

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF TRAINING PRACTICES ON EMPLOYEE
PERFORMANCE OF SGS (MYANMAR) LIMITED**

LEI YIN HTUN

MBA II-18

23rd BATCH

OCTOBER, 2019

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2017-2019

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**THE EFFECT OF TRAINING PRACTICES ON EMPLOYEE
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A thesis submitted to the Boards of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Training Practices on Employee Performance of SGS (Myanmar) Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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OCTOBER, 2019

ABSTRACT

The study explores the effect of training practices on employee performance in SGS (Myanmar) Limited in Yangon. The data is collected with a structural questionnaire, which is designed with five-point Likert scale. from employees of SGS (Myanmar) Limited. The study examines how different types of training practices affect employee commitment and employee performance and which type of training are more beneficial to SGS (Myanmar). The results of this study highlighted the effect of training practices on employee's commitment and the effect of employee commitment on their performance in SGS (Myanmar). The findings point out that both on-the-job training and off-the-job training have positive effect on all types of employee commitment. It is also found that only affective commitment has positive effects on employee performance. Therefore, SGS (Myanmar) should need to provide both types of training for improvement of employee commitments and there by enhancement of the employee performance.

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CHAPTER (1)

INTRODUCTION

The companies aimed at gaining the competitive advantage realized the importance of training is improving the employee performance. Training and Development is one of the many activities of the Human Resource Management (HRM). HRM could be a operate in organizations designed to maximize worker performance in commission of their employer's strategic objectives. Quality of human resource depends on so many factors and training is one among the vital factors. Training is one of the most important investments because it enhances the knowledge, skills, attitudes and behavior of the employees. Training not alone improves them resourcefully, however conjointly provides them an opportunity to find out their job effectively and perform it a lot of with competence as a consequence increasing firm's productivity.

Training are often outlined as a scientific method of effort information, skills, abilities, and the right attitudes and behaviors to meet job requirements (Gomez- Mejia 2007). Training improves the capability of an organization. It is additionally concerning ensuring that everybody during a position is ready to do his or her job in a method that increase the probabilities that the organization can deliver the good its organization. The organizations now have understood training is provide their employees to gain knowledge and skills that will improve and develop them in order to perform tasks to accomplish their personal and organizational goals.

Commitment consistent isn't solely an individual's relation construct however additionally involves generating human energy and activating human mind. Commitment also can be outlined as "a status that binds the people to the organization". (Allen & Meyer, 1990). Moreover, it's the esteem felt by the persons for the organization; it'll mirror the degree to that the individual internalizes or adopts characteristics or views of the organization). Newstrom Associate in Nursing Davis (1985) outlined worker commitment because the degree to that a worker identifies with the organization are needs to continue actively taking part in it. According to Madigan, Norton and Testa (1999) says that committed employees would work diligently, conscientiously, provide value, promote the organizations' service or products and seek continuous improvement. Commitment

employees give a big contribution to organization because they perform and behave on achieving organizations' goal. Furthermore, staff who square measure committed to their organization square measure happy to be member of it, believe and feel sensible regarding organization and what's stands for, and intend to do what's smart for the organization (George and Jones, 1996). Fink (1992) clarifies that worker responsibility is just one of numerous components influence execution, however absolutely is a key factor.

As employee commitment is important for the organizations, their performances such as proficient, inventive, innovative, agile and useful information effectively are also important for the organizations. Nowadays, employee performance gradually become more challenging and multi-tasking in an organization. According to Mayhew 2017, try achievement of any business is straightforwardly influenced by the performance of the business within the organization, whether or not those employees are managing clients. Businesses that clearly perceive the impact of their workers' performance square measure higher ready to manage employee output and productivity. Moreover, employee performance helps any business to increase profits and consistently meet sales goals.

1.1 Rationale of the Study

In service providing organization, inspection sector plays a significant role in the development of a country's economy. Moreover, export and import quality are one of the essential parts of the country. SGS is that the world's leading examination, verification, testing and certification company. They provide immeasurable trainings to their workers to develop them. The association burns through billions of bucks every year on formal instructing and improvement programs with the desire that their training speculations can bring about upgrades in representative's presentation It also helps the organization to achieve its goals. There are so many factors to improve the performance of employee are leadership style, reward, training and etc. Among them, training cam get organization goal and employee performance.

According to Acton & Golden 2002, the effects of training are double. From an organization point of view, training is essential for organization operations and advancement. From associate worker purpose of read, coaching activities is vital for skills and development, worker performance and career advancement. Because of training, workers gain useful skills that will help them in their present and future careers. And

employee performance is very important for every organization because it increase the efficiency and effectiveness of the organization and it is the key element to achieve the goals of an organization. Benefits of training are intangible. And the staff acquire each general skill that they will transfer from one job to a different and specific skills that are distinctive to a specific job. Besides that, training gives the benefit such us improvement employee performance, improvement in employee satisfaction and moral, addressing weakness, consistency, increased productivity and adherence to quality standards, increased innovation in new strategies and products, reduced employee turnover and enhances company reputation and profile

Nowadays, Myanmar is heading towards international good practices and increasing competition in trading sector. Organizations face enhanced competition thanks to globalisation, changes in technology, political and economic atmosphere (Evans, Pucik & Barsoux 2002, 32) and so prompting these organizations to coach their employees as one of the ways to prepare them to adjust to the increase above and thus enhance their performance. Therefore, SGS (Myanmar) Limited should train its employees to friendly with international standards. There is no doubt that training and employee performance go hand in hand. Emphasizing and implementing training is improving employee performance and accomplish business objectives and goals. In the service industry, especially trade sector, customer satisfaction is very important role. Although employee performance can't improve without training. Therefore, training can be viewed as a most important management practice that can be controlled employee performance. This study focuses the effect of training activities on employee performance in one the important company in Yangon, Myanmar which is SGS (Myanmar) Limited.

1.2 Objectives of the Study

This study emphasizes on two objectives which are as follows:

- (1) To examine the effect of training on employee commitment in SGS (Myanmar) limited.
- (2) To analyze the effect of employee commitment on employee performance in SGS (Myanmar) Limited.

1.3 Scope and Method of the Study

This study is intended to examine the training and employee performance of SGS (Myanmar) Limited. In this study, analytical research method is used. It is a quantitative study, where the structured questionnaires from numbers of 110 respondents from all departments of SGS (Myanmar) Limited. Numbers of 110 employees out of 345 are selected as sample size for this study. The sampling method is simple random sampling and the data is collected from employees who worked for SGS (Myanmar) Limited. In order to achieve the objectives, this study used primary and secondary data. Primary data are collected by using structure questionnaire; 5-point Likert -type-scale questionnaires. Secondary data are gathered from previous research paper, published journals, relevant text books, article, websites, international dissertations and other local MBA research papers from library.

1.4 Organization of the Study

This study comprises five chapters. Chapter one consists of the introduction of the paper, the rationale of the study, the objectives of the study, the scope and method of the study and the organization of the paper are included. Chapter two is the theoretical background on training practices and employee development and employee performance. In Chapter three training practices of SGS (Myanmar) Limited are presented. In Chapter four analysis on training and employee performance is presented. Chapter five is conclusion chapter which including findings, discussions, suggestions and recommendations and limitations and need for further research of this study.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter is the theoretical background of training, employee commitment and employee performance. It begins with concept of training, followed by concept of employee commitment. The third part is employee performance. The fourth part is relationship between training and employee commitment. The fifth part is relationship between employee commitment and employee performance and the final is the conceptual framework of this study.

2.1 Practices of Training

Training may be defined as the imparting of proficiencies and knowledge that are especially related to a relatively narrow area of employment. It is the serving to individuals or adapt to a task behavior that may be helpful to the organization (Nzuve, 2000). Training tends to slim the vary of responses in order that all workers United Nations agency endure an equivalent coaching with success can create similar or have same responses in an exceedingly specific state of affairs.

According to Saiyadain (1994), most training programs are offered to fulfill the expectation of the employee's needs because most of the training programs are practical and related to the actual problem arise in the work environment, therefore, the employees are able to test out the techniques which they have learned from the training programs in their work tasks. Besides that, the employees are able to obtain input by learned and shared from other participants' experiences in most training programs Beside that, the employees are able to obtain input by learned and shared from other participant's experiences in most training programs. (Jenks, Carter and Jenks, 2007). According to Prahalad, and Hamel (1994), training helps to carter for rapid changes in technology and therefore people jobs skills shortage (manpower planning) to carter for competition and market pressures for improvements and quality of products and services. Training also improves performance as the employee is able to acquire needed the mandatory skills and attitudes required to perform their tasks effectively, serving to workers in their personal developments and career advancement,

reducing the requirement for accomplishment once vacancies arise, reduction on the number and the cost of accidents, and to help new employees settle in quickly and feel appreciated.

The essential job of instructing is to help the representatives' ability for present and future obligations and duties. Preparing encourages them to change with angles like innovation and rivalry (Dessler 2006). Nowadays, coaching is that the most significant consider the business world as a result of coaching will increase the potency and effectiveness of each workers and therefore the organization. Training is very important to boost the capabilities of workers. Nowadays, most of the organizations apply on-the-job training and off-the-job training to improve.

(A) On-the-Job Training

On-the-job coaching was claimed to be “the commonest, the most widely accepted and the most necessary method of training employees in the skills essential for acceptance performance” (Jain 1999). Levine (1997) simply stated that OJT is about “two people working closely together so that one person can learn from the other”. Abba and Dawha (2009) had seen on-the-job training as the same as in employee’s normal work situation, as being designed to change the knowledge, attitude and behavioral patterns directly appropriate to the performance of a given task or job. And they additionally emphasised that on-the-job coaching supplements all alternative sorts of training with the extra advantage of being provided to additional folks in any given year than it is possible at training institution. In addition, Faith (1999) thought about on-the-job coaching as an off-the-cuff sort of coaching given to workers and its purpose is to enhance the employee’s operation skills, potency and productivity. According to Kim and Lee (2001), OJT referred to a form of training that occurs at the workplace during the performance of a job rather than in a classroom setting. In addition, Rothwell and Kazanas (1994) asserted that this form of training is the most widely used method of delivering training for a novice employee by an experienced employee today and is one of the most important components of learning in the work place. According to Olaniyan and jo (2008), apprenticeship refers to the process whereby a skilled person trains someone who is unskilled.

(B) Off-the-Job Training

Off-the job training is defined by Rothwell and Kazanas (1994) as a type of training that is not performed on the job, that is, training which take place in a classroom and which is

designed to train groups of trainees rather than individuals. Besides, Lewis and Trevitt (1994) reported that off-the-job training offers learning opportunity through attendance at training for away from the job or workplace. According to Mehta and Bhatt (2014), simulation concerns training employees in any artificial environment just like the actual work situation while vestibule concerns using the prototype or the same equipment just like those used in the workplace for training but the training is conducted outside the workplace. Off-the-job training could be a methodology of coaching, which is undertaken at a site, away from the actual workplace for a particular period. The reason behind imparting training at a place other than the job concentrate only on learning. Study material is equipped to the trainees, for complete theoretical knowledge. The trainees are free to express their views and opinion during explore new and innovative ideas. It is one of the expensive training methods. It involves choice of the place of training, the arrangement of facilities for the staff, hiring associate degree skilled to impact coaching, etc.

2.2 Employee Commitment

Employee commitment has an important place in the study of organizational behavior. This is partly because of the large variety of works that have found relationships between worker commitment and attitudes and behaviors within the geographical point. The reasons for location out employee commitment area unit related to “(a) employee behaviors and performance effectiveness, (b) attitudinal, affective and cognitive constructs such as job satisfaction, (c) characteristics of the employee’s job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure”.

Employee commitment implies an intention to persist in a course of action. Therefore, organizations typically try and foster commitment in their staff to attain stability and scale back pricey. It is unremarkably believed that committed staff also work more durable and be a lot of doubtless “go the additional mile” to attain structure objectives. An employee with greater employee commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover rate and will increases the organization’s ability to recruit and retain talent.

The stronger an employee commitment is to the organization the less likely the person is to quiet. Strong commitment also is often correlated with low absenteeism and

relatively high productivity. Attendance of work (being on time and taking time off) is usually higher for employees with strong organizational commitment. Moreover, commitment individual tends to be more directed and waste less time while at work which has an effective management can faster increased committed and loyalty to the organization as the above managing self-competency features indicates.

Employee commitment had been operationally made public as “multidimensional in nature, involving and employee’s loyalty to the organization, willingness to exert effort on behalf of the organization, degree of global and worth congruency with the organization, and desire to maintain membership. The three major components of employee commitment are “a strong belief in and acceptance of the organization’s goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership”. Commitments are a positive evaluation of the organization and the organizations goals.

Allen and Meyer (1990) developed an early model that have received considerable attention. The three-component model they advocated was based on their observation that existing definitions of commitment at that time reflected at least three distinct themes; an affective emotional attachment towards an organization (Affective commitment); the recognition of costs associated with leaving an organization (Continuance commitment) and a moral obligation to remain with an organization (Normative commitment). Meyer and Allen (1991) noted that worker commitment is that the read that commitment may be a status that (a) characterizes the relationship with the organization, and (b) has implication for the decision to continue membership with the organization. They describe these three elements as affective, continuance and normative. The components are explored in the paragraph below.

2.2.1 Affective Commitment

The first component of employee commitment in the model is affective commitment. According to Meyer and Allen (1997), affective commitment is the employee’s emotional attachment to, identification with, and involvement in the organization. Organizational members who are affectively committed to the organization continue to work for the organization because they want to (Meyer & Allen,1991). Members who square measure committed on associate emotive level stick with the

organization as a result of they read their personal employment relationship as congruent to the goals and values of the organization. Allen and Meyer (1990) defined that affective commitment takes into account three main aspects namely: (1) the development of psychological affinity to a firm (2) association with the organization and (3) the wish to remain as a member of the organization. Individuals by developing emotional affinity towards a firm, tend to associate themselves with the objectives of the firm and support the firm in achieving these objectives.

2.2.2 Continuance Commitment

The second segment of Allen and Meyer's model of worker duty was continuation responsibility. Meyer and Allen characterized duration duty as "consciousness of the expenses related with leaving the association". The "benefit partner with proceeded with investment and a value related with going the association". It is hard in nature owing to the person's discernment or advisement of costs and dangers identified with going this association (Meyer and Allen, 1997). Meyer and Allen (1991) further expressed that staff whose essential connect to the association is predicated on duration duty remain because of they need to attempt to do this. Duration duty might be viewed as partner degree instrumental connection to the association, where the person's relationship with the association depends on appraisal of financial advantages picked up. Another read to duration duty is that it is a basic improvement, that occurs because of individual-hierarchical exchanges and variations in angle wagers or speculations after some time.

Meyer also guaranteed that "gathered ventures and poor work choices will in general power individuals to keep up their line of activity and territory unit responsible for these individuals being submitted because of they have to". People remain in the association in light of the speculations they aggregate because of the time spent in the association, not on the grounds that they need to. This is distinction to full of feeling duty wherein people remain in the association since they need to, and they relate to the association and its qualities.

2.2.3 Normative Commitment

The last component of the employee commitment model is normative commitment. Meyer and Allen (1997) outlined normative commitment as a sense of obligation to continue employment. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Allen & Meyer, 1990). The normative element is viewed because the commitment workers think about virtuously right to remain within the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years.

Commitment behaviors are socially accepted as behaviors that exceed formal and/or normative expectations relevant to the object of commitment. Normative commitment is also viewed as the totality of internalized normative pressures to act in a way which meets organizational goals and interests. The integration of the forms of commitment sensitized researchers to the multidimensional nature of commitment. What differentiates the various dimension of commitment in the multidimensional conceptualization is the nature of the underlying mindset.

The strength of normative employee commitment is influenced by accepted rules about reciprocal obligation between the organization and its members. The reciprocal obligation is base on the social exchange theory, that suggests that someone receiving a profit is underneath a powerful normative obligation or rule to repay the benefit in some way. Employees consequently feel obliged to repay the benefits from the organization by remaining as part of the work force.

Meyer and Allen (1991) argued that affective, continuance and normative commitment are components of employee commitment, rather than types because the employee-employer relationship reflects varying degrees of all three. The multidimensional framework or conceptualization does not seem to be incompatible. Meyer and Allen (1991) suggested the lack of consensus in the definition of commitment contributed greatly to its treatment as a multidimensional construct. According to Allen and Meyer (1997), commitment as a multi-dimensional concept. The tri-dimensional model was discussed in focusing on affective, continuance and normative commitments.

2.3 Employee Performance

Performance are often outlined because the accomplishment of fixed task measured against planned or known standards of accuracy, completeness, cost and speed. In an employment contract, performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness area unit ingredients of performance with the exception of fight and productivity and coaching may be method of accelerating individual's performance (Sabir, Aktar, Bukari, Nasir and Amed 2014).

Boateng (2011) noted that employee's performance is measured against the performance standards set by the organization. In each organization there are some expectations from the staff with relevancy their performance. And after they perform up to the set standards and meet structure expectations, they are believed to be good performers. Functioning and presentation of workers is additionally termed as worker performance. This means that effective administration and presentation of employee's tasks that replicate the quality desired by the organization can also be termed as performance.

Employee performance is often checked out in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2009). There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Hwang and Ahuja 1992) as briefly explained hereafter.

According to Naqui and Khan (2013) , they stated that employees' performance as fundamental foundation associated with an organization that employees the knowledge intended for better effectiveness that cab be analyzed through the organization performance. Osibanjo, Akinbode, Falola and Oludayo (2018) defined performance as the degree to which employees accomplished the tasks that made their job. Porter (1985) outlined the employee as a key element of the organization. Success or failure of each organization depends on worker performance. Employee performance ultimately affects the organizational performance. High performance organization is that the leader for the opposite organization.

2.4 Previous Studies on Training Practices, Employee Commitment and Employee Performance

Many researchers have investigated training practices, employee commitment and employee performance. It will provide the relation between training practices, employee commitment and employee performance at the following. Based on the previous research, the purpose of the research is to investigate the training practices, the relation between the training on employee commitment and the relation between employee commitment and employee performance.

2.4.1 Relationship between Training and Employee Commitment

According to Klein (2001), investment in employees by the organization may be defined through such elements as training of the employees, career support for the employees, and offering security to employment closely associates with affective commitment of higher levels from the employees, and also greater degree of citizenship behavior, demonstrated intentions to remain working at the current of organization, and minimal if any absences that are not communicated. A study by Bartlett and Kang (2004) sought to establish the association that exists between the attitudes held by employees towards training received and the commitment by commitment to employee welfare. The study concluded that the ability to access benefits such as training, the frequency with which the training is conducted, the motivation by the employees to learn from the offered training, the benefits emanating from the received training, and support from the supervisors of the training are factors that positively link to the affective commitment by employees and also the normative form of commitment.

Riaz, Idrees and Imran (2013) researched on the relation between the beliefs held by employees in regard to training and the benefits thereof associated such personal benefits, job related benefits as well as benefits related to the career as a whole and the impact they have on commitment of the organization. Their study revealed that employees hold positive attitude toward training that is supported by the employer essentially because they see it an undertaking that will offer them other various forms of benefits. Further, the researchers also established that commitment from employees who are supported by the organization to train is high than employees who have not ben trained through the support of the organization. Yap, Holmes, Hannan and Cukier (2010) researched on the relation

that exists between the perception held by employees concerning diversity in the training and the effectiveness with organizational commitment and career satisfaction. The study showed that employee perceiving diversity training as being effective were demonstrated a higher level of commitment to their employer and were also more satisfied with their careers than employees who perceived diversity training to be ineffective or non-existent. Eshiteti, Mukanzi and Senaji (2017) explored the impact of training employees and their overall development practices on the commitment to the organization in sugar firms in the country and found that training and development practices are positively correlated with affective commitment. Muma, Iravo and Omondi (2014) established that the most significant factor concerning employee commitment is focusing on training. Riaz, Idrees & Imran (2013) found that all three types of training benefits (personal, Career-related and job-related) have positive and direct effect on employees' structure commitment. Study done by Yang, Sanders and Bumatay (2012) highlighted the association between perceived training-related benefits and continuance commitment and also pointed out that different types of perceptions of training have distinct connections with employee work-related attitudes.

2.4.2 Relationship between Employee Commitment and Employee Performance

Commitments in the workplace can take various forms and, arguably, have the potential to influence organizational effectiveness and employees' work performance. From an organizational perspective, effective employee performance constitutes basic result and aim of commitment. Compared to folks' people, committed people are prone to be insistent on task sets and fulfill set goals. With regard to the outcome of employee performance, commitment may be expressed in; (1) persistence in completing tasks and achieving goals, (2) service quality, (3) acceptance of change and (4) assumption of extra job tasks. Organizational commitment has been linked both theoretically and empirically to individual's performance.

Meyer and Allen (1997) had argued that both normative and affective commitment will be linked performance, whereas continuance commitment will be unrelated or even negatively related. Considering workers committed to the organization that show a lot of effort at work, although intuitively and theoretically commitment can be easily related to performance, this relationship was empirically less supported. The research carried out by

Mohsan, Nawaz, Khan, Shaukat and Aslam (2011) on bank employees demonstrated that there was a positive relationship between organizational commitment of employee and employee performance.

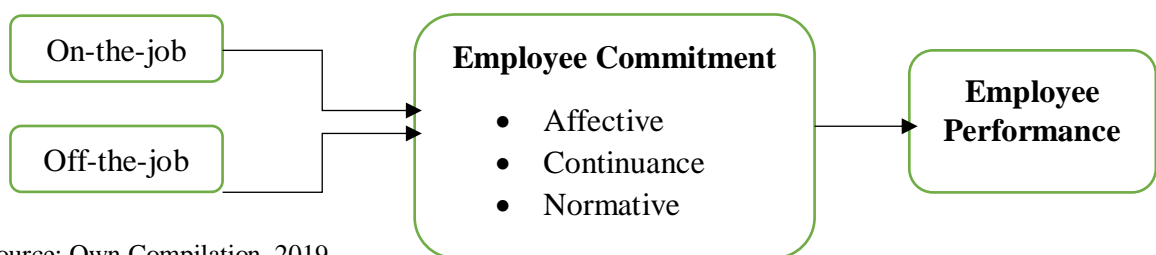
The research of Tiwari and Saxena (2012) done on factory workers revealed that there was a positive and significant relationship between affective commitment and continuance commitment and work performance, but there wasn't a major relationship between normative commitment and work performance. The study of Kaplan and Kaplan (2018) performed on bank employees displayed that there was a positive relationship between normative commitment and performance. Baugh and Roberts (1994) presented that organizational commitment had a significant and direct effect on work performance of employee.

2.5 Conceptual Framework of the Study

This study focuses on the effect of training on employee performance. The study contains two parts: First, the effect of training on employee commitment in SGS (Myanmar) Limited; and second, the effect of employee commitment on employee performance in SGS (Myanmar) Limited. The conceptual framework of the study is shown in Figure (2.1)

Figure 2.1 Conceptual Framework of the Study

Training Practices



Source; Own Compilation, 2019

The framework has developed to conceptualize the relation between dependent variable and independent variable. Two independent variables are training (on-the-job training and off-the-job training) and employee commitment (affective commitment, continuance commitment and normative commitment) which are correlated to a dependent

variable, employee performance. This research finds in which training try to provide more to retain its employees' commitment. Moreover, this study intends to find effect of training on employee performance.

CHAPTER (3)

TRAINING PRACTICES IN SGS LIMITED (MYANMAR)

This chapter is the profile of SGS Limited (Myanmar) in which include the background of SGS Limited (Myanmar), the mission, the vision, SGS's history, profile of SGS (Myanmar) Limited.

Just as conveying administrations that advance property improvement, SGS's qualities conjointly demonstrate a guarantee to organization property. For SGS, property is concerning dealing with a since quite a while ago run beneficial business though thinking about all the positive and negative air, social and financial impacts SGS has on society.

3.1 Profile of SGS (Myanmar) Limited

. SGS was established in Myanmar since 1948 and has grown into a large diverse and integrated group. SGS activities have expanded from agriculture product inspection into minerals, marine services, petroleum, petrochemicals products, textile and consumer goods. Besides these SGS provides fumigation, draft survey, collateral management, stock management, stock monitoring and systems and services certification services. Over its many years in Myanmar, SGS has risen to the forefront as a leader in its field, employing in access of more than 300 full time employees. SGS's core services are often divided into four categories:

- (1) **Inspection:** SGS's far reaching scope of world-driving examination and confirmation administrations, for example, checking the condition and weight of exchanged products at transshipment, help individuals to control amount and quality, and meet all applicable administrative prerequisites crosswise over various in locales and markets.
- (2) **Testing:** SGS's worldwide system of testing offices, stratified by proficient and experienced faculty, empower individuals to decrease dangers, abbreviate time to market and test the quality, wellbeing and execution of their product against pertinent wellbeing, security and administrative gauges.

- (3) **Certification:** SGS empowers individuals to show that their items, procedures, frameworks or administrations are grumbling with either national or global principles and guidelines or client characterized norms, through accreditation.
- (4) **Verification:** SGS guarantees that item and administrations follow worldwide guidelines and nearby guidelines. Joining universal inclusion with local information, unparalleled experience and ability in essentially every industry. SGS covers the total give anchor from crude materials to conclusive utilization.

SGS is always looking past clients' and society's desires so as to convey market driving administrations any place they are required. As the pioneer in giving specific business arrangements that improve quality, security and efficiency and scale back hazard, it assists clients with exploring an inexorably managed world. SGS's independent administrations add significant worth to its clients' activities and assurance business property.

SGS's Vision

SGS intends to be the principal aggressive and furthermore the most effective assistance association inside the world. Its center capabilities in assessment, check, testing and confirmation are as a rule constantly improved to be top tier. They are at the core of what SGS. SGS's picked markets will be just controlled by SGS's capacity to be the first aggressive and to efficiently convey unmatched support of its clients wherever the worldwide.

SGS's Values

SGS looks to be exemplified by its energy, uprightness; entrepreneurialism and its inventive soul, as it consistently endeavors to satisfy its vision. These worth guide SGS in every one of that SGS do and are the bedrock whereupon SGS is constructed.

SGS's History

Set up in 1878, SGS changed grain exchanging Europe by offering imaginative agrarian assessment administrations. The Company was enlisted in Geneva as Society General de Surveillance in 1919. Offers were introductory recorded on (SWX) Swiss Exchange in 1985. Since 2001, we have just on class of offers comprising of enlisted shares.

The present structure of SGS, comprising of ten business fragments working crosswise over ten topographical areas, was shaped in 2001. From SGS's beginnings in

1878 as a grain assessment house, SGS have relentlessly developed into its job as the business head. SGS has done this through nonstop improvement and development and through supporting its clients' activities by diminishing danger and rising efficiency.

3.1.1 Benefits to Customers

SGS deliver to their customer such as quality, safety, reduce risk, efficiency, productivity, trust and sustainability.

- (1) **Quality:** SGS clients depend on their autonomous outsider assessment, testing and reviewing answers for guarantee items, administrations and procedures agree to the most recent quality benchmarks. The worldwide system of best in class offices gives data to ensure and confirm quality around the world.
- (2) **Safety:** SGS helps organizations to develop effective health and safety systems to protect employees, generate consumer confidence and enhance trust in business operations. SGS support their customers in adhering to best practices and complying with local, national and international regulations.
- (3) **Reduce Risk:** SGS provide their customers with independent and impartial services that enable them to identify, manage and reduce risk. Their experts deliver risk management solutions, drawing on their testing and inspection capabilities, to verify risk prevention measures are in place. SGS assists with compliance with international risk management standards across a wide range of industries.
- (4) **Efficiency:** SGS tailored business solutions help their customers implement processes and systems that make business operations faster, simpler and more efficient. They deliver unrivalled efficiency results from their local experts, who draw on the global experience of the entire SGS network.
- (5) **Productivity:** SGS training and outsourcing solutions ensure productivity keeps pace with developments in their customers' organizations. In the short term, they offer the knowledge of their world-class productivity experts. In the long term, they deliver focused training to develop specialist skills in their customers' workforce.
- (6) **Speed to Market:** Compliance with the requirements of target markets is key to increasing speed to market. SGS apply, testing and certification services facilitate

their customers overcome the advanced challenges of understanding and meeting market demands anyplace within the world, regardless of the trade or sector.

(7) Trust: SGS global reputation for independence and integrity enables us to build trust wherever needed. They provide clear and unbiased review, testing, verification and certification solutions so their customers will offer assurance in their merchandise, processes, systems and services.

(8) Sustainability: SGS helps their customers take ownership of building a more responsible and sustainable future. They encourage environmental responsibility and reduce the risk of corruption in our customers' projects. Their services assist in developing sustainable facilities and production, as well as better working and social environments.

3.1.2 Services of SGS

SGS offers benefits crosswise over 11 significant ventures through their nine business lines. Each line of business creates and keeps up first experience to help the advancing want of their clients. In the horticulture and nourishment, SGS gives their clients wellbeing nourishment, supportable and excellent items. Besides, it tests the advancement items which is reasonable to eat or not and they attempt to get ISO Certificate and it checks streamlining and productivity in everything from their client's items to acknowledges FDA support.

Besides, development industry is one of the world's biggest supporters of the worldwide economy. SGS aides may financial specialists and constructors to decrease hazard and anticipate development mistakes, control spending plans and viably keep the development extends inside time cutoff times and after that test quality gauges, security and execution of laborers in the working and living condition.

SGS gives an expansive scope of administrations, helping their clients evaluate their providers, administer during creation and monitor conveyance timetables and physically examine, check the quality and amount of conveyances and test. Thus, it upgrades trust all through the inventory network. It causes regular vitality procedure to be renewables controlling procedure. For mechanical, it helps to be most gainful assistance association on the planet. In therapeutic division, it checks the quality and adequacy to defend.

SGS conveys compelling administrations to improve speed to showcase, lessens dangers and expand returns in the mining segment. It includes along the worth chain in the imaginative oil and gas arrangements. Additionally, SGS encourage their clients exchange area and reasonable advancement and after that ensuring society against extortion and monetary wrongdoing. It helps their clients send out items to be security, get buyer certainty and improve trust in business activity.

3.1.3 SGS Business Principles

SGS' Business Principles territory unit the foundation on that the majority of their movement rests. They are held to be basic, overall convictions and practices There are six standards which are respectability, wellbeing and security, quality and demonstrable skill, regard, manageability and authority.

The main rule is that construct the trust and second standards is that SGS sets up sheltered and sound working environments and it completely ensure all SGS representatives, temporary workers, guests, partners, physical resources and nature from any business-related episode, introduction and any sort of harm. The third standard is that to advance straightforwardness and ceaselessly improve quality, in every case clear, succinct and precise. What's more, them, it regards customer classification and individual protection.

The fourth rule is that regard which is assuming liability for making a workplace that is grounded in nobility, equivalent chances and common regard. It advances decent variety in the workforce and don't endure segregation of any sort. The fifth guideline is that to limit the effect on the earth through the worth chain and to increase the value of society. The last rule is administration which helps enthusiastic pioneering individuals with a steady want to learn and improve and can work in open culture, where keen work is perceived and compensated which it encourages collaboration and duty.

3.1.4 ISO Certificate

ISO (International Organization for Standardization) is that the world's biggest engineer of deliberate International Standards. Global Standards offer cutting edge details for item, administrations and universal pursue, serving to frame business a ton of practical

and compelling. Created through worldwide accord, they help to separate obstructions to global exchange.

ISO certification helps organizations to develop and improve performance, as well as demonstrate high levels of service quality when bidding for contracts. Certification follows no-hit completion of an audit against the ISO 9001 normal and allows organizations to:

- (a) **Operate more efficiently:** Operational productivity is the capacity of an endeavor to convey items or administrations to its clients in the most practical way conceivable while as yet guaranteeing the high caliber of its items, administration and backing. Also, the scaled down inside costs that outcome from operational strength adjust an organization to achieve higher overall revenues or be a ton of no-hit in very aggressive markets
- (b) **Meet statutory and regularly:** "Statutory alludes to laws passed by a state as well as focal government, while administrative alludes to a standard gave by an administrative body delegated by a state as well as focal government". Statutory need region unit those requirements that region unit appropriate by goodness of law instituted by the administration. These are instituted by passing the law in the authoritative gathering or parliament. An administrative necessity can be named as authoritative enactment that comprises or requirements rights and designates obligations.
- (c) **Reach new markets:** Venturing into new markets includes a lot of statistical surveying notwithstanding objective clients. Putting the suitable degree of assets in showcase development rates, gauge request, contenders, and potential boundaries to section.
- (d) **Identify and address risks:** The target of hazard ID is the early and ceaseless ID of occasions that, on the off chance that they happen, will impacts affect the task's capacity to accomplish execution or ability result objectives. They may return from among the venture or from outside sources

ISO 9001 is an inner standard that indicates prerequisites for a quality administration framework (QMS). Associations utilize the quality to exhibit the adaptability to methodically gave item and administrations that meet clients and regulative needs. The advantages of being ISO 9001 guaranteed are that it will help and bolster the staff and improve the degree of consumer loyalty. ISO 9001 is fundamental in nourishment

creating because of its hazard-based administration measures and institutionalization from the QMS. For a little to medium-sized producer (SMM), having a QMS enables you to screen anomalies for sanitation gauges and implements a higher level of value industry-wide.

3.2 Types of Training Provided by SGS

Training solutions square measure developed by subject material specialists to help organizations and individual improve personal ability and skills-core enablers of property business development and competitive advantage.

Table (3.1) On-the job Training Title

Sr. No	Training Name	No. of Employees	Duration (Hrs)	How often in a year	Training Style	Evaluation
1	Orientation	Every new employee and permanent staffs	1:30 Hrs	Once a Month	On-job	Job Performance
2	Job-instruction	Every new employee and permanent staffs	1:30 Hrs	Once a Month	On-job	Job Performance
3	Internship and Assistantship	Both graduates and undergraduates	1 month to 3 months	Once in Year	On-job	Job Performance
4	Coaching	Every new employee and permanent staffs	1:30 Hrs	Once a Month	On-job	Job Performance

Source; Survey data, 2019

The fundamental subject of at work. preparing technique is learning by doing where the chief or experienced worker show the students how to play out a specific errand. Additionally, the students adhere to the guidelines of the manager and play out the assignment. Since, hands on preparing is a handy methodology, learning by carrying out the responsibility and includes the hands-on-involvement of the students. In this way, there is no work disturbance as the preparation and creation go inseparably.

Table (3.2) Off-the-Job Training Title

Sr .No	Training Name	No. of Employees	Duration (Hrs)	How often in a year	Training Style	Evaluation
1	Code of Integrity	Fresher Course	1:30 Hrs	Every New Employees	Classroom	Both Trainer and Trainee
2	Safety Induction Training	Every new employee and permanent staffs	1:30 Hrs	Once a Month	Classroom	Both Trainer and Trainee
3	Internship and Assistantship	Both graduates and undergraduates	1 month to 3 months	Once in Year	Classroom	Both Trainer and Trainee
4	Computer Skills and English Skills	Permanent Staffs	1 month to 3 months	According to Job Requirements	Classroom	Question / Answer
5	Refresher Course of Code of Integrity	Permanent Staffs	1:30 Hrs	Once a Year	Online Training for SGS Email User / Classroom Training for who has no SGS Email	Question / Answer
6	Monthly Safe Talk	Permanent Staffs	1:00 Hr	Every Month	Classroom	Question / Answer
7	IT Security Awareness Training	Permanent Staffs	1:00 Hr	Once in Year	Online training for SGS Email User	Both Trainer and Trainee
8	Management Training for Supervisor	Permanent Staffs	1 day / 2days Course	At least 2 times per year	Classroom	Both Trainer and Trainee
9	Team Building Training for Appropriate Staff	Permanent Staffs	2days Course	At least 2 times per year	Classroom	Both Trainer and Trainee
10	Sexual Harassment	Permanent Staffs	1:00 Hr	Two times a Year	Classroom	Question / Answer

Source; Survey data, 2019

In addition, hands on preparing produces a more grounded workforce and give managers a more prominent comprehension of their staff's aptitudes base. At that point, a great deal of an association puts resources into its staff through instructing, the greater the plausibility of holding them, as they feel esteemed and are progressively mindful of the open doors in climbing the stepping stool.

Off-the-work preparing could be a philosophy of training, that is embraced at a site, off from the specific working environment for a particular period. The purpose for impartation preparing at the region beside the errand area is to supply a pressure - free condition to the laborers any place they'll focus exclusively on learning. study material is prepared to the learners, for complete hypothetical data. In addition, the students are allowed to express their perspectives and suppositions during the instructional course. In addition, they can investigate new and creative thoughts

In the wake of preparing, mentors and human asset experts use preparing investigation to survey if the laborer preparing projects are square measure lined up with the organization's objectives and destinations. Since, assessment is one of the most significant activities during the preparation program. Since, associations need to spend a lot of cash for the procedure, it is basic for them to know the results of the preparation.

In SGS, Human Resources Department assesses all the preparation and the mentors use talk technique, verbal test questions and evaluation polls strategy to break down the results of each preparation. These strategies are for the most part created by Human Resources Department with the help from Managing Director and separate office heads relying upon each preparation programs.

Moreover, SGS use performance appraisal method to evaluate its training program. The performance of every employee is evaluated twice a year via 360 degrees performance appraisal method. Human Resource Department then analyses the outcomes of the appraisals and determine training programs needs again.

CHAPTER (4)
ANALYSIS OF TRAINING AND EMPLOYEE PERFORMANCE
IN SGS (MYANMAR) LIMITED

This chapter includes three main parts. The first explores that demographic profile of respondents in SGS (Myanmar) Limited. The second explores impression of employee on training, employee's commitment and employee performance in SGS (Myanmar) Limited. The third part presents the effect of training on employee commitment and employee performance from SGS (Myanmar) Limited by using linear regression.

4.1 Demographic Profile of Respondents in SGS (Myanmar) Limited

In this study, demographic profile of respondents is analyzed with their gender, age group, education level, marital status, training conduct after recruiting, years of service, worked in other company, how often doing training and duration of training period. The demographic profile of respondents is shown in Table (4.1)

There is a total of 110 respondents participated in this study. As shown in table the number of female population and male population are equal. Therefore, they give same opportunity for female and male in their organization.

In age group of respondents, 69 respondents are aged between 26 to 35 years old. Because most of the industry especially service industry is like fresher and younger people. Whereas the respondents who are aged between 36 to 46 years old are the second most age group in this research, which is 22 respondents.

This is because at around this age, the job experiences they have is plenty enough, they can do very well any order they received from employees and can solve every sudden problem by their own critical thinking. While the respondents' age between 46 to 55 are 15 respondents and other respondents above 55 years old. This respondent are loyal employees for this organization because their experience is longer than the aged between 26 to 35 years according to survey.

Table (4.1) Demographic Profile of Respondents

Sr.No	Demographic Factor	Description	Number	Percentage
		Total	110	100
1	Gender	Male	55	50
		Female	55	50
2	Age	26-35 years old	69	63
		36-46 years old	22	20
		46-55 years old	15	14
		Above 55 years old	4	3
3	Education level	Bachelor	90	82
		Master	10	9
		Others	10	9
4	Marital status	Single	62	56
		Married	48	44
5	Conduct training after recruiting	Yes	80	73
		No	30	27
6	Working services	less than 1 year	13	12
		1-3 years	27	25
		3-5 years	17	15
		5 years and above	53	18
7	Worked in other company	Yes	66	60
		No	44	40
8	How often doing training	Once a month	40	36
		Once the two months	5	4.5
		Quarterly	5	4.5
		Every six months	15	14
		Once a year	45	41
9	Training Duration	Sufficient	83	75
		To be shortened	15	14
		Do not know	12	11

Source; Survey data, 2019

In education qualification of respondents, graduate population is more than post graduate (master) and others. By this result, they want to give job opportunity for fresh graduate. According to survey, the single respondents are more than the married. This result show that most of the company would like to single because they can go anywhere and anytime without hesitation.

The respondents of 73 percent conduct any training programs immediately after recruiting their organization because of they need to go their relate job environments and 30 respondents are not doing any training programs after recruiting because they may be work in office. Moreover, the years of service are grouped in four. The largest service group has five years and above and the second one has one to three service years. The three to five service years has 17 respondents and the last one has less than one year been 13 respondents.

The respondents who have working experience are more than the respondents who have no working experience. This means that most of the employees have the experience and knowledge from other jobs.

The respondents of 36 percent are doing training once a month and 45 respondents are doing training once a year. Moreover 15 respondents are doing training every six months. The other respondents are quarterly and once the two months. For this result, they give their training programs respective their job requirements.

The respondents of 75 percent are believed that their training period is sufficient and 15 respondents are through that their training period is shortened and other respondents are do not know is enough or not.

4.2 Training, Employee Commitment and Employee Performance of SGS (Myanmar) Limited

In this study, employee impression of on-the-job training and off-the job training program are measured within the organization. Commitment of employee in SGS (Myanmar) limited is measured by three dimensions: affective commitment, continuance commitment and normative. Affective commitment includes seven statements, continuance commitment incorporates into six statements and normative commitment organize with

seven statements. The combination of seven questions is used to know the performance of employee.

4.2.1 On-the-Job Training

This section is to analyze the impression of employee on on-the-job training which is provided by SGS (Myanmar) Limited. This section contains seven statements to determine the respondent's opinion based on attitude measurement. In the survey, total of 110 respondents answered the questions each of which having scale of 1 to 5 (1= strongly disagree and 5= strongly agree). This result is shown in Table (4.2)

Table (4.2) On-the-Job Training

Sr.No	Statements	Mean	Std.Dev
1	Being identify the weak point of the working area by coaching.	3.84	0.644
2	Knowing the way of doing jobs, knowledge and skill by job instruction.	4.04	0.61
3	Getting experiences handling day to day problem.	3.81	0.582
4	Being adequate for my professional needs.	3.87	0.698
5	Getting the benefits of transferring theory learning the practice.	3.89	0.616
6	Knowing the organization mission, vision and ethics by orientation.	3.94	0.568
7	Working effectively under direct supervision of my junior.	3.92	0.643
	Overall mean	3.9	

Source; survey data, 2019

According to Table (4.2), the statements of “Knowing the way of doing jobs, job knowledge and skills by getting job instruction” has the highest mean scores 4.04, indicating most of the respondents are agree on this statement. The statements of “Knowing the organization mission, vision and ethics by doing orientation” has the second largest scores 3.94. The overall mean score of employees resulted in on-the-job training is 3.9.

Therefore, most of the employees believe that by given job instruction is more effective training programs for them to do their current job and by doing job orientation can know what is organization mission and vision. Moreover, they can work effectively their organization goal and then they disagree the statements that getting experience handling day to day problem by doing on-the-job training because service company can meet different situation and different solution upon their related job. So, inspection company can meet more different situation in their workplace, therefore, employees are disagreeing this statement which mean scores is lowest.

4.2.2 Off-the-job Training

The section is to analyze the impression of employee on off-the-job training which is provided by SGS (Myanmar) Limited. This section contains seven statements to determine the respondent's opinion based on attitude measurements. In the survey, total of 110 respondents answered the questions each of which having scale of 1 to 5 (1= strongly disagree and 5= strongly agree). This result shown in Table (4.3).

Table (4.3) Off-the-Job Training

Sr.No	Statements	Mean	Std.Dev
1	Increasing thinking habits, analytical and logical skills	4.25	2.95
2	Being motivated enough to create interest.	3.17	0.9
3	Modelling training will help me current job better.	2.92	0.86
4	Being try out after training on my job.	3.28	0.86
5	Trainer using examples and discussion the problem helps me how to do my job better.	3.97	0.662
6	Touching the material equipment during training made me feel more confidence.	3.22	0.93
7	Training matches my job requirements.	3.22	0.81
	Overall mean	3.48	

Source; Survey data, 2019

According to Table (4.3), the statements “Increasing their thinking habits, analytical and logical skills by attending workshop” has the highest mean scores 4.25, indicating most of the respondents are agree on this statement. The statements of “Lectures are motivated enough to create their interest and the trainer used lots of examples and discussion the problems that showed their how they could use their learning on the job” has the second highest mean scores of 3.97. The overall mean score of employees resulted in off-the-job training is 3.48.

The employees of SGS (Myanmar) Limited neutrally accepts that attending the workshop can increase their thinking habits, analytical and logical skills because trainees are trained in a prototype and artificial environment on specific jobs in a specific of the plant to the employees. And then, they strongly accept that lectures are very important for off-the-job training. This mean that if they don't interest the course, they don't apply that in their job and they cannot interest to their job. That is why, they interest their job because of their trainers. Moreover, their trainers used lots of examples and discussion the problems that showed they know how to could use their job to be effectively and prevent harmful and some dangerous condition. But they disagree the statement that showing video in the training can't help them to do their current job better. This video memorized some accident in other workplace and they show what might happen in the workplace and how to protect their workplace but this situation might be in the workplace so they disagree this statement which mean scores is 2.92.

4.2.3 Affective Commitment of Employees

In this section, affective commitment of the respondents in SGS (Myanmar) Limited is analyzed. Affective commitment relates to how much employees want to stay in their organization. To explore affective commitment of the employee, seven statements are used. In the survey, total of 110 respondents answered the questions each of which having scale of 1 to 5 (1= strongly disagree and 5= strongly agree). This result is shown in Table (4.4).

Table (4.4) Affective Commitment of Employees

Sr.No	Statements	Mean	Std.Dev
1	Being happy to spend with this organization.	3.97	0.662
2	Enjoying to make discussion about organization.	3.85	0.721
3	Feeling organization's problems as my problem.	4.01	0.555
4	My value and organization value are similar.	4.01	0.648
5	Feeling emotionally attached to this organization.	3.84	0.738
6	Doing the more training mean getting the more committed.	4.04	0.61
7	Having a great deal of personal meaning.	3.76	0.721
	Overall mean	3.93	

Source; Survey data, 2019

According to Table (4.4), the statement “the more training they get, the more committed they become to their organization” has the highest mean score 4.04, indicating most of the respondents are agree on this statement. The statements of “felling organization’s problem as their own problem and their value and organization value are the same” has the second largest mean score are 4.01. The overall mean scores for affective commitment of SGS (Myanmar) Limited is 3.93.

Moreover, affective commitment refers to the employee’s emotional attachments to, identification with and involvement in, the organization based on positive feelings or emotions, towards the organization. Most of the respondents in this organization feel that organization’s problem as their own problems and they also feel this organization as part of their family. According to the survey, they feel a strong sense of belonging to their organization. This result shows that the employees who work at SGS (Myanmar) Limited feel that their organization is second family of their life. And they appreciate their organization value as their vale. For this reason, they are enjoying their work, they are likely to feel good their working environment and they are satisfied with their jobs and so on.

This result indicates that this organization is warm as their family and they enjoy working at this organization. So, they emotionally attached to this organization and they would be happy to spend of the career with this organization but having a great deal of personal meaning is less slightly for them which mean scores is 3.93. So, they disagree the statement of “having a great deal of personal meaning for them”.

4.2.4 Continuance Commitment of Employees

In this section, continuance commitment of the respondents in SGS (Myanmar) Limited is analyzed. Continuance commitment relates to how much employees want to stay in their organization. To explore continuance commitment of the employee, six statements are used. In the survey, total of 110 respondents answered the questions each of which having scale of 1 to 5 (1= strongly disagree and 5= strongly agree). This result is shown in Table (4.5).

Table (4.5) Continuance Commitment of Employees

Sr.No	Statements	Mean	Std.Dev
1	Being afraid of what happen after doing without having another lined up.	3.62	0.767
2	Being difficult to leave from this organization.	3.4	0.852
3	Being afraid of what happen after resigning the job.	3.31	0.716
4	Staying with own desire in this organization.	3.74	0.766
5	Having few options to consider leaving organization.	2.64	0.951
6	Being difficult to leave because of scarcity.	2.98	0.872
	Overall mean	3.28	

Source; Survey data, 2019

According to Table (4.5), the statements of “Staying with own desire in this organization” has the highest mean scores 3.74 indicating most of the respondents are agree on this statement. The statements of “being afraid of what happen after doing without having another lined up” has the second largest mean scores 3.62. The overall mean scores for continuance commitment have 3.28.

The employee neutrally agrees the fact that staying with their organization is a matter of necessity as much as desire. This result means that the employee who work at SGS (Myanmar) Limited are really like their job and they need to work. They consider that their current positions are suitable for themselves and they enjoyable for their career life without forcing any other command. And the respondents accept the fact that they are afraid of what might happen if they quit their job without having another one lined up. This result indicates that they are worried about the problems such as training, solving skill and so on when they leave from this organization. Although the respondents did accept the fact that they have too few options to consider leaving this organization. This mean that although they have may options from other organization, they continuance work at this organization because they like the training program of SGS (Myanmar) Limited, working environment.

Continuance commitment occurs when employees weigh up pros and cons of having their organization. The employees feel that they need to stay at their company, because the benefit which might gain from another job is less than the loss such as bonus, training and so on which is provided by current job.

4.2.5 Normative Commitment of Employees

In this section, normative commitment of the respondents in SGS (Myanmar) Limited is analyzed. Normative commitment relates to how much employees want to stay in their organization. To explore continuance commitment of the employee, seven statements are used. In the survey, total of 110 respondents answered the questions each of which having scale of 1 to 5 (1= strongly disagree and 5= strongly agree). This result is shown in Table (4.6).

Table shows that the statement of “Believing in the value of remaining loyal to one’s organization” has the highest mean scores. And the statement of “Feeling that people move from company to company” has the second largest scores and the overall mean scores is 3.25

Table (4.6) Normative Commitment of Employees

Sr.No	Statements	Mean	Std.Dev
1	Feeling that people move from company to company.	3.64	3.01
2	Being loyal to his or her organization.	3.4	0.772
3	Jumping from organization to another is unethical.	2.52	0.99
4	Believing that loyal is important.	3.06	0.8683
5	Leaving from this organization when getting better job.	3.10	0.91
6	Believing in the value of remaining loyal to one's organization.	3.8	0.651
7	Finding the difficult to agree with organization's policies relating to employees.	3.25	0.823
	Overall mean	3.25	

Source; survey data, 2019

Normative Commitment refers to an employee's feelings of obligation to remain with organization where it based on the employee having internalized the values and goods of organization. According to the survey data, most of the employees feel that these days people move from company to company too often but respondents always being loyal to their organization and all respondents believe in the value of remaining loyal to their organization. Therefore, respondents feel loyalty is important and all respondents have a sense of moral obligation to remain in this organization. The respondents did not agree the fact that jumping from organization to organization seem at all unethical to them. Because of jumping one organization to organization is not ethical to them and not suitable for anyone in their career life. Therefore, the statement of "Jumping from organization to another is unethical" has the lowest mean scores 2.52.

4.2.6 Employee Performance

In this study, the combination of seven survey question id used to explore the performance of employees on SGS (Myanmar) Limited. For measuring the strength of each of the indicators, Likert-type scale was used which is composed of five value levels (from 1= strongly disagree to 5= strongly agree). The results of survey on performance of employee in SGS (Myanmar) Limited are expressed in Table (4.7).

Table (4.7) Employee Performance

Sr.No	Statements	Mean	Std.Dev
1	Improving problem solving skills.	3.92	0.613
2	Being complete projects and works according to deadlines.	3.83	510
3	Being speak up and ready to adopt new changes.	3.86	0.555
4	Performing tasks effectively.	3.95	0.536
5	Trying to make innovative and creative suggestion.	3.4	0.555
6	Willing to assist other when necessary.	4.2	0.489
7	Doing my task better than in previous years.	4.06	0.584
	Overall mean	3.89	

Source; survey data, 2019

Table (4.7) shows that the statement of “Doing my task better than in previous years” has the highest mean scores. And the statement of “Willing to assist other when necessary” has the second largest scores and the overall mean scores is 4.2.

Most of the respondents accept that they always doing their tasks better than in previous years because they have well received on-the-job training and off-the-job training. Therefore, they agree with they perform tasks effectively for their training which fulfill their skills, knowledge and so on. And then, they agree that they always complete projects and works according to deadlines which refers to that they well know how to do projects and works completely in the minimum time and effectively but some situation may delay

their work process because of government rule and regulation and other needs which mean scores is 4.2. But they disagree the statement that trying to make innovative and creative suggestion because the inspector company must obey their rule and regulation so they don't need any suggestion and recommend for their employee. Therefore, they disagree this statement which mean scores is 3.4

Employee's performance is a fundamental foundation associated with an organization that employees the knowledge intended for better effectiveness that can be analyzed through the organization performance.

4.3 The Effect of Training on Employee Commitment

This section analyses the effect of training on their employee commitment in SGS (Myanmar) Limited. The regression results to test the effect of on-the-job training and off-the-job training on their employee commitment in SGS (Myanmar) Limited.

4.3.1 The Effect of Training on Affective Commitment

This section analyses the effect of training on their affective commitment in SGS (Myanmar) Limited. The regression analysis is used to test the impact of independent variable (on-the-job training and off-the-job training) on dependent variable (affective commitment). The results are shown in Table (4.8).

As shown in Table (4.8), the model could explain about the effect of training on affective commitment since the value of R Square is over 65 percent. The model can explain 0.654 unit about the variance of the independent variable and dependent variable because adjust R square is 0.648. The value of F-test, the overall significance of the model, is highly significant at 1 unit level. This specified model can be said valid.

On-the-job training has the expected positive sign and is significant coefficient value at 1 percent level. The positive relationship means that the increase in on-the-job training leads to increase the effect on affective commitment. It means that one unit of on-the-job training can lead to 0.542 units increase in affective commitment. Since, employees well doing their current job better and getting experience handling day to day problem by doing on-the-job training. Moreover, service company can meet different situation where they can work without hesitation in some situation due to, they were well trained on-the-

job training. Therefore, they emotionally attached to this organization and they would be happy to spend of the career with this organization. Therefore, the increase in on-the-job by 1 unit will also raise the effect on affective commitment of employees at SGS By 0.542 unit.

Table (4.8) The Effect of Training on Affective Commitment

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.931	.188		4.956	.000	
On-the-job Training	.542***	.096	.701	7.302	.000	1.816
Off-the-job Training	.331***	.085	.519	6.106	.004	1.816
R	.809					
R Square	.654					
Adjusted R Square	.648					
F Value	111.540***					
Durbin-Waston	1.967					

Source; Survey data, 2019

Notes: *** Significant at 1% level, ** Significant at 5% level, *Significant at 10% level

Off-the job training has the expected positive sign and is significant at 1 percent level. The positive relationship means that the increase in off-the-job training leads to increase effect on affective commitment. It means that one unit of off-the-job training can leads to 0.331units increase in affective commitment. Since, modelling training help the employee in the current job better due to they well know some accident in other workplace and they could know what might happen in the workplace and how to protect their workplace and then trainers used lots of examples and discussions the problems that showed they know to could use their job to be effectively.

The standard coefficient (Beta) of on-the-job training value is 0.701 and it is larger than off-the-job training value, 0.519. This mean that on-the-job training has the greater contribution than off-the-job training to increase affective commitment of employee in SGS (Myanmar) Limited. And, it is observed that the respondents are obtaining the highest affective commitment level on both training program. From the result shows that employees have the more training they got the more committed to their organization.

4.3.2 The Effect of Training on Continuance Commitment

This section analyses the effect of training on their continuance commitment in SGS (Myanmar) Limited. The regression results to test the effect of on-the-job training and off-the-job training on their continuance commitment in SGS (Myanmar) Limited and the results are showed in Table (4.9)

According to Table, the power of the model could explain about the effect of training on continuance commitment since the value of R square is 61 percent. The model can explain 0.610 unit about the variance of the independent variable and dependent variable because adjusted R square is 0.604. The value of F-test, the overall significance of the model is highly significant at 1unit level. This specified model can be said valid.

On-the-job training has the expected positive sign and is significant coefficient value at 1percent level. The positive relationship means that the increase in on-the-job training leads to increase the effect on continuance commitment. It means that one unit of on-the-job training can lead to 0.442 units increase in continuance commitment. Since, employees think that on-the-job training was adequate for their professional needs and they can get benefits from on-the-job training. Therefore, they stay with their organization is the matter of necessity as much as desire.

Off-the-job training has the expected positive sign and is significant at 5 percent level. The positive relationship indicates that if they increase more off-the-job training courses more continuance commitment. Since, the trainer trained the employee how to use the material equipment during off-the-job training. Therefore, they prevent harmful and some dangerous condition and they can know the rule and regulation of inspection method. For this reason, the employees feel that they need to stay at their company due to their personal benefits. It means that one unit of Off-the-job training can leads to 0.214 units increase in continuance commitment.

Table (4.9) The Effect of Training on Continuance Commitment

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.824	.176		4.694	.000	
On-the-job Training	.442***	.063	.451	7.159	.000	1.816
Off-the-job Training	.214**	.084	.308	3.667	.029	1.816
R	.781					
R Square	.610					
Adjusted R Square	.604					
F Value	92.456***					
Durbin-Waston	1.606					

Source; Survey data, 2019

Notes: *** Significant at 1% level, ** Significant at 5% level, *Significant at 10% level

The standardized coefficient (Beta) of on-the-job training value is 0.451 and it is larger than off-the-job training value, .308. This mean that on-the-job training has the greater contribution than off-the-job training to increase continuance commitment of employee in SGS (Myanmar) Limited.

It is observed that the respondents are obtaining the highest continuance commitment level on on-the-job training program. This result shows that the employees think they receive their benefits such as work expertise and problems solving skills are getting from on-the-job training program of the SGS (Myanmar) Limited.

4.3.3 The Effect of Training on Normative Commitment

This section analyses the effect of training on their normative commitment in SGS (Myanmar) Limited. The regression results to test the effect of on-the-job training and off-

the-job training on their normative commitment in SGS (Myanmar) Limited and the results are showed in Table (4.10)

Table (4.10) The Effect of Training on Normative Commitment

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.799	.286		3.692	.000	
On-the-job Training	.264***	.078	.292	3.743	.006	1.816
Off-the-job Training	.377***	.066	.409	6.197	.009	1.816
R	.719					
R Square	.517					
Adjusted R Square	.518					
F Value	63.034***					
Durbin-Waston	1.681					

Source; Survey data, 2019

Notes: *** Significant at 1% level, ** Significant at 5% level, *Significant at 10% level

As shown in Table (4.10), the model could explain about the effect of training on normative commitment since the value of R square is over 51 percent. The model can explain 0.517 unit about the variance of the independent variable and dependent variable because adjusted R square is 0.518. The value of F-test, the overall significance of the model is highly significant at 1unit level. This specified model can be said valid.

On-the-job training has the expected positive sign and is significant coefficient value at 1percent level. The positive relationship means that the increase in on-the-job training leads to increase the effect on normative commitment. It means that one unit of on-the-job training can lead to 0.269 unit increase in normative commitment. Employees consider morally right to stay in their organization because they received their profits such as their expertise, problem solving skill and knowing rule and regulation of inspection etc. Moreover, organization sunk a lot of money and time for them in training program.

Therefore, they continue to work for this organization due to they believe loyalty is important and feel as sense of moral obligation to remain.

Off-the-job training has the expected positive sign and significant at 1percent level. The positive relationship means that the increase in off-the-job training leads to increase effect on normative commitment. Since, the employee get the benefits and apply their theoretical knowledge in their workplace and getting experience handling day to day problem due to off-the-job training. Therefore, the increase in off-the-job by 1unit will also raise the effect on normative commitment of employees at SGS by 0.377 units.

The standardize coefficient (Beta) of off-the-job training value is 0.409 and it is longer than on-the-job training value, 0.292. This means that off-the-job training has the greater contribution than on-the-job training to increase normative commitment of employee in SGS(Myanmar) Limited. Then, it is observed that the respondents are obtaining the highest normative commitment level on both training program. This result indicates that the employees think that their organization more time in training program for them. Basically, it reflects a sense of obligation on part of the employee to maintain membership in the organization.

4.4 The Effect of Employee Commitment on Employee Performance

To find out the effect of employee commitment on employee performance, the variable of employee performance is regressed with mean value of affective, continuance and normative commitment. The regression results are presented in Table (4.11). The value of F-test is highly significant at 1percent level. The overall significance of the model, is statistically significant at affective level. The Durbin-Waston value is close to 2(1.761). This specified model can be said valid.

The specified model could explain about the variation of the effect of employee commitment on employee performance since the value of R square is about 48 percent. The model can explain 45 percent about the variance of the independent variable and dependent variable because adjusted R square is 0.456.

Table (4.11) The Effect of Employee Commitment on Employee Performance

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.973	.291		3.347	.001	
Affective Commitment	.520***	.120	.537	4.475	.000	2.515
Continuance Commitment	.192	.159	.194	1.220	.230	3.424
Normative Commitment	.170	.126	.146	1.159	.179	2.610
R	.693					
R Square	.480					
Adjusted R Square	.456					
F Value	35.960***					
Durbin- Waston	1.761					

Source: Survey data, 2019

Notes: *** Significant at 1% level, ** Significant at 5% level, *Significant at 10% level

Only one variable, affective commitment has the expected positive sign a 1 percent level. It means one unit of affective commitment can lead to 0.520 unit increases in employee performance. Since, most of employees have a great emotional attachment to their organization. This results also shows that employees are committed on an affective level stay and they try to improve their performance because of their affective commitment. Then, employee felt like this organization as part of their family and they consider organization is problems as their own problem. Therefore, affective commitment is the most influencing factor to increase employee performance.

The standardize coefficient (Beta)of affective commitment value is 0.537 and it is largest than continuance commitment value, 0.194 and normative commitment value, 0.146. This means that affective commitment has the greatest contribution rather than

continuance and normative commitment to increase performance of employee in SGS (Myanmar) Limited. And then, there is no significant for continuance commitment and normative do not have effect on employee performance. Employee performance will not increase or decrease because of continuance commitment and normative commitment. In conclusion, affective commitment really has good impacts on employee performance.

CHAPTER (5)

CONCLUSION

This chapter is composed with three parts. They are findings and discussions, suggestions and recommendations and needs for further research. The purpose of this study is to examine on-the-job training and off-the-job training of SGS (Myanmar) and to analyze the effect of training, employee commitment and employee performance of SGS (Myanmar) Limited.

5.1 Findings and Discussions

This study is based on on-the-job training and off-the-job training, employee commitment (affective, continuance and normative) and performance of employees. In order to achieve this paper, both primary and secondary data are used in this study. To measure employee impression on on-the-job and off-the-job training of SGS (Myanmar) Limited, their commitment on SGS (Myanmar) and the performance of employee, structured and self-administered questionnaires were used and Likert-type scale was applied in this research. This sample size for this study consists 110 respondents.

This result found that most of the respondents think they get the benefits of transferring theory learning to practice. This result shows that they apply their theoretical knowledge in their workplace. Most of respondents think that they know the way of doing jobs, job knowledge and skills by getting job instruction. Because they know their work procedure, rule and regulation and they can do less error than before training.

This result also found that most of the respondents neutrally accept the facts that they know the organization mission, vision and ethics by doing orientation. Because they know the organization goal and they could do right performance for their department to get to their organization mission and vision. Thus, they disagree the statements that getting experience handling day to day problem because service company can meet different situation and different solution upon their related job. Therefore, they have not permit to solve some situation. As an employee cannot get to solve this difficult situation. Therefore, they think that they cannot get experiences handling day to day problem.

It is found that commitment level of employees in SGS (Myanmar) Limited. Most of the respondents have affective commitment toward their organization. Employees have

a great emotional attachment to, involvement in and identification with the organization. Employees of SGS (Myanmar) are affectively committed to the SGS (Myanmar) continue to work for their organization because they want to, comparing with continuance and normative commitment. The second highest commitment level is continuance commitment towards SGS (Myanmar). The employees who work at SGS (Myanmar) are really like their job and their current positions are suitable for themselves and they enjoyable for their career life without forcing any other command. Most of the respondents have less normative commitment. The employees of SGS (Myanmar) consider morally right to stay in their organization, regardless of how much status enhancement or satisfaction their organization gives him or her. They continue to work for their organization because they believe loyalty is important and feel a sense of moral obligation to remain.

It is also found that the performance of employees in SGS (Myanmar). Most of the respondents believe that they always doing their tasks better than in previous years and improve their problem-solving skills. Most of the employees of SGS (Myanmar) think that they can use their time effectively and they can perform their task, manage information and data effectively. They well know how to solve problem according to time and situation because they are learned how to solve problem at the training period.

By using linear regression model in analyzing the effect of training on employee commitment, the result found that both on-the-job and off-the-job training have effect on affective commitment. The employees have a great emotional attachment to and involvement in and identification with both training program of their organization. And both on-the-job and off-the-job training have effect on continuance commitment. This result shows that employees of SGS (Myanmar) think that they received their profit such as their expertise, problem solving skills and knowing rule and regulation of inspection etc., can get from both training program of their organization. And both on-the-job and off-the-job training have effect on normative commitment. The employees of SGS (Myanmar) consider morally right to stay in their organization because their organization gave the training to their employee for expertise their job. Hence, the employee thinks that their organization sunk a lot of money and time for them in training program. Therefore, they think they continue to work for this organization as they believe loyalty is important and feel a sense of moral obligation to remain.

From this analysis, it is found that affective commitment has highest effect on employee performance. Because the employee of SGS (Myanmar) are committed on an

affective level stay with their organization and they try to improve their performance than the previous years, work effectively and to assist other when necessary. Normative commitment and continuance commitment have no effect on employee performance. It means that employee performance will not increase or decrease because of continuance commitment and normative commitment.

5.2 Suggestions and Recommendations

Based on findings, the SGS (Myanmar) gets many benefits to understand what it can do to train its employees more effectively and increase employee performance in the workplace. Most of the employees are satisfied with an on-the-job training program provided by SGS (Myanmar). However, it needs some more things to provide and develop to increase the employees' performance level. The level of performance can increase more if SGS (Myanmar) will provide best off-the-job training program.

Employees' performance such as problems solving skills, service skills can increase if employees receive and satisfy on-the-job training program. If employees are well performing their jobs, the organization can get goodwill than other organizations. Hence, it is recommended the organization should keep their on-the-job training program. But SGS(Myanmar) should give the opportunity to express their own ideas in on-the-job training. From their own ideas, the organization can get best advice and their performance such as creative and innovative suggestions are better.

In off-the-job training, if employees feel they work at actual workshop it will prevent employees to commit costly mistakes on the actual machine. It will also reduce nervousness and anxiety of employees before going to the actual work floor and so on. Although it is recommended the organization should give off-the-job training program about more touching the material equipment and more discussion the problem they deal with in the workplace. Modelling training should be prepared to know the employees which are important for their workplace. If the employee's satisfaction will high about off-the-job training program, the performance of the employee will also high.

It is also recommended SGS (Myanmar) should enhance provision of benefits and reward. The organization could attach incentives to training participation such as part of criteria for promotion, financial support for trainings outside the organization and scholarship programs. In this way, the continuance commitment level of employees will

increase. To increase not only an affective commitment but also a normative commitment, the organization set clear the organization objectives. Knowing their organization should try employees feel more efficiently with one another and further. And the organization should try their employees feel like that they fit in well with the organization. If employees feel their organization like at home, they put a greater effort into their organization and tend to remain with the organization for a longer period of time SGS (Myanmar) should respect their employees' needs because the employees feel that their organization is second family of their life and they appreciate their organization value as their value. The organization are marking the effort to fully their employees needs which will integrate them into the organization and see them as a valued member of the team. In this way, not only will the affective commitment level of employees increase but normative commitment level of employees will also increase.

To improve the performance of employee, it is recommended the organization should set respective leaders in each department for their employees. This leader should clarify what is the exact problems of the organization. They should employ the "sandwich" method of feedback-positive, negative, positive-in order to make sure employees feel valued even as they are asking them to up their game. Thus again, the employees should still understand exactly what areas they need to improve on and have a clear picture of what success in that area would like to. The organization should set clear goals. This clear goal makes sure that the employees are aware of what the organization expect from them, and when. The organization should also improve reward system. They should give the reward such as yearly bonus, verbal praise, the promise of career advancement and so on. In this way, the SGS (Myanmar) can increase the performance of their employees.

It is observed that both on-the-job and off-the-job training have effect on affective commitment, continuance commitment and normative commitments. Thus, it is recommended the organization should continue to do both training program to increase affective commitments, continuance commitments and normative commitments of employees.

The analysis shows that affective commitment has highest effect on employee performance. Although normative commitment has no effect on employee performance. Hence, it is recommended to increase employees' performance because of normative commitment, the organization should give the job which include obligation of employees such as try to complete jobs according to deadline. If the obligation of employees about

their jobs will high, employees' performance will high. In this way, employees' performance will increase because of their normative commitment. It is also observed that continuance increase employees' performance. Hence, it is recommended to give awards which have benefits for employees such as abroad training, rewards and so on if they will try to make a creative and innovative suggestions for their organization and this suggestion if useful for the organization. In this way, their performance such as creative and innovative suggestion will high because of their continuance commitment.

5.3 Needs for Further Research

This study focuses on examining the view of employees on on-the-job training and off-the-job training program, effect of training, employee commitment and their performance in SGS (Myanmar) in Yangon only. Other countries of SGS Limited are excluded in this study. And this study included only employees. Further studies should observe not only on-the-job and off-the-job program but also other training programs such as lectures methods, discussion methods, workshops and seminars and etc. And furthers studies that base on other influencing factors towards training and employee performance and investigate the effect of training on employee research if cost and time allows. Moreover, the research is applied by using self-rating Likert-scale, open-ended questions should be included in next research. More investigation on the effect of training on employees' job satisfaction is also worthwhile for further studies. And then, other aspects of the human resources should be considering to maximize the analysis on employee commitment and employee performance for further research.

APPENDIX A

Questionnaire for Employees

Dear Sir/Madam,

This survey questionnaire is to use only for the research paper “**The Effects of Training Activities on Employee Performance of SGS(Myanmar) Limited**” to submit as a partial fulfillment towards the degree of Master of Business Administration (MBA). The data would not be used in other purposes. Thank you very much for your information.

Please Choose only one answer by making.

I. Employee’s Demographic Information

For aggregated tabulation of respondent demographics (We assure we’ll not use any individual data point in isolation)

Please place a tick “√” or fill the blank for each of the following:

1. Gender

- Male
- Female

2. Age

- 25 years old and below
- 26 – 35 years old
- 36 – 45 years old
- 46 – 55 years old
- Above 55 years old

3. Educational Level

- Bachelor / Degree
- Post Graduate (Master)
- Others

4. Marital Status

Single

Married

5. Did the organization conduct any training programs immediately after recruiting?

Yes

No

6. How long have you worked for SGS (Myanmar) Limited?

Less than 1 years

1 year to 3 years

3 years to 5 years

5 years and above

7. Have you worked and experienced in other company?

Yes

No

8. How often do you undergo training?

Once a month

Once the two months

Quarterly

Every six months

Once a year

Others

9. The time duration given for the training period is

Sufficient

To be extended

To be shortened

Do not know

Training Activities

Listed below is a series of statements that represents that represent feelings that individuals might have about the company or organizations for which they work. With respect to your own feelings about the particular organization for which you are working, please indicate the degree for each statement by making a choice the scale below.

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

1. On – the – Job Training

Sr.No	Statements	1	2	3	4	5
1	I can quickly identify the weak point of the working area by getting one-to-one coaching.					
2	I can know the way of doing jobs, job knowledge and skills by getting job instruction.					
3	I get experience by participating in handling day to day problems by understudy of my leader.					
4	The current training offering is adequate for my professional needs.					
5	Getting the benefits of transferring theory learning the practice.					
6	I can know the organization mission, vision and ethics by doing orientation.					
7	I can work effectively under direct supervision of my junior.					

2.Off- the- Job Training

Sr.No	Statements	1	2	3	4	5
1	I can increase my thinking habits, analytical and logical skills by attending workshop.					
2	Lectures are motivated enough to create my interest.					
3	Modelling training will help me get do my current job better.					
4	I was able to try out after training on my job.					
5	The trainer used lots of examples and discussion the problems that showed me how I could use my learning on the job.					
6	The way the trainer taught the material made me feel more confidence I could apply it in my job.					
7	This training matches my job requirements.					

Employee Commitment

Listed below is a series of statement that represents feeling that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are working, please indicate the degree for each statement by making a choice the scale below.

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

1.Affective Commitment Scale

Sr.No	Statements	1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I am proud of to tell others that I am part of this organization.					
3	I really feel as if this organization's problem is my own.					
4	My value and organization value are very similar.					
5	I am extremely glad that I chose this organization to work for over others I was considering to join at the time I jointed.					
6	The more training, I get the more committed I become to the organization.					
7	This organization has a great deal of personal meaning for me.					

2.Continuanace Commitment Scale

Sr.No	Statements	1	2	3	4	5
1	I am afraid of what might happen if I quit my job without having another one lined up.					
2	It would be very hard for me to leave my organization right now, even if I wanted to.					
3	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					

4	Right now, staying with my organization is a matter of necessity as much as desire.					
5	I feel that I have too few options to consider leaving this organization.					
6	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have here.					

3. Normative Commitment Scale

Sr.No	Statements	1	2	3	4	5
1	I think that people these days move from company too often.					
2	I believe that a person must always be loyal to his or her organization.					
3	Jumping from organization to organization does seem at all unethical to me.					
4	One of the major reasons I continue to work for this organization is that I believe that loyal is important and therefore feels a sense of moral obligation to remain.					
5	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.					

6	I was taught to believe in the value of remaining loyal to one's organization.					
7	Often, I find it difficult to agree with this organization's policies on important matters relating to its employee's.					

Employee Performance

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feeling about the particular organization for which you are working, please indicate the degree for each statement by making a choice the scale below.

1 = Strongly Disagree 2 = Disagree 3 = Neither Agree nor Disagree
4 = Agree 5 = Strongly Agree

Sr.No	Statements	1	2	3	4	5
1	I think my problem solution skill is improve.					
2	I always complete projects and works according to deadlines.					
3	I am ready to adopt new policies and procedures in the company.					
4	I effectively perform tasks that are expected of me.					
5	I try to make innovative and creative new suggestion to improve the company.					

6	I am willing to assist other when necessary.					
7	I can accomplish my task better now than in the previous years.					

APPENDIX B

SPSS Regression Calculation Results

Regression Analysis of Training on Affective Commitment

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Waston
1	.809 ^a	0.654	0.648	0.36492	1.967

a. Predictors (Constant), on-the-job Training Mean, Off-the-job Training Mean

b. Dependent Variable: Affective Commitment Mean

ANOVA ^a

Model	Sums of Squares	df	Mean Square	F	Sig.
1 Regression	29.706	2	14.853	111.54	.000 ^b
Residual	15.713	118	.133		
Total	45.420	120			

a. Dependent Variable: Affective Commitment Mean

b. Predictors (Constant), on-the-job Training Mean, off-the-job Training Mean

Coefficient ^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std.Error	Beta			Tolerance	VIF
(Constant)	.931	.188		4.956	.000		
On-the-job Training	.542	.096	.701	7.302	.000	.551	1.816
Off-the-job Training	.331	.085	.519	6.106	.004	.551	1.816

Dependent Variable: Affective Commitment

Regression Analysis of Training on Continuance Commitment

Modal Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Waston
1	.781 ^a	.610	.604	.34100	1.606

a. Predictors (Constant), on-the-job Training Mean, Off-the-job Training Mean

b. Dependent Variable: Continuance Commitment Mean

ANOVA ^a

Model		Sums of Squares	df	Mean Square	F	Sig.
1	Regression	21.502	2	10.751	92.456	.000 ^b
	Residual	13.721	118	.116		
	Total	35.223	120			

a. Dependent Variable: Continuance Commitment Mean

b. Predictors (Constant), on-the-job Training Mean, off-the-job Training Mean

Coefficient ^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std.Error	Beta			Tolerance	VIF
(Constant)	.824	.176		4.694	.000		
On-the-job Training	.442	.063	.451	7.159	.000	.551	1.816
Off-the-job Training	.214	.084	.308	3.667	.029	.551	1.816

Dependent Variable: Continuance Commitment

Regression Analysis of Training on Normative Commitment

Modal Summary ^b

Mode 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Waston
1	.719 ^a	.517	.518	.42023	1.681

- a. Predictors (Constant), on-the-job Training Mean, Off-the-job Training Mean
 b. Dependent Variable: Normative Commitment Mean

ANOVA ^a

Model		Sums of Squares	df	Mean Square	F	Sig.
1	Regression	22.262	2	11.131	63.034	.000 ^b
	Residual	20.838	118	.177		
	Total	43.100	120			

- a. Dependent Variable: Normative Commitment Mean
 b. Predictors (Constant), on-the-job Training Mean, off-the-job Training Mean

Coefficient ^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std.Error	Beta			Tolerance	VIF
(Constant)	.799	.286		3.692	.000		
On-the-job Training	.264	.078	.292	3.743	.006	.551	1.816
Off-the-job Training	.377	.066	.409	6.197	.009	.551	1.816

Dependent Variable: Normative Commitment

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Modal Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Waston
1	.693 ^a	.480	.466	.51114	1.761

- a. Predictors (Constant), Affective Commitment Mean, Continuance Commitment Mean, Normative Commitment Mean
- b. Dependent Variable: Employee Performance Mean

ANOVA ^a

Model	Sums of Squares	df	Mean Square	F	Sig.
1 Regression	28.185	3	9.395	35.960	.000 ^b
Residual	30.568	117	.261		
Total	58.753	120			

- c. Dependent Variable: Employee Performance Mean
- d. Predictors (Constant), Affective Commitment Mean, Continuance Commitment Mean, Normative Commitment Mean

Coefficient ^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.973	.291		3.347	.001		
Affective Commitment Mean	.520	.120	.537	4.475	0.000	.398	2.515
Continuance Commitment Mean	.192	.159	.194	1.220	.230	.292	3.424
Normative Commitment Mean	.170	.126	.146	1.159	.179	.383	2.61

Dependent Variable: Employee Performance

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