disagree)

Source: Survey data (2019)

The above table 4.12 presents the respondents' perception on the quality of training. The overall result rated 4.05 were contented with the quality of the training program which they participated. The findings indicated that clear deliverance of

training content and/or substance to the employees during the training program. The next question is regarding with the relevant of the training received by the respondents to their work. The majority of respondents suggested that the trainings are effective and overall rating is 4.05. This result is in line with the result earlier reported on the selection of respondents for training which revealed that most of these respondents were selected mandatory training for all employees and joining the company. This indicates that human resource management puts a lot of emphasis on training which add value and relevant to the current work for those selected training.

The engineers were learned many curriculums and courses from tertiary level, however, they have very few hours for practical workshop with very limited telecom products and supporting devices. The respondents not only engineering but also corporate function from Nokia clearly indicated that Myanmar should have well-equipped training centers and overall rating is 4.67. If the students can learn both literature and practical continuously in the tertiary level, it would be more effectiveness for human resources development in telecom industry of Myanmar.

Table (4.13)   Issues negatively affecting on job performance

	Respondents		Percentage %	
	Yes	No	Yes	No
Language barrier	140	13	91.50	8.50
Weak in soft skills	146	7	95.42	4.58
Inefficient technical skills	147	6	96.08	3.92
Lack of adaptability skills in diverse culture	140	13	91.50	8.50
	Total Respondents = 153		Average "YES" % = 93.63	

Source: Survey data (2019)

Table 4.13 shows that almost all of the respondents agreed (93.63%) that the respondents are weak in these skills such as English language skill, soft skill, technical skill and adaptability skill then it would be negatively affected to their job performance in this diverse working culture. This clearly indicated that the employees are willing to improve their skill, knowledge and attitude in Nokia and also aware that training is the major role to develop their career life.

Table (4.14)   Employee view on training program

	Respondents		Percentage %	
	Yes	No	Yes	No
Do you think training has helped improved your job performance	150	3	98.04	1.96
Do you think the organized training programs are more effective than the random practice training program	144	9	94.12	5.88
Would you require further training for motivation towards performance improvement to enable your contribute to increase productivity	153	0	100.00	0.00
	Total Respondents = 153		Average "YES" % = 97.39	

Source: Survey data (2019)

As above table 4.14, it has three types of questions regarding with the training effects on the performance of the respondents from Nokia. The percentage of 97.39 link with training effected on performance improved. This result is in line with prior literature which presents that training impacts employee performance partly through improving employee skills which enables them know and perform their jobs better (Swart, Mann, Brown & Price, 2005; Appiah, 2010).

According to ADDIE Model, the training is not be random practice, but is occurred in correspondence with organized processes, organized to the target audience, and had outcomes that could be measured. The results proved that almost all respondents accepted the organized training are more effective rather than random training process. It was relevant to find out whether the respondents perception the need for further training. The results surprisingly indicated that the whole respondents revealed a need for further training. Majority of these indicated that based on the nature of their jobs in particular and company businesses in general, there is ever changing technology which presents ever changing customer demands for which they have to cope with. In their opinion, this calls for frequent training so as to keep up-to-date in all situations.

4.2.8 Employees' problem and suggestion on training program

According to survey questionnaires, it has two open questions for employees' suggestion on training program.

The first question is what problems do you face with regard to training program within the organization? Among of 153 respondents, 148 respondents mentioned their problems regard to the training program in Nokia.

Mostly of them mentioned about the job loads and the training time is during working hours, then they could not give enough time for training. When they attended the training, the customer issues was approaching and break the training, then back to the work. The shift assigned employees also feel that the training schedule is not much flexible for them as the telecommunications industry is 24 hours operation and mostly they missed the training which is very relevant with their real time job.

Another issue is that language barrier as some trainers are very fast speaking style and could not able to catch up properly what they explained. Hence, they requested to explain again and it occurred the training session was not enough time. Although, one day classroom training is very tired to focus the lessons and not effective the training program. The employee could absorb the lessons properly if the training length is not more than two and half hours.

Oversea training program are very costly, and some line manager could not arrange for all employees as of the travel restriction and budget limitation by chief finance officer team. Hence, Line manager can arrange only one or two team members for oversea training, workshop and seminar once a year. The feedback from employees are that they also want to participate the oversea training and company should have budget for all employees.

Most of the employees are still preferring to attend the classroom training as this is more interactive, sharing the technical experiences each other and meet their expectation. On top of classroom training, practical session is more useful for telecom engineers which they can learn and familiar with telecom product and technology time to time. Training should follow both theory and practical. Therefore, they can show their performance what they learnt from classroom training and practical session during their real time work. Some employees mentioned that internet connection problem and complex training material are made them delays for the web-based training.

Some employees said that they have pressure to attend the training as the senior employees have been asked many questions after the training, but some questions are

beyond the training session. However, review on this answer is that the employee accepted this approach which is kind of measurement their performance improvement after the training program.

The second question is that please specify anyways you think training and development in the organization can be improved. 139 respondents among sample size 153 suggested their points for this question.

Most of the employees suggested that the training program should arrange the outside of working hours then they could attend the training properly. Some employees also suggested to arrange the training to attend the employee rotationally, therefore all employees fully participated on this. Training schedule should be matched with all employees including shift employees and employees who have tight schedule with the customer meetings.

Almost all employees suggested to arrange the outdoor training if it is favourable condition of such environmental climatic factors are on good situation, more interested to achieve the training goal and be more good relationship among employees. Training especially the outside of office environment needs to arrange bi-annual for effective learning from the training rather than web-based training and on-the-job training. The review on this answer is that employees are willing to participate the team building training out of office hours and outside of office environment.

Knowledge sharing session should be implemented quarterly from different team in Nokia according to the responded by some employees. Therefore, each and every employee will more understand about the interaction between team members and across the team. That might be quick responded to customer's request timely basis. The new comers also could learn the senior engineers what the organization was going on and the relationship with the customers as well.

The other ways they think to improve the training and development in Nokia is that the basic technical training should be arranged to attend for all engineers as a mandatory training to gain the basic knowledge of technical skills not only their sector also to cover the whole business. Then the specific training program should follow for each employee depend on the skill requirement accordingly. Telecom industry is rapidly changing industry and need to catch up with the market demand so that training program should be updated timely and must support to improve the employee's knowledge, skill and attitude respectively.

The other suggestion point of respondents from Nokia is that the interactive training materials. Mostly training materials are training video files that some made by simple slides and mono tone of trainers' voice which is not attractive to attend the training till at the end. The research suggested that Nokia education store need to update the training material, training context and present more than one trainer who have experienced and skilful presentation during the training session.

Some respondents who are from corporate function still suggested to hold the specific training program more frequently than now. The oversea training session is very rare for the respondents from corporate function, hence should arrange such kind of training once a year like engineers. Almost all of the respondents suggested to implement the telecom training centre in Myanmar and they want to have the international certificate exam within country. Therefore, the respondents are not considered the travel cost and more invest in exam cost for their career development.

4.3   Key Person Perception on Employee Performance after Training Program

For the primary data, the interviews were conducted with the key persons who have many years' experiences in Nokia, the trainer, English teacher and human resource manager. The questions helped to explore the training information and the effects of training on employee performance.

Table (4.15) Lists of Interviewees

No.	Designation/ Occupation	Date of Interview
1	Trainer	January 22 ,2019
2	English Teacher	January 22 ,2019
3	Human Resource Manager	January 23 ,2019

Source: Nokia (2019)

Questions and answers from key informant interviews making with trainer, teacher and human resource manager from Nokia were presented and transcribed as follow:

(Q1) How training can improve employee performance? (Dealing with Trainer from Nokia)

(Ans) A well-trained employee usually shows greater productivity and higher quality of work-output than an untrained employee. Training can provide employee with new skill set and improve efficiency, with this employee performance can be increased.

Training makes employee understand their scope better and improve job performance. Training gives knowledge for employee to grow in the company. This motivate employee to work harder and more efficient. Training exposes employee to good practice in industry. This encourage productivity. Training improves technical knowhow, this indirectly improve company productivity. After the training, the evaluation assessment is very important how this training effects on employee performance and suits with their current job. Training should be ongoing so that employees can continue to develop their skills.

(Q2) How about the training relevance for the employees with the current job? (Dealing with trainer from Nokia)

(Ans) To increase employee productivity, one way is to train them for their current jobs. Organizations should spend a considerable amount of money to provide the relevance training program to the respective employees. Before we conduct the training program, we have to be considered the target employees, place, timeline, budget and what is their line manager expectation from training. The employees are willing to attend the class room training which is one of the best methods to deliver information, interpersonal skills, teamwork and practical skills. The training relevance is very important to perform the training program effectively.

(Q3)   How do you think about the importance of English communication skills for Nokia employees? (Dealing with English Teacher from Nokia)

(Ans) English is the universal language of business, trade, politics and international law. English communication skills are mandatory for all employees who working at multi-national companies like Nokia to understand business information, terminologies and data over the Internet and communicate with the coworkers. Many Organization realized that the strong communication skills improve the business performance. If the employees are good at English communication skills, they can go business meeting across the world without worrying about language barrier becoming an issue in everyday interactions. So, their social networking is broader than before. Career progression in this connected world requires consistent improvement, so the employee can work optimally across borders, cultures and time zones. There's no denying that English communication skills are vital for the future career path.

(Q4)   How do you think the improvement of employee performance after the training program (Dealing with HR Manager)

(Ans) Now a days training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. From the HR perceptive, Nokia training effects employee's job performance positively. The employee who receives the necessary training is more able to perform in their job confidently and work closely with the team. The overall score of employee's performance is also high based on the annual performance review report. Training is a motivational factor which enhances the knowledge of the employee towards the job and they become able to give better results. On the other hand, investment in training can improve a company's financial standing. The effective training can reduce staff turnover rate, lower maintenance costs by reducing equipment breakdown and result in fewer customer complaints. Ongoing training is the way to continuously improve employee performance.

(Q5)   How do you measure the employee performance? (Dealing with HR Manager)

(Ans) There are many ways to evaluate employee performance depending on company's industry and overall goals. For Nokia as a telecom company, we are using five ways to monitor the actions of employees every year:

1. Review work in progress on a regular basis
2. Management by objectives
3. Assign cross functional task
4. Annual performance review
5. 360 degree feedback
6. Self-Evaluation

(Q6)   How do you arrange the systematic training program for your employees? (Dealing with HR Manager)

(Ans) As a HR Manager, I always ensure our employees get the most effective training program which benefits to employee as well as employer. Here are five things to consider when Nokia setting up the systematic training program for employees:

1. Perform the training needs assessment
2. Identify the objectives of the training

3. Identify the target employee
4. Design the training materials
5. Develop an assessment component
6. Get feedback and perform usability testing

From the KII result, it is found that training is positively effect on the employee performance because their productivity was increased, personal skill set was improved and the customer complaints was decreased. After the training, the employees motivate to work harder and fit into the company need. It is observed that English communication skill is very important for those who worked in multi-national companies to avoid language barrier, to understand about the terminologies and information in their current job. It is stated that human resource manager arranged the effective training with the specific determinants which are training need assessment, training objectives, target employees and training material. After the training, the evaluation assessment and get feedback from employees and trainer. Nokia has the standard measurement to evaluate the employee performance. The annual performance review report also proved that employees' performance ratings are higher year by year based on 360 degree feedback.

CHAPTER (5)

CONCLUSION

In order to know the importance of training program for human resource development and employees' perception on training program are surveyed and the survey is carried out 153 respondents from Nokia. In addition, in light of the literature review and data analysis, this chapter discusses the training effects on employees' performance. This chapter presents findings and recommendations.

5.1 Findings

According to survey findings, training is positively effected on the employees' performance regards to their real time work. The different questions are presented to the respondents and thus examined. These questions are focusing on employee participating in training, training needs analysis, design training objective, develop the training types, implement and evaluation the training, employees' perception and key informants' interview on training.

The results from the training needs analysis and design training objective indicated that the current training program meet the respondents' needs and fulfill their objective of learning which means Nokia has good and clear policies guideline regarding with training program based on needs and objective analysis from ADDIE model.

It is analyzed that Nokia has seven types of training for the specific target group which is engineering and corporate function. The data analysis of this study found that on-the-job training (OJT) is highest value of respondents' preference to participate the training. The second highest value is the classroom training which is cost and time effective teaching method. Therefore, Nokia has right choice of training types and management team should perform on-the-job training (OJT) and classroom training

frequently to improve their employees' performance as these training tends to be more cost effective and relevance for them.

It is found that the training is more valuable to their learning, acquire information and knowledge that is new to them. Therefore, Nokia can continue to the current ways of effective training program for the engineering and corporate function. The respondents also requested to perform the specific training program for the target group frequently from the open question of their suggestion.

After analyzing the data collected to reap the full benefit of training, most of the respondents proved that they motivate to take action, understand the economic use of material and equipment to reduce the cost pressure, bring the sense of job security and willing to work long term with this organization, adaption of change management in this rapid changing era, good chance to get promotion and salary increase and change their behavioral of working style. Apparently, the respondents were greatly improved at their jobs due to the training program. It is therefore Nokia can carry out their training program to a reasonable extent and this gain good benefit to the employees' performance significantly.

Regarding with the employees' perception on training program question, the result found that the overall training program is effective and relevance to their work. But some issues might be negatively effects on their performance such as language barrier, weak in soft skill, inefficient technical skill and lack of adaptability skill in diverse culture. This is the good point that the respondents aware what determinants are negatively effects on their work performance and how to overcome this. In addition to the effectiveness of the organized training program rather than random training, almost all respondents are fully agreed to hold the organized training program. It is the fact that the organized process to the target group can be measured the outcomes which is align with instructional system design model, ADDIE.

This study clearly found that Nokia has well-organized training program because training course, training material, place and time are very relevant with the employees' current work. Most of the respondents achieve their learning objective which they made before they join to training as well as they received new knowledge and information. The respondents are expected to attend the further trainings and fulfil their learning objectives.

In addition to prove that the respondents gained the good benefits from the training because they easily adapted the change management, economic use of material

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and line managers recognized their performance improvement. They are also confident to apply their increased knowledge which acquired from training. Therefore, training is important for the development of human resource. It is also found that the weakness in the training schedule for shift employees because it is not suitable time and place for them. Therefore, training needs and objective is not meet with their current job.

From the KPP result, it was found that a well-trained employee usually show the greater productivity and higher quality of work-output than untrained employee. Finally, this study found that training is positively effect on the employee performance because the annual performance review was increased in good results and the customer complaints was decreased. Hence, this thesis results proved the importance of training for human resource development by identifying the effect of training on employees' performance.

5.1   Recommendations

Based on the study, the following recommendations are made as follows in order to improve and effective training program for Nokia and the future research.

First of all, Nokia should arrange English communication skills as mandatory training for both engineering and corporate function to avoid language barrier which negatively effects on their performance and to deal smoothly with other multi-national employees during working time. Oversea training program are normally conducted to the engineering level. Hence, this research recommends to arrange the oversea training for corporate function from Nokia to gain the wider knowledge of outside of the organization. As on-the-job training (OJT) is very effective types of training program for all respondents, then it should keep going on this.

Another recommendations for this research is that the training schedule should be more flexible for shift assigned engineers and front line engineers who always stand by with the customer team. The organization should consider the specific training for employees who those need to improve skills according to the annual performance review. Then, their specific need would be improve and meet with the organization's goal.

This study is focused only on a single organization precisely Nokia, which is just a sector in the telecom service. Further researchers can carry out this study in other telecom organization. This will go a long way to improve the importance of training program and training effects on employees' performance to suit with their real time work.

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<p align="center">**Questionnaires**</p>

<p align="center">**Training Program Evaluation Form**</p>

This questionnaire is to be utilized for partial fulfilment of the thesis for the degree of Master of Public Administration (MPA) and shall not be other purposes. We value your honest opinions. You are also welcomed to include your suggestions if needed. This questionnaire will take less than 15 minutes. Please read the below statements related to your job and choose appropriate answer as follow:

(1= strongly agree, 2= agree, 3=neutral, 4=disagree, 5=strongly disagree)

Section: A (Personal details)

Position	
Company	

1. Gender
   a) Female ☐
   b) Male ☐
2. Age
   a) 20-25 ☐
   b) 26-35 ☐
   c) 36-45 ☐
   d) 46-55 ☐
3. Marital Status
   a) Single ☐
   b) Married ☐
   c) Other ☐
4. How long have you work for the organization?

   Year ☐   Month ☐

5. Have you had any form of training since you joined the organization?

   Yes ☐   No ☐

<p align="center">60</p>

Section: B (Training Needs Analysis)

1. The trainings are relevant with the needs of current job.

      Answer: Yes   ☐   No   ☐

2. The case studies and exercises are interesting and useful to the needs.

      Answer: Yes   ☐   No   ☐

3. Do you think training program should have only for new comers?

      Answer: Yes   ☐   No   ☐

Section: C (Training Objective Design)

1. Personal learning objectives have been achieved.

      Answer: Yes   ☐   No   ☐

2. Do you agree training can help your future career development?

      Answer: Yes   ☐   No   ☐

3. How often do you undergo training?

      Answer: Monthly   ☐   Quarterly   ☐

                  Every six month   ☐   Once a year ☐

Section: D (Develop Training Methods)

1. On a scale of 1 to 5 (where 5 is the highest value), please rate the followings training methods of your preferences:

   i. Orientation (Help the new employee understand the organization's culture, values and way of doing things)

1	2	3	4	5

   ii. On-the-Job (OJT) training

1	2	3	4	5

   iii. Classroom training

1	2	3	4	5

   iv. Web-based training

1	2	3	4	5

v. Mandatory training (To reduce personal and organization risk)

1	2	3	4	5

vi. Activity based training

1	2	3	4	5

vii. Job Rotation

1	2	3	4	5

Section: E (Implement Training Program)

1. The training schedule and place are convenient?

Answer: Strongly agree [   ]   Agree   [   ]   Neutral [   ]

Disagree | Strongly disagree |

2. Training program provides enough teaching aids and facility?

Answer: Strongly agree [   ]   Agree   [   ]   Neutral [   ]

Disagree | Strongly disagree |

3. The length of each training session was adequate?

Answer: Strongly agree [   ]   Agree   [   ]   Neutral [   ]

Disagree | Strongly disagree |

4. Do you agree English language is very important if you work at Multi-National Corporation (MNC)?

Answer: Strongly agree [   ]   Agree   [   ]   Neutral [   ]

Disagree | Strongly disagree |

5. Do you agree that softskill trainings which are presentation skill, communication skill, negotiation skill and leadership skill are important for your current job?

Answer: Strongly agree [   ]   Agree   [   ]   Neutral [   ]

Disagree | Strongly disagree |

6. Do you agree that analytical and problem solving are the key skills that an engineer must have to identify and analyze the problem of the telecom product?

Answer: Strongly agree [____]   Agree [____]   Neutral [____]
                   Disagree | Strongly disagree |

7. Do you agree that telecom engineer must have the knowledge of GSM, 2G, 3G and LTE?

Answer: Strongly agree [____]   Agree [____]   Neutral [____]
                   Disagree | Strongly disagree |

8. Do you agree that International Professional Certificates such as Microsoft, Cisco, RedHat are very useful for your real time work?

Answer: Strongly agree [____]   Agree [____]   Neutral [____]
                   Disagree | Strongly disagree |

Section: F (Evaluate Training Program)

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1. Do you agree that the training program motivated to take action confidently?

Answer: Strongly agree [____]   Agree [____]   Neutral [____]
                   Disagree | Strongly disagree |

2. Do you agree that training program make better and economic use of material and equipment and to reduce the cost pressure?

Answer: Strongly agree [____]   Agree [____]   Neutral [____]
                   Disagree | Strongly disagree |

3. Do you agree that training program bring the sense of job security and work long service years with the organization?

Answer: Strongly agree [____]   Agree [____]   Neutral [____]
                   Disagree | Strongly disagree |

4. Do you agree that you could adapt and accept the change management easily as you gained the knowledge and attitude from training?

Answer: Strongly agree [____]   Agree [____]   Neutral [____]
                   Disagree [____]   Strongly disagree [____]

5. Do you agree that you can actively participate in team meeting after the training?

Answer: Strongly agree [____]   Agree [____]   Neutral [____]
                   Disagree [____]   Strongly disagree [____]

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6. Do you agree that increase pay and promotion could happen if line manager recognize the high performance after the training?

    Answer: Strongly agree ☐   Agree ☐   Neutral ☐

                      Disagree | Strongly disagree |

7. Do you agree that personal behavioral skill have been changed due to personal building training?

    Answer: Strongly agree ☐   Agree ☐   Neutral ☐

                      Disagree ☐   Strongly disagree ☐

8. Do you agree that you have acquired information and knowledge that is new to you?

    Answer: Strongly agree ☐   Agree ☐   Neutral ☐

                      Disagree | Strongly disagree |

9. The trainings were most valuable to your learning?

    Answer: Strongly agree ☐   Agree ☐   Neutral ☐

                      Disagree | Strongly disagree |

Section: G (Perception of employees on Training)

1. How were you selected for training?

    a) On joining the company ☐

    b) Line Manager recommendation ☐

    c) Mandatory for all employees ☐

    d) Upon your request ☐

    e) Other ☐

2. How will you rate the quality of the training program for which you have participate?

    a) Very Poor ☐

    b) Poor ☐

    c) Average ☐

    d) Good ☐

    e) Very Good ☐

3. How relevant were the trainings you received to your work?

    a) Not relevant at all ☐

    b) Not relevant ☐

    c) Not sure ☐

    d) Effective ☐

    ☐

e) Very effective

4. Do you think training has helped improve your job performance?

      Answer: Yes [   ]   No [   ]

5. Do you think the organized training programs are more effective than the random practice training program?

      Answer: Yes [   ]   No [   ]

6. Would you require further training for motivation towards performance improvement to enable you contribute to increased productivity?

      Answer: Yes [   ]   No [   ]

7. Do you agree that the following issues negatively effect on your job performance?

   i. Language barrier   Yes [   ]   No [   ]

   ii. Weak in soft skills   Yes   No [   ]

   ii. Inefficient technical skills   Yes   No [   ]

   iv. Lack of adaptability skills in diverse culture   Yes | [   ]

8. Do you agree Myanmar should have well-equipped Training Centers with high tech infrastructure and lab facilities for Telecommunications Industry?

      Answer: Strongly agree [   ]   Agree [   ]   Neutral [   ]

                  Disagree [   ]   Strongly disagree [   ]

9. What problems do you face with regard to training program within your organization?

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10. Please specify any ways you think training and development in your organization can be improved.

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Interview Questions

Questions for the Trainers of Nokia

(Q1)   How training can improve employee performance?

(Q2)   How about the training relevance for the employees with the current job?

Questions for English Teacher of Nokia

(Q3)   How do you think about the importance of English communication skills for Nokia employees?

Questions for Human Resource Manager of Nokia

(Q4)   How do you think the improvement of employee performance after the training program?

(Q5)   How do you measure the employee performance?

(Q6)   How do you arrange the systematic training program for your employees?