

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF TRAINING PROGRAMS**  
**ON EMPLOYEE JOB PERFORMANCE**  
**AT MYANMAR GOLDEN 11 INVESTMENT INT'L CO., LTD.**

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**ACADEMIC YEAR (2016-2019)**

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**This thesis is submitted to the Board of Examiners in partial fulfillment  
of the requirements for degree of Master of Business Administration  
(MBA)**

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## ACCEPTANCE

This is to certify that this thesis entitled “**The Effect of Training Programs on Employee Job Performance at Myanmar Golden 11 Investment Int’l Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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**DECEMBER, 2019**

## **ABSTRACT**

The main objective of this study is to identify the effect of training programs on employees' competency and its effect on the employee job performance in Myanmar Golden 11 Investment International Co., Ltd. The data are collected from two hundred and sixteen respondents who are selected randomly from four hundred and sixty employees of the company. The findings indicate that both on job and off job training have positive effect on employee competency. According to survey results, among two trainings mentioned before, the former one has great contribution on employees' competency in Myanmar Golden 11 Investment International Co., Ltd. The results indicate that employee competency has strong influence over employee job performance at Myanmar Golden 11 Investment International Co., Ltd. The result highlight on the positive effect of Training programs, both on job and off job, on the four dimensions of employee competency - attitude, knowledge, creativity and ability. It can be concluded that providing on job and off job training lead to improvement of employee competency and their job performance.

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# **CHAPTER (1)**

## **INTRODUCTION**

Training describes the formal, prevailing efforts that had been created inside organizations to enhance the performance and self-fulfillment of the staffs through a variety of academic ways and programs. Within the modern workplace, these efforts have taken on a broad vary of applications—from instruction in immensely specific job skills to long-term development. Upgraded capacity, intelligence and skills of proficient and well-trained personnel proved to be the major factor of competitive advantage in international professional community (McKinsey, 2006). Therefore, it is usually reorganized that the success of a corporation is powerfully influenced by its individual's skills and attitudes. Staffs become a lot of impelled and committed if the correct learning opportunities and development opportunities are given.

Nowadays, the community of business is a lot of and a lot of competitive and also a lot of the sellers are in same service or product, stronger the trend of competition. Training is effort initiated by a corporation to foster learning among its employees, associate degreed development is effort that's adjusted a lot of towards broadening an individual's skills for the long run responsibility (George & Scott, 2012). In accordance with Fizzah (2011), training programs are necessary for the staff in organization, it helps the staff to boost their skills and knowledge so as to present an honest performance in work, there's massive relation between training programs and also the personal development to their job performance.

Training programs are the strategic determination to expedited learning of the job-related intelligence, skills, ability and behavior that are crucial for economic performance capable of enhancing structure impact of. Without it, staffs don't develop the talent set necessary for accomplishing their tasks at their topmost ability. Improved capabilities, knowledge and skills of the talented work force tested to be a serious supply of competitive advantage in international market (McKinsey, 2006). Structure culture and development are affected and improved by correct and effective training programs. The success or failure of a corporation depends on economical and impact of workforce and their functioning via motivation and augmented results of individuals. This study includes employees' competencies, employees' performance and organization.

Training programs are indispensable strategic tool for enhancing worker performance and organizations performance therefore organizations are hard cash on that with assured that earns a competitive advantage within the world of business. Organizations' management expected to know trainings that want of its employees' required training programs that help to optimally utilize their work force towards actualization of organization's objective. Training could be a technique use to transfer to employees' relevant skills, knowledge and competency to boost employees' performance on each current assigned task and future ones.

Myanmar Golden 11 Investment Int'l Co., Ltd. is presently endeavor fiber leasing and Telecommunication, in Yangon and Mandalay. Myanmar Golden 11 Investment Int'l Co., Ltd was supported to capture the nice opportunities within the Myanmar Market. The company has won a 15-year concession from department to make and operate Fiber Backbone connecting major cities in Myanmar. As a telecommunication Company, staffs need to be updated each in talent and knowledge. The corporate provides On Job and Off Job Trainings by each senior level technicians, skilled and additionally causation staff to outsourcing categories so as to boost employees' capability and performance. Additionally hour department additionally offer numerous training programs projected by Department Heads and approved by Chief Executive Officer.

### **1.1 Rationale of the Study**

Training programs could be a system of an organization that emphasize on the development of the performance of people and teams. Training programs is a facet that has to be a side by every organization, and its major aim is to boost the employees' competencies such the organization will maximize. It may be a plus for a company if employers win the "hearts and minds" of their employees, obtaining them to spot with the organization (Armstrong, 2009). Training is an academic method that involves the sharpening of skills, concepts, dynamical of perspective and gaining additional knowledge to reinforce the performance of the workers. Training programs play a crucial role in enhancing employee's ability, potency and impact of impacting on commitment towards recognizing their topmost potential in their productivity, in achieving goals, vision training programs had been a sort of long investment by organization that had been thought-about to bring large come for organization in future.

For a company, training programs are necessary similarly as organization growth and profits are captivated with the training. Training programs are the educational method that involves the acquisition of information, sharpening of skills, concepts, and rules or dynamical of attitudes and behaviors to reinforce the performance of nowadays the best ever factor in the globe of business is training as a result of training not only enhances the effect and potency of staff however conjointly will increase organization's success or failure is depended on its employees; their impact, productivity and potency because the human resource is that the most important resource of a company. As per Fizzah (2011), correct training programs have nice influence on employees' development and performance to organization performance.

According to Cheng and HO (2001), by effectively training and developing of staff, staff will become additionally aligned for career growth – career potential enhances personal motivation. As per (Meyer and Allen, 1991), to develop the specified knowledge, talent and capacity of the workers, to perform well on the duty, needs effective training programs that affect training programs have favorable impact on the employees' attitudes, creativity, knowledge and talents. While not training and creating those factors of staff, there are lack and/or less of employees' development, skills and productivity may be impact on organization development and performance.

The impact of training is additionally required to be evaluated with correct guidelines. There are several evidenced events that indicated the importance of train programs of staff in current business world. In Myanmar, all business sectors are speedy growing and competitive particularly Telecommunication is one amongst the quick growing one. Thus correct training for insurrection technology and effective client service trainings ought to gain competitive advantage. As for example, in 2017 organization visage surprising issues instead of challenges chiefly operational department that got each technical and client communication.

Training programs needed for both the whole organization and individual are identified by using collected information. There were freshly recruited client service staffs whose skills are still not economical to handle each external clients and conjointly internal customer like engineering team. So as to beat this condition, HR department and High Management review and set to offer correct training to upgrade employees' talent, communication skills, knowledge. When staff undergone training programs, there's favorable outcomes in 2018.

As mentioned above, Myanmar Golden 11 Investment Int'l Co., Ltd. had faced problems and hindrances in operation functions in the past due to weak of proper Training programs and therefore understands how important the Training programs are in an organization. Senior management and HR department realized that training is going to improve employees' efficiency and motivation, leading to gains in both productivity and job satisfaction. In developing a training strategy, it is useful to assess the company's customers and competitors, strengths and weaknesses, and any relevant industry or societal trends. It is also be helpful to conduct an internal audit to find general areas that might benefit from training, or to complete a skills inventory to determine the types of skills employees possess and the types needed in the future.

## **1.2 Objectives of the Study**

The main objectives of the study are as followed;

- (1) To examine the effect of training programs on employee competency in Myanmar Golden 11 Investment International Co., Ltd.
- (2) To analyze the effect of employee competency on their job performance in Myanmar Golden 11 Investment International Co., Ltd.

## **1.3 Scope and Method of Study**

This study focuses on the positive influence of Training programs on employees' performance, and use descriptive and analytical survey research method. The sample size is 216 employees out of 460 total employees. Primary data are collected by face to face survey interview. Investment International Company Limited. Questionnaires are based on the fact of participants and staffs in company.

This study only focuses on effect of Training programs on employees' competencies in MG11 Investment Intel' Co., Ltd. It defines and analyzes the on-job training and off-job training. This study only focuses on effect of Training to employees' development by attitudes, knowledge, creativity and abilities. This study excludes the effect of other factors such as rewards and benefits, employee welfare, work-life balance, changes in technology and market trends, etc. The sample includes employees from 8 sections and, in total of 460 employees. Survey data are collected from 30% of selected employees across all sections.

#### **1.4 Organization of the Study**

In this paper, it includes five main chapters. Chapter 1 is the introduction section with rational of the study, objective of the study, scope and method of study, and limitation and organizational of the study. Chapter 2 described the theoretical background. Chapter 3 is about background, profile and training and development programs of the Myanmar Golden 11 Investment Int'l Co., Ltd. Chapter 4 is the analysis part of influence of training and development programs on employee competency and job performance. Chapter 5 is the conclusion part presenting the summary of main findings and analysis results, suggestion and the needs for further research.

## **CHAPTER (2)**

### **THEORETICAL BACKGROUND**

This chapter provides a review of pertinent literature in relation to the management of multiple factors of HR functions to create Training programs for employees and how it influences employee development and ultimately to employee job performance. The first part of the chapter is about definitions of Training programs namely on job training and off job training, employee competency and employee job performance. The second part is the effect of Training programs on employee competency followed by effect of employee competency and employee job performance. Lastly, previous studies and conceptual framework of study are presented.

#### **2.1 Training Programs**

Training, as outlined within the current study “is the planned intervention that's designed to reinforce the determinants of individual job performance” (Chiaburu & Teklab, 2005). Training is expounded to the abilities an employee should acquire to enhance the likelihood of achieving the organization's overall business and educational goals and objectives. Positive training offered to staff assist with reduction of hysteria or frustration that most staffs have toughened on quite one occasion throughout their employment careers (Cheng & HO, 2001).

Training could be a systematic approach to developing and enhancing worker skills, skills and knowledge for the aim of skyrocketing structure effectiveness (Aguinus & Kraiger, 2009). As Associate in Nursing overarching human resource management (HRM) program It is typically thought of, and proven, to be a broad assortment of activities that ask continual learning and development of general job- and career-related skills (e.g. Boon, den Hartog, Boselie, & Paauwe, 2011). Training programs offer the worker opportunities to accumulate and develop valuable resources within the variety of skills, skills and intelligence (Koster et al., 2011).

Mel Kleiman (2000) represented that the necessities elements of a worthy worker training programs are made on orientation, management skills, and operational skills of staff. These theories are the groundwork of any worker development program. Janet

Kottke (1999) represented that worker development programs should be includes with core proficiencies, acceptable structure through that organizations develop their businesses at company level. The fundamental perform of the speculation is to realize knowledge, cooperation, creative thinking and partitioning drawback (Kottke 1999). Basic goals of many worker development programs are to deliver the mission of the organization and support employees to be told the culture of the organization (Gerbman 2000). These objectives give facilitate to the strategic goals of business by facilitating learning possibilities and support structure culture (Kottke 1999).

A variety of training ways are utilized in totally different organizations these days, to train totally different people. DeCauza et al (1996) explains that the foremost fashionable training program ways utilized by organizations is classified as either On job training and Off job training.

On Job training ways ask the ways that square measure applied within the work place, whereas the employees is truly operating therefore on acquire specific talent. This technique is needed to enhance the employees that had inadequate educational qualification for his job performance. It is additionally considered training at intervals the organization policy. Jain (1999) thought of on job training as a casual style of training given to staff at the work place, wherever the trainer plays the role of the immediate supervisor of the staff and its purpose is to enhance the employee's operating skills, potency and productivity. There are three common techniques that are utilized by the organization to training employees: orientation, job instruction, job rotation, mentoring and training. Training takes place within the traditional operating surroundings of the worker and may occur once playacting real work. Or it happens elsewhere within the workplace exploitation special training rooms, workstations or instrumentality. OJT's simple goal is to train staff to try and do their jobs exploitation their existing surroundings, tools, and technical training.

Off Job Training ways square measure used far away from work places. Lewis and Trevitt (1994) define off job training that it offers earning chance through attending at training for far away from the work or workplace. Some skills and knowledge are tough to show at the worksite, therefore off-site training is important. Staffs receive training far away from their posts or workstation. The strategy additionally permits the utilization of a bigger kind of training techniques, these include: lectures, seminar, workshop, special

study, films, workshop, conferences or discussions, case studies, role playing, simulation, programmed instruction and laboratory training.

## **2.2 Employee Competency**

According to Boyatzis (2008), competence is a personality's capability or ability. However, Rossilah (2008) expressed that competence or potency was said as a collection of characteristics of intelligence, skills, attitudes, intellect and consider of one's own interests to hold out their duties with efficiency and effectively. McClelland (1998) additional outlined competence as basic personal characteristic that's a crucial issue for acting with success in a job or scenario. It is necessary for a corporation to confirm that staffs have the information, skills and perspective in accordance with the organization goals, objectives and values. Bently (1990) stressed that so as for the worker to get all the required competencies, organizations should develop a correct training program.

## **2.3 Employee Job Performance**

Deadrick and Gardner's (2007) stated worker performance because the record of outcomes achieved, for every job operate, throughout a mere amount of your time. If viewed during this approach, performance is drawn as a distribution of outcomes achieved; and performance could be measured by employing a form of parameters that describe an employee's paten of performance over time. On the other hand, a later definition was provided by Saeed et al (2013) defines employee's performance because the art to finish tasks among the outlined boundaries. Adding on to it, so as for worker to perform there should be some variables that have got to be taken care of. These variables embrace manager's perspective, organizational culture, personal issues, and job content and money rewards. What is more, all of those variables have positive influence on the performance of the workers except personal issues of the workers that hinders the performance of the workers.

## 2.4 Previous Studies

There are many studies that analyze the result of training programs on worker competence and job performance. F. Otoo (2018) examined the result of human resource development programs in worker competencies. The sample size is five hundred and therefore the respondents are the workers of chosen branches of GCB Bank Ltd. The results indicate that training had a considerably impact on worker competencies. These information support the suppositions of the idea of human capital initially developed by Becker (1964, 1993) who regarded training as a variety of investment that ends up in higher individual productivity.

Mahmood, Hee, Yin, & Hamli (2018) studied the mediating effects of worker competence on the connection between training functions and worker performance. The respondents of the study include executives and assistant executives from a municipal council in Johor, Malaysia. It had been discovered that worker competence could be a partial treated between training functions and worker performance.

Alainati, Alshawi, & Al-Karaghoul (2010) analyzed the idea of ability and therefore the necessary result of education and training on the individual ability, thus the organizational ability. The paper self-addressed whether or not education and training has a sway on individuals' competence and so on structure competence. The analysis reveals that there's so a positive effect of education and training on competence.

Halik, Mehmet, & Omer (2013) analyzed the results of individual competencies on performance within the services industries in Turkey. The questionnaires were distributed to 3000 staffs in 30 corporations across the industry. The results demonstrate that individual competencies like core, task and social control competencies have positive effect of competencies and individual performance. Moreover, core competencies had utmost important result on individual performance.

Furthermore, there are studies that indicate the results of bound competencies on individual job performance. for instance, Qiao and Wang, (2009) counsel that team-building, communication; coordination, execution and continual learning are vital competencies for the success of middle managers in China.

### **2.4.1 The Effect of Training Programs on Employee Competency**

Any establishment of higher learning or business whose goals are to survive and prosper nowadays diverse and regressed economy has found it imperative to speculate in in progress training programs to enhance staffs competence also on acquire the best come back in investment of human capital (Knoke & Kalleberg, 1994). However the method of training programs isn't constant. Variability of worker behavior throughout organizational education and development is presently mentioned theme but, there's an absence of studies and researches targeted on this space. The aim is to reveal current approach and reactions of staff towards training programs in organizations and to specify variants of behavior as factors moving worker competence and job performance.

According to previous literature, it is evident that there's a robust linkage between HRM programs and organizational performance. The empirical effect of training as a sole human resource program and organizational performance, but intuitively compelling, remains thought-about weak since a comparatively little variety of surveys are conducted to check it. Bartel (1994), in an exceedingly survey conducted within the producing sector, found that there's a positive effect of implementing formal worker training programs and labor productivity, each at individual and structure level.

Current main goal of all organizations is to stay and develop quality staff (Ahsan, et al., 2013). Clearly, the most factor that remaining factors genuinely vital to revamp the associations' and economy level square measure people and their administration. Human resources and also the ability of organizations of their management and competence are irreplaceable in current information economy (McDonnell, Lavelle and Gunnigle, 2014).

Subsequently, associations ought to think about training and learning procedure of each employee. It is necessary to screen the procedure and responses of representatives on instruction and improvement regarding their character, variety of work, social qualities and conduct – every worker is a personal with totally different perception and reactions (Loke, et al., 2012).

Similarly, Ahmad and Karia (n.d.) have stressed the link between training and attitude because it relates to operating with others. Staffs with positive attitudes become stakeholders within the method and job accomplishment is of the next priority. Moreover, successful organizations attain a partnership between employees and management. The partnership includes participation in cooperation activities and continuous training

application. The reportable findings any counsel that associate employee's participation in higher cognitive process and drawback determination develops structure trust (Anschutz, 1995). In line with Guest (1997) who recognized that training programs, as a unique program, affects the standard of the HR outcome of skills and capability, however activity and attitudinal modification and so higher performance is achieved by the contribution of the implementation of alternative programs in addition.

The creativity could be a core factor for workers to boost the organization's ways and ways as a result of a firm is competitive for fulfillment in today's globally competitive environment; in consequence power refers to the flexibility to make one thing new that is beneficial for organization functions. As per Random House (1981), the word "create" may be outlined as "to evolve from one's own thought or imagination" to develop and generate new concepts so as to encourage the staff to point out positive angle in operating setting. several public sectors, non-public sector firms and agencies are organizing a piece around work groups or project groups, that needed the organizations to place confidence in the way to boost emotional intelligence, creativity and attitude at the team level to extend the employee's work commitment and performance in a company.

Employees who are being educated and developed usually higher their interest in further improving competency, employees get to know the training process and use of their abilities; also learn how to manage and use their reactions to Training programs and how to continue in the training process on a higher level. Employees also find how to use their new skills and knowledge to upgrade their performance. Employees who are constantly educated also work towards organizational goals and follow organizational strategy; communicative, cooperative, proactive, respectful, customer-friendly, willing and able to constantly learn (Li, et al., 2009; Vnoučková, 2013). As Gururajan and Fink (2010) have stated, measuring the level of education and the process evaluation in organizations is necessary for predicting future trend in competency requirement.

#### **2.4.2 Effect of Employee Competency on Employee Job Performance**

Performance suggests that however the employees are ready to effectively manage and present their tasks to mirror their quality and sensible service most well-liked by their organizations (Olaniyan and Luka, 2008). On these lines, there's an instantaneous association between making ready, improvement and representative execution. On the off

probability that the employees would be increasingly ready or progressively designed up, their demeanors, info, originality, and capacities increment and consequently, their activity execution, all things thought of, increase too. However, typically staffs feel that trainings may end up conflicts between staff and their organizations and this could influence on the organization performance and effectiveness (Sahinidis, et al., 2002).

As the job and career progress, staff would like new skills and ability. Therefore, worker ability helps that person to boost ability to handle a range of assignments; improves performance in any respect levels in their present jobs; helps to sustain sensible performance of the things throughout their carrier exploring their full potential; answer the supply of needed numbers of personnel with the required skills thus on meet this and anticipated future desires of the organization and conjointly to produce the opportunities for the employees to meet their career aspiration, and to answer that social control resources of the organization are used optimally. As per Itika (2008), competency sees the workers as adjustable resources with a range of skills and places among the organization and It is conjointly involved with giving the individual the proper mixture of skills, experiences and get in touch with to alter them to attain their full potential.

Staffs competency is said to many factors among the organization like worker mind set their knowledge, creativeness at work and talents. The attitude of worker at work will greatly vary by the result of assorted training programs. With the proper mixture of training activities, a company will facilitate develop higher, stronger associate degree a lot of positive attitude in a worker towards their work, work setting and team that results in higher communication, satisfaction and motive to be told and eventually superior performance results. Likewise, training programs increase associate degree employee's job knowledge. A rise in job knowledge implies that the worker feels softer doing his job and performs at a high level.

Creativity has become essential as organizations face the world economic competition these days. Company's success and survival depends on the degree to that staff will remodel inventive concepts into innovative product and services. As innovation is "the successful implementation of inventive concepts among associate degree organization", we are able to say that creativeness by staff and groups is that the place to begin for innovation. For that reason, the creativeness is important for the organizations that wish to retort to advancing technology; ever-changing setting and structure structure and overcoming competitors. Again, training staff concerning the organization, wherever

every worker fits within the organization and the way the organization fits into its overall trade improves creativeness. In alternative words, staffs have a knowledge framework, delivered although training, are inventive in finding issues, each within the short and long run, who are nice assets to the organization to main competitive near this extremely competitor market.

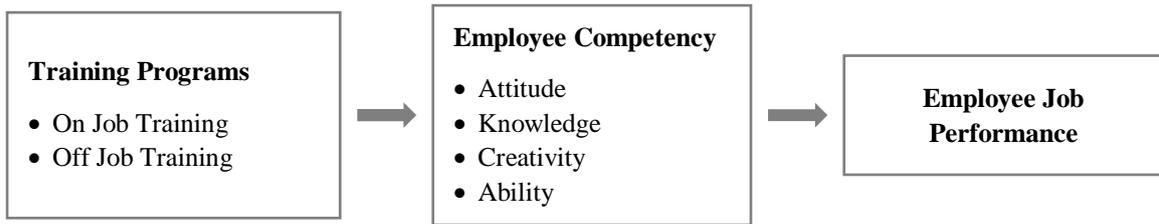
As per Farooq. M, & Aslam. M. K (2011), managers try their level to develop the employee's capabilities, ultimately making sensible operating setting among the organization. For the sake of capability building, managers are concerned in developing the effective training programs for his or her staff to equip them with the required knowledge, skills and talents to attain structure goals. This struggle by the highest management not solely improves the worker performance however conjointly creates positive image of the firm worldwide, (Jia-Fang, 2010). Effective training programs helps staff to urge acquaintance with the required new technological advancement, conjointly gaining full command on the competencies and skills needed to perform at s explicit job and to void on the work errors and mistakes (Robert, 2006).

In accordance with Wright and Geroy (2001), workers competencies amendment through effective training programs. It not solely improves the general performance of the workers to effectively perform this job however conjointly enhance the knowledge, skills associate degree attitude of the staff necessary for the longer term job, so causative to superior structure performance. Through training the worker competencies are developed and alter them to implement the job-related work with efficiency, and accomplish firm objectives in a very competitive manner.

## **2.5 Conceptual Framework of the Study**

A conceptual framework is developed in this study based on previous academic review and literature review. This conceptual framework shows how on job training and off job training influence employee competency and job performance. The conceptual framework of this study is shown in Figure (2.1). In the conceptual framework of this study, three major sections are involved. The first section is about Training programs which includes on job training and off job training. The second part is employee competency which is measured by attitude, knowledge, creativity and ability. And the last one is employee job performance.

**Figure (2.1) Conceptual Frame Work of the Study**



Source: Own Compilation (2019)

On Job Training and Off Job Training are chosen as sub-variables for Training programs and as for employee competency; Attitude, Knowledge, Creativity, and Ability are chosen. In this model employee competency play as a mediator on training programs effects on employee job performance.

## **CHAPTER (3)**

### **PROFILE AND TRAINING PROGRAMS IN MYANMAR GOLDEN 11 INVESTMENT INT'L CO., LTD.**

This chapter describes the profile of Myanmar Golden 11 Investment Int'l Co., Ltd. (PTIC) which includes the company profile, mission and vision statement, and the company's organization structure. Secondly, Training programs in Myanmar Golden 11 Investment Int'l Co., Ltd. are described. Lastly, survey results regarding to Training programs are described together with mean tables.

#### **3.1 Profile of Myanmar Golden 11 Investment Int'l Co., Ltd.**

Since 2014, Myanmar Golden 11 Investment Int'l Co., Ltd. was founded to capture the great opportunities in the Myanmar Market. The company has won a 15-year concession from Ministry of Rail to build and operate Fiber Backbone connecting major cities in Myanmar. It has proprietary access to real estates along the railway to construct telecom tower infrastructure. It is in a favorable position to obtain ISP and 4G wireless license. In addition, Myanmar Golden 11 Investment Int'l Co., Ltd. going to launch data center to carter to the needs of Myanmar Market in the near future.

With a Management Team with telecom experience from North America and Asia, and support from world class investors, Myanmar Golden 11 Investment Int'l Co., Ltd. is well positioned to disrupt Myanmar Telecom market with high quality services at affordable prices.

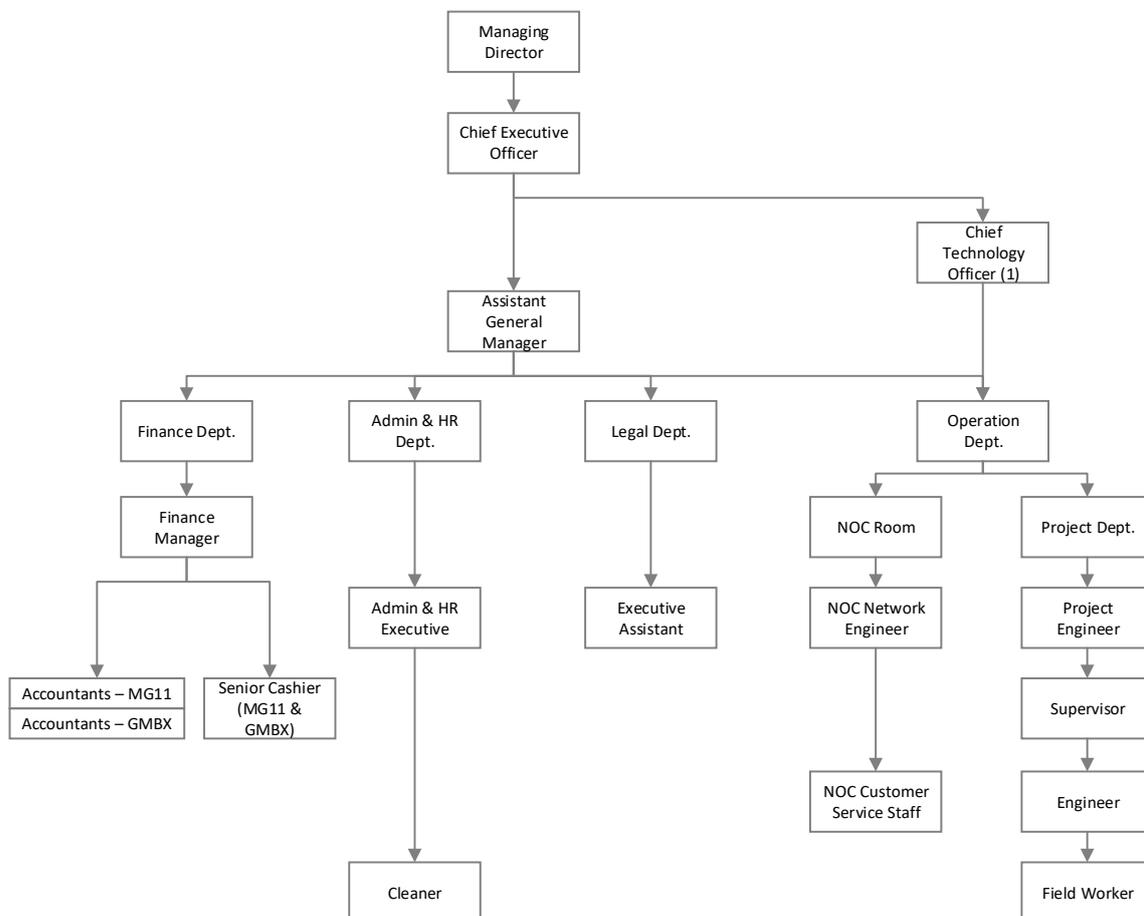
When we started the fiber maintenance we found there were no certificates so we created our own MG11 SOPs and training to provide consistent fiber servicing using the FIS and FMS apps as a market differentiation to deliver high quality fiber service ... these apps, together with our NOC help desk Trouble Ticket System have proved essential in the harsh Myanmar market.

Proven vision and mission statement of Myanmar Golden 11 Investment Int'l Co., Ltd for fulfilling the needs of customers with complementary offerings with well-designed and promote increased sharing of infrastructure assets are as followed. Vision is for becoming the largest and most trustable Telecom Infrastructure Solutions. The

organization has four mission statements regarding with Innovation, Cost Fair, Safe and Best customer service. Myanmar Golden 11 Investment Int’l Co., Ltd focuses on development of Myanmar Environment and its people by mission statements. Innovation statement goes for “Operating immerse solutions with Innovative designs”. Cost fair means “Reduced Capital Investment – as new infrastructure need not be created exclusively for them”. Safe goes “With 24/7 fiber-monitoring system (FMS) with artificial intelligence to ‘fix it before it breaks’ providing proactive operational support for the MG11 Network Operation Center (NOC)”. Best customer service statement goes for “To offer the innovative solutions by using flexible service modules and structure. The company offers High capacity, Scalable, Reliable, and Fast Deployment”.

The figure (3.1) shows the organization structure of Myanmar Golden 11 Investment Int’l Co., Ltd.

**Figure (3.1) Organization Structure of Myanmar Golden 11 Investment Int’l Co., Ltd.**



Source: Myanmar Golden 11 Investment Int’l Co., Ltd. (2019)

Myanmar Golden 11 Investment Int'l Co., Ltd currently have 460 employees with nine layers categorized into (3) major categories; Top Management includes Managing Director - takes the helm of the whole company; under whom Chief Executive Officer - takes order from and executes the whole organization which is formed with the Operation Department, Finance Department, HR and Admin Department and Legal Department; Chief Technology Officer – who mainly responsible for Operation Department with (2) Sections namely Network Operation Center (NOC Room) and Project Department. The Operation Department is co-managed by Chief Technology Officer who directly takes order from and reports back to CEO. Middle Management includes Assistant General Manager who operates, manages and runs all four departments as per CEO directives and instructions, Managers and Executives (Section Heads) who are responsible and operate each department concerned along with the support of junior staffs under instructions and directives from Assistant General Manager. As for under management level includes form supervisors to field workers who are operating in respective assigned workplaces (both in office and in field) under management instructions. The company has nine different layers ranging from Managing Director at the highest to staff at the lowest.

### **3.2 Training Programs in Myanmar Golden 11 Investment Int'l Co., Ltd.**

HR is responsible for ensuring that employees receive the appropriate training (whether in-house or off-site) to adequately perform their jobs. Thus, employees are equipped to help achieve desired departmental and company goals and objectives. Encouraging employees to take advantage of the tuition reimbursement benefit gives employees as incentive to further their education and use their acquired skills and knowledge for the betterment of the company in general. HR Department also assists with change management and performance management needs of the organization. As MG11 also focus on Employees' development, HR Department is giving following training programs by collaboration with department concerned and outsource concerned.

#### **3.2.1 On Job Training**

Table (3.1) shows the on job training which are being implemented in Myanmar Golden 11 Investment Int'l Co., Ltd.

**Table (3.1) On Job Training in Myanmar Golden 11 Investment Int'l Co., Ltd.**

No.	Department	Course Description	Trained By
1	NOC Room, Operation Department	NOC Room Customer Service Training	Section Head
2		Basic Networking Trainings	Section Head
3		Basic Computer Training	HR Department
4		Basic English Training	HR Department
5	Finance Department	MYOB Training	Finance Manager
6		Basic Computer Training	HR Department
7		Basic English Training	HR Department
8	HR and Admin Department	HR and Admin SOP Training	AGM
9		Basic Computer Training	HR Department
10		Basic English Training	HR Department

Source: Myanmar Golden 11 Investment Int'l Co., Ltd. (2019)

In order to provide the relevant trainings to employees – both old and new, HR Department has to prepare the training programs under the instructions and approval of CEO and also with the cooperation of department head concerned. All employees are basically attended Basic Computer Training which is to improve the computerized office management skill – MS office package, and Basic English which is to improve the language skill; both mentioned trainings are executed by trainer from HR Department. NOC Room is responsible for both Customer Service and monitoring the status of Networks; NOC room customer service training and Basic network training are trained by Department concerned. In order to implement the smarter way for Financing, MYOB training is given by Finance Manager to junior account and finance staffs. As Human Resource is one of the important role to manage the disciplinary actions of organization, all HR and Admin staffs are trained HR and Admin Department SOP (Standard Operating Procedures) training by Assistant General Manager.

Table (3.2) shows the detail on job training such as target trainees, trained by whom, location and training duration.

**Table (3.2) Detail of On Job Training**

<b>No.</b>	<b>Course Description</b>	<b>Targeted Trainees</b>	<b>Trained By</b>	<b>Location</b>	<b>Duration</b>
1	Orientation Training	All Employees	HR Department	In-House	1 Day
2	Basic Networking Trainings	Network Engineer, Engineers	Section Head	In-house	3 Days
3	Product Knowledge	NOC Customer Service Staffs, Network Engineer, Project Manager, Supervisors and Engineers	Section Head	In-house	2 Days
4	Cabling Technics	Network Engineer, Project Manager, Supervisors and Engineers	Section Head	In-house	2 Days
5	Tower Accessories Knowledge	NOC Customer Service Staffs, Network Engineer, Project Manager, Supervisors and Engineers, Field Workers.	Section Head	In-house	2 Days
6	Monitoring System Training	NOC Customer Service Staffs, Network Engineer, Project Manager, Supervisors and Engineers.	Section Head	In-house	2 Days
7	Customer Service Training	Customer Service Staffs	Section Head	In-house	2 Days

No.	Course Description	Targeted Trainees	Trained By	Location	Duration
8	Basic Computer Training	All Employees	HR Department	In-house	2 Days
9	Basic English Training	All Employees	HR Department	In-house	2 Days
10	Basic Account Training	Finance Staffs	Finance Manager	In-house	3 Days
11	HR and Admin SOP Training	HR and Admin Staffs	AGM	In-house	3 Days
12	Management Training	All Supervisors	AGM	In-house	2 Days

Source: Myanmar Golden 11 Investment Int'l Co., Ltd. (2019)

As mentioned in above table, there is also classification for In-house training programs and targeted trainees. Orientation is for all newly recruited staffs and also existing employees in order to learn about organization and updated policies and procedure by HR Department. To understand the Networking knowledge, all Network Engineers and Field engineers have to join the Basic Network Training program by Operation Section Head. Product knowledge training, cabling technics training, tower accessories knowledge training, and monitoring system training are trained to NOC room customer service staffs, network engineer, project manager, supervisors, engineers and field workers by section head concerned to improve required skill and knowledge. Customer service training is trained for customer service staffs by section head concerned. Basic computer training and Basic English training are trained by Trainer from HR department to all employees. To understand the process and procedures of HR and Admin department, SOPs are lectured to HR and Admin employees by Assistant General Manager. All supervisors need to improve their management skills and AGM is sharing knowledge and lectures in Management training.

Besides the above training programs, all new recruits shall pass the Orientation provided by HR Department in order to become a permanent employee. Moreover, employees are occasionally assigned job enrichment program so that employees can handle more job tasks and customer complaints after trainings.

Myanmar Golden 11 Investment Int'l Co., Ltd. also programs job rotation. However, as the organization has fewer employees, minor job rotation is currently implementing as follows:

- NOC Room, Operation – There are times when customer service staffs have to assist in Network Engineers in some projects.
- Finance Department – Have two job tasks: Account Payable and Account Receivable sections where employees from two sections exchange to familiarize with the other sections job programs.
- HR and Admin Department – Occasionally to regularly rotate employees between HR and Admin sections for familiarization purposes.

### 3.2.2 Off Job Training

Table (3.3) shows the off job training which are being implemented in Myanmar Golden 11 Investment Int'l Co., Ltd.

**Table (3.3) Off Job Training**

No.	Course Description	Targeted Trainees	Trained By	Location	Duration
1	Splicing Technics	Network Engineer, Project Manager, Supervisors and Engineers	Outsource Technicians	External	3 Days
2	OTDR Training	Network Engineer, Project Manager, Supervisors and Engineers	Outsource Technicians	External	3 Days
3	FIS Application Training	Network Engineer, Project Manager, Supervisors and Engineers	Outsource Technicians	External	3 Days
4	MYOB Software Training	Finance Team	Outsource Trainer	External	1 Weeks

<b>No.</b>	<b>Course Description</b>	<b>Targeted Trainees</b>	<b>Trained By</b>	<b>Location</b>	<b>Duration</b>
5	Tax Laws Seminar	Finance Team	Outsource Trainer	External	1 Day
6	Labor Law	HR Team	Outsource Trainer	External	1 Day
7	Management Training Program	All Supervisors	Outsource Trainer	External	1 Weeks

Source: Myanmar Golden 11 Investment Int'l Co., Ltd. (2019)

HR department have to observe and discuss the requirements of employees in their workplace and also responsible for implement the improvement of employees. Sometimes as per department head concerned request and also as per HR department observation, outsource training programs such as lecture class, seminars, and workshops are arranged and send the employees. Network Engineer, Project Manager, Supervisors and Engineers are send to both training class outside of workplace and trained by invited external trainers for Splicing Technics training – to understand how fiber cables are handling, OTDR Training – how to monitor the cable status and measurement, FIS Application Training – which is application to monitor the network status, also the tracking and ticketing system for project sites. As for Finance staffs, have to attend Tax law seminars in order to know updated Taxation Laws and procedures. MYOB software is the popular and effective way for keeping the financial records and as for software training, external trainers train employees. Labor law is important for managing the employees for the fair and mutual advantage for both employer and employees, and in order to implement the effective working environment as per government rules and regulations, HR staffs are to understand updated labor Laws, and to attend the workshops and seminars .Advance Management trainings are trained by lecturers from external classes to all supervisors to improve management skill.

### **3.3 Research Design**

This study aims to identify the level of Training programs in Myanmar Golden 11 Investment Int'l Co., Ltd. and to analyze the effect of Training programs on employee competency and their job performance at Myanmar Golden 11 Investment Int'l Co., Ltd. There are 480 employees in Myanmar Golden 11 Investment Int'l Co., Ltd. The sample size of this study is 216 employees. The descriptive and analytical survey research method, and linear regression method are used in this study. After collecting primary data, the survey data are entered in SPSS to analyze the results and test the reliability analysis. SPSS (Statistical Package for the Social Scientists) is a data management and statistical analysis tool for researchers. In SPSS, variables are created first before data value is entered into respective variables.

The questionnaire consists of five parts – demographic, on job training, off job training, employee competency and employee job performance. The questions in section 1 are Demographic profile of respondents. The other questions are asked with a five-point Likerts scale ranging from strongly disagree to strongly agree (1 = strongly disagree to 5 = strongly agree). The reliability analysis of the questionnaire is in next section.

### **3.4 Reliability Test**

Reliability was undertaken in order to test the internal consistency of the variables in the questionnaire. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency. Cronbach's alpha is computed by correlating the score for each scale item with the total score for each observation (usually individual survey respondents or test takers), and then comparing that to the variance for all individual item scores.

**Table (3.4) Reliability Analysis of Variables**

<b>Factor</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>	<b>Interpretation</b>
On Job Training	5	0.821	Good
Off Job Training	5	0.893	Good
Attitude	4	0.832	Good
Knowledge	4	0.814	Good
Creativity	4	0.850	Good
Ability	4	0.790	Acceptable
Employee Job Performance	8	0.871	Good

Source: Proven Technology Industry Co., Ltd. (2019)

Table (3.4) shows the outcomes of reliability test of the study. Analysis are measured based on following factors: On Job Training, Off Job Training, Attitude, Knowledge, Creativity, Ability and Job performance which shows the good and acceptable results. According to the results, the Cronbach's Alpha of all constructs are above 0.7 and it indicates that the consistency or reliability of the constructs under this study is undoubtedly accepted.

### **3.5 Demographic Profile of the Respondents**

In this study, demographic profile of respondents is analyzed with their gender, age, education level, tenure with organization, level of position, etc. This demographic profile of respondents is shown in Table (3.5).

**Table (3.5) Demographic Profile of Respondents**

No.	Demographic Factor	Description	Number	Percentage
		Total	216	100.00
1	Gender	Male	132	61.11
		Female	84	38.89
2	Age	18 – 25	38	17.59
		26 – 35	136	62.96
		36 – 45	34	15.74
		46 and above	8	3.71
3	Education Level	High School Graduate	6	2.78
		Bachelor Degree	186	86.11
		Master	24	11.11
		Ph. D Degree	0	0
4	Tenure with Organization	Less than 6 months	8	3.70
		6 months – 1 year	54	25.00
		1 – 3 years	104	48.15
		3 – 5 years	22	10.19
		5 years and above	28	12.96
5	Level of Position	Worker	14	6.48
		Engineer	126	58.33
		Supervisor	24	11.11
		Manager	46	21.30
		Assistant General Manager	6	2.78
6	Marital Status	Single	127	58.80
		Married	89	41.20
7	Training Relevancy	Yes	204	94.44
		No	12	5.56

Source: Survey Data (2019)

As shown in table (3.5), the numbers of male respondents are 132 which comprise over 60% of the sample population while the remaining respondents are female. It can be seen that over half of the employees are male. In terms of age group, the majority of the

respondents are between 25 – 34 age groups which occupy over 62%. The respondents with age between 18 – 25 comprise about the same portion as those within 36 – 45 with 17.59% and 15.74% respectively. The respondents over 46 take 3.71% only. Therefore, it can be said that the majority of the employees are under 35 who are relatively younger workforce.

When it comes to education level, over 86% of the respondents are bachelor degree holders and 11.11% are master degree holders while only 2.78% are high school graduates which show that most of the employees have strong education background. For tenure with the organization, respondents with 1 – 3 years and 6 months – 1 year comprise 48.15% and 25% respectively. 3 – 5 years and 5 years above are over 10% each whilst less than 6 months are only 3.7%. Therefore, it can be interpreted that the company has new and fresh workforce rather than employees with long service years.

For levels of position, engineers comprise 58.33% of the sample population followed by manager and supervisor with 21.3% and 11.11% respectively. Workers and assistant general managers are the least portion with 6.48% and 2.78% respectively. Therefore, the company has diamond shape hierarchical structure. In terms of marital status, singles are nearly 60% while the remaining are married.

When it comes to training relevancy, over 94% of the respondents say that the training employees received were relevant to their job while only 5.56% declined it. Therefore, it can be said that training programs provided by the company are relevant to majority of the employees.

## CHAPTER (4)

### ANALYSIS ON THE EFFECT OF TRAINING PROGRAMS ON EMPLOYEES COMPETENCY AND JOB PERFORMANCE

This chapter describes the on job training, off job training, employee competency and their job performance at Myanmar Golden 11 Investment Int'l Co., Ltd. and the effect of Training programs on employee competency and job performance by using linear regression.

#### 4.1 Training programs

In this study, Training programs of Myanmar Golden 11 Investment Int'l Co., Ltd. are studied. For Training programs, on job training and off job training with five different questions each are asked to collect data. The collected results are as follows:

##### 4.1.1 On Job Training

This section is to analyze the impression of employee on On Job Training provided by Myanmar Golden 11 Investment Int'l Co., Ltd. It contains five statements which are asked to 216 respondents. Each item has scale of 1 to 5 (1 = strongly disagree to 5 = strongly agree). This result is shown in Table (4.1).

**Table (4.1) On Job Training**

No.	Items	Mean	Std. Deviation
1	Provided the job rotation within organization.	3.54	1.200
2	Mentoring system to employees.	3.75	1.258
3	All employees received regular one-to-one training.	3.63	1.117
4	Receiving job instruction from supervisor regularly.	3.75	1.116
5	The company offers employees job enrichment occasionally.	3.67	1.200
Overall Mean		3.67	

Source: Survey Data (2019)

According to survey results from Table (4.1), the two highest mean values indicate that the company programs mentoring system to improve employees receive job instruction from their supervisors. The third highest mean value show that the company offers them job enrichment occasionally. The two lowest mean values indicate that the company utilize one-to-one coaching to train employees and job rotation opportunity across different functions and departments.

The overall mean value of 3.67 shows that employees agree that the company provides a variety on job training programs and opportunities for their improvement. As a result, it is interrupted employees got proper and effective On the Job training programs; regular Job rotation, mentoring system by senior employees, one-to-one coaching, and job enrichment occasionally made improvement for employees' performance.

#### 4.1.2 Off Job Training

This section is to analyze the impression of employee on Off Job Training provided by Myanmar Golden 11 Investment Int'l Co., Ltd. It contains five statements which are asked to 216 respondents. Each item has scale of 1 to 5 (1 = strongly disagree to 5 = strongly agree). This result is shown in Table (4.2).

**Table (4.2) Off Job Training**

No.	Items	Mean	Std. Deviation
1	Provide job related lecture classes.	3.62	1.237
2	Sends employees to attend seminar programs.	3.59	1.232
3	Send to job related workshop training programs.	3.64	1.261
4	Role playing to improve knowledge and abilities.	3.73	1.071
5	Case study programs to learn new ideas.	3.69	1.142
Overall Mean		3.65	

Source: Survey Data (2019)

From these results, it can be seen that the two highest mean values indicate that employees are periodically participated in role playing activities and the company utilizes

case study programs to learn new ideas and lesson learned. The third and fourth highest mean values show that employees are provided a chance to attend workshop training programs and seminar programs which are relevant to their jobs. The lowest mean value indicates that the company provides relevant lecture classes concerned with their job assigned.

The overall mean value of 3.65 shows that the employees agree that the company provides a wide range of off job training programs to aid employees at doing their job. As a result, it is interrupted employees got proper and effective Off the Job training programs; lecture classes, seminars, workshop training, and chances to utilize occasionally made improvement for employees' performance.

## 4.2 Employee Competency

In this study, employees' competencies of Myanmar Golden 11 Investment Int'l Co., Ltd. are studied. For employee competency, attitude, knowledge, creativity and ability with four different questions each are asked to collect data. The collected results are as follows:

### 4.2.1 Attitude

This section is to analyze the attitude dimension of employee competency at Myanmar Golden 11 Investment Int'l Co., Ltd. It contains four statements which are asked to 216 respondents. Each item has scale of 1 to 5 (1 = strongly disagree to 5 = strongly agree). This result is shown in Table (4.3).

**Table (4.3) Attitude**

No.	Items	Mean	Std. Deviation
1	Feeling valued at current job.	3.65	1.203
2	Feeling motivated at workplace.	3.72	1.249
3	Feel easier to accept challenges.	3.78	1.274
4	Having sound relationship with colleagues.	3.70	1.335
Overall Mean		3.71	

Source: Survey Data (2019)

From these results, it can be seen that the highest mean value indicates that employees find it easier to accept challenges. The second highest mean value indicates that employees feel motivated at Myanmar Golden 11 Investment Int'l Co., Ltd. The third highest mean value shows that employees have sound relationship with colleagues. The lowest mean value shows that employees feel valued at their job.

The overall mean value of 3.71 indicates that employees have good attitudes. As a result, the attitude of an employee largely influences how employees perform at work and employees at Myanmar Golden 11 Investment Int'l Co., Ltd. have strong and high attitude which is very beneficial to both the company and the employee themselves.

#### 4.2.2 Knowledge

This section is to analyze the knowledge dimension of employee competency at Myanmar Golden 11 Investment Int'l Co., Ltd. It contains four statements which are asked to 216 respondents. Each item has scale of 1 to 5 (1 = strongly disagree to 5 = strongly agree). This result is shown in Table (4.4).

**Table (4.4) Knowledge**

No.	Items	Mean	Std. Deviation
1	Knowing the job functions of departments.	3.78	1.252
2	Applying best knowledge at work.	3.70	1.234
3	Familiar with department SOP.	3.76	1.260
4	Employees know what is expected from work.	3.87	1.029
Overall Mean		3.78	

Source: Survey Data (2019)

According to survey results from Table (4.4), the two highest mean values show that employees know what is expected from them at work and have functional and cross-functional knowledge and processes. The third highest mean value indicate that employees have strong knowledge of their department's SOP. The lowest mean value means that employees can apply what they learned from training programs.

The overall mean value of 3.78 indicates that employees not only have enough knowledge in their respective field but also are familiar with the processes of other departments. As per result from above table, if employees have strong knowledge of what processes are doing, the processes become smoother and faster this is critical in this modern world.

### 4.2.3 Creativity

This section is to analyze the creativity dimension of employee competency at Myanmar Golden 11 Investment Int'l Co., Ltd. It contains four statements which are asked to 216 respondents. Each item has scale of 1 to 5 (1 = strongly disagree to 5 = strongly agree). This result is shown in Table (4.5).

**Table (4.5) Creativity**

No.	Items	Mean	Std. Deviation
1	Developed new ideas and plans.	3.76	0.991
2	Think ways to reach current work goals.	3.79	1.095
3	Making suggestions from different opinion.	3.69	1.209
4	Generating ground-breaking ideas related to the field.	3.70	1.256
Overall Mean		3.74	

Source: Survey Data (2019)

Based on the survey data described in Table (4.5), the two highest mean values indicate that employees can think of many ways to reach their goals and they can plan and schedule enough for implementing new ideas. The third highest mean value shows that can generate ground-breaking ideas related to the field. The lowest mean value indicates that employees can make suggestions from another perspective.

The overall mean value of 3.74 shows that employees have certain degree of creativity at their work. As per result from above table, if employees have strong and different point of view on assigned work, eager to do creativity and development, and also having different dimensional views and suggestions.

#### 4.2.4 Ability

This section is to analyze the ability dimension of employee competency at Myanmar Golden 11 Investment Int'l Co., Ltd. It contains four statements which are asked to 216 respondents. Each item has scale of 1 to 5 (1 = strongly disagree to 5 = strongly agree). This result is shown in Table (4.6).

**Table (4.6) Ability**

No.	Items	Mean	Std. Deviation
1	More proficient at assigned work.	3.70	1.211
2	Problem-solving skill is improved.	3.78	1.022
3	Making suggestions to colleagues.	3.84	0.995
4	Overcoming obstacles at work.	3.81	0.980
Overall Mean		3.78	

Source: Survey Data (2019)

According to Table (4.6), the highest mean value indicates that employees can make suggestions to their colleagues. The second and third highest mean values show that employees can overcome obstacles that facing at work and they feel that and their problem-solving skill is improved. The lowest mean value indicates that the employees become more proficient at their work.

The overall mean value of 3.78 means that employees at Myanmar Golden 11 Investment Int'l Co., Ltd. have both hard skills and soft skills enough to solve and overcome the problems they face at work. As a result, training programs in Myanmar Golden 11 Investment Int'l Co., Ltd. are positively effect on employees' ability and employees' performance development.

#### 4.2.5 Summary of Employee Competency

This section is to analyze the employee competency at Myanmar Golden 11 Investment Int'l Co., Ltd. This result is shown in Table (4.7).

**Table (4.7) Summary of Employee Competency**

No.	Items	Mean
1	Attitude	3.71
2	Knowledge	3.78
3	Creativity	3.74
4	Ability	3.78
Overall Mean		3.75

Source: Survey Data (2019)

Based on survey data from Table (4.7), it can be seen that the respondents have highest mean value on knowledge and ability dimensions among the four which means that employees at Myanmar Golden 11 Investment Int'l Co., Ltd. have strong knowledge about their work and adequate abilities to solve and overcome the problems they face at work. The second highest mean value is creativity which shows that employees possess creativity to some extent. The last dimension, attitude, has mean value of 3.71 which means that employees exhibit strong and positive attitudes at work.

The overall mean value of 3.75 means that employees agree that they possess adequate competency to handle the responsibilities in their respective positions.

As a result, employees are happy and feel valued as successive training programs, both on the job and off the job are given occasionally and it showed that Myanmar Golden 11 Investment Int'l Co., Ltd encourages their personal development. Along with individual development, organization grows together due to skilled and talented employees.

### 4.3 Employee Job Performance

This section is to analyze the employee job performance after Training programs at Myanmar Golden 11 Investment Int'l Co., Ltd. It contains seven statements which are asked to 216 respondents. Each item has scale of 1 to 5 (1 = strongly disagree to 5 = strongly agree). This result is shown in Table (4.8).

**Table (4.8) Employee Job Performance**

No.	Items	Mean	Std. Deviation
1	Willing to accept new challenges.	3.90	1.005
2	Cooperating better with colleagues.	3.94	1.046
3	Completing the assigned jobs in time.	3.82	1.048
4	Make fewer mistakes at job.	3.79	1.258
5	Ready to adopt new culture in company.	3.76	1.244
6	Effectively perform tasks.	3.74	1.231
7	Willing to assist others.	3.95	1.107
Overall Mean		3.84	

Source: Survey Data (2019)

From Table (4.8), the two highest mean values indicate that employees are willing to assist others in need and can better cooperate with their colleagues. The third and fourth highest mean values show that employees are willing to accept new challenges and complete most jobs before deadline. The fifth largest mean value indicates that employees make less-mistake at job. The two lowest mean values show that employees are ready to adopt new changes and effectively perform tasks that are expected from them.

The overall mean value is 3.84 which mean that employees have considerably strong performance at work. According to these results, it is be interpreted that both on job training and off job training have positive effect on employee performance at Myanmar Golden 11 Investment Int'l Co., Ltd., employees have to undergo both on job training and off job training regularly and frequently. On job training includes mentoring, job rotation, job enrichment, one-to-one coaching and job instruction while off job training includes

software training, lecture programs, workshops and seminar, working, case study, etc. That is why employees improved their team work, time management, fewer mistakes and moreover accurate, flexibility to adopt the new organization culture and will to accept new challenges.

#### 4.4 The Effect of Training Programs on Employee Competency

This section finds out the effect of Training programs on employee competency. In this study, linear regression is used to test the effect of independent variables – Training programs – and dependent variable – Employee Competency. The results are shown in Table (4.9).

##### 4.4.1 The Effect of Training Programs on Attitude

This section finds out the effect of Training programs on attitude. In this study, linear regression is used to test the effect of independent variables – on job training and off job training – and dependent variable – attitude. The results are shown in Table (4.8).

**Table (4.9) The Effect of Training Programs on Attitude**

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	-.190	.093		-2.041	.042	
On Job Training	.946***	.072	.845	13.127	.000	8.843
Off Job Training	.119*	.070	.109	1.692	.092	8.843
R	.949					
R Square	.900					
Adjusted R Square	.899					
F Value	959.576***					
Durbin-Watson	1.254					

Source: Survey Data (2019)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.9), the model can explain 90% about the variation of the employee attitude of the respondents since the value of R square is 0.900. The model can explain 89.9% about the variance of the independent variables (on job training and off job training) and dependent variable (attitude) because adjusted R square is 0.899. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

According to the results, both on the job training and off the job training have highly significant at 10% significant level. It means that one unit of both on the job training and off the job training can lead 0.946 and 0.119 unit to increase attitude. Correlation coefficient (R) measures the linear relationship between two variables. According to Table (4.9), R is 0.949 which line between 0 and 1. It indicates both on the job, off the job training and ability are positive correlated. All VIFs (Variance Inflation Factor) of independent variables are less than 10, so there is no problem of multicollinearity (correlation between independent variables).

According to the results, the standardized coefficient (Beta) of on job training value is 0.845 and it is larger than off job training value is 0.109. This means that on job training has the greater contribution than off job training to increase employee attitude at Myanmar Golden 11 Investment Int'l Co., Ltd. The company has to provide these trainings in order to improve the attitude of the employees. In this highly competing world, it is very important that the employees have positive attitude so that company remains competitive. As the knowledge of individual employees becomes critical nowadays, the company has to provide necessary training programs to horn their attitude to the max. And the Durbin-Watson value is closed to 1.5 (1.254). Therefore, it indicates that there is no auto correlation in sample.

According to these results, it is be interpreted that both on job training and off job training have significant effect on employee attitude at Myanmar Golden 11 Investment Int'l Co., Ltd., employees have to undergo both on job training and off job training regularly and frequently. On job training includes mentoring, job rotation, job enrichment, one-to-one coaching and job instruction while off job training includes software training, lecture programs, workshops and seminar, working, case study, etc. That is why employees perform very well at doing their jobs, positive working attitude and motivated.

#### 4.4.2 The Effect of Training Programs on Knowledge

This section finds out the effect of Training programs on knowledge. In this study, linear regression is used to test the relationship between independent variables – on job training and off job training – and dependent variable – knowledge. The results are shown in Table (4.10).

**Table (4.10) The Effect of Training Programs on Knowledge**

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	.143	.087		1.647	.101	
On Job Training	.538***	.067	.515	8.007	.000	8.843
Off Job Training	.455***	.065	.448	6.954	.000	8.843
R	.949					
R Square	.900					
Adjusted R Square	.899					
F Value	961.069***					

Source: Survey Data (2019)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.10), the model can explain 90% about the variation of the employee knowledge of the respondents since the value of R square is 0.900. The model can explain 89.9% about the variance of the independent variables (on job training and off job training) and dependent variable (knowledge) because adjusted R square is 0.899. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

According to the results, both on the job training and off the job training have highly significant at 1% significant level. It means that one unit of both on the job training and off the job training can lead 0.538 and 0.455 unit to increase knowledge. Correlation coefficient (R) measures the linear relationship between two variables. According to Table (4.10), R is 0.949 which line between 0 and 1. It indicates both on the

job, off the job training and knowledge are positive correlated. All VIFs (Variance Inflation Factor) of independent variables are less than 10, so there is no problem of multi-collinearity (correlation between independent variables).

The standardized coefficient (Beta) of on job training value is 0.515 and it is larger than off job training value is 0.448. This means that on job training has the greater contribution than off job training to increase employee knowledge at Myanmar Golden 11 Investment Int'l Co., Ltd. Both on job training and off job training expand the knowledge horizon of the employees. It is very important that employees are familiar with the internal processes and must be good at both academic and at their job. As the knowledge of individual employees becomes critical nowadays, the company has to provide necessary training programs to horn their knowledge to the max. And the Durbin-Watson value is closed to 1.5 (1.319). Therefore, it indicates that there is no auto correlation in sample.

According to these results, it is be interpreted that both on job training and off job training have significant effect on employee working knowledge at Myanmar Golden 11 Investment Int'l Co., Ltd., employees have to undergo both on job training and off job training regularly and frequently. On job training includes mentoring, job rotation, job enrichment, one-to-one coaching and job instruction while off job training includes software training, lecture programs, workshops and seminar, working, case study, etc. That is why employees perform very well at doing their jobs by improving their working knowledge and skills.

#### **4.4.3 The Effect of Training Programs on Creativity**

This section finds out the effect of Training programs on creativity. In this study, linear regression is used to test the relationship between independent variables – on job training and off job training – and dependent variable – creativity. The results are shown in Table (4.11).

**Table (4.11) The Effect of Training Programs on Creativity**

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	.302	.093		3.248	.001	
On Job Training	.639***	.072	.640	8.873	.000	8.843
Off Job Training	.299***	.070	.308	4.267	.000	8.843
R	.935					
R Square	.875					
Adjusted R Square	.874					
F Value	743.898***					

Source: Survey Data (2019)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.11), the model can explain 87.5% about the variation of the employee creativity of the respondents since the value of R square is 0.875. The model can explain 87.4% about the variance of the independent variables (on job training and off job training) and dependent variable (creativity) because adjusted R square is 0.874. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

According to the results, both on the job training and off the job training have highly significant at 1% significant level. It means that one unit of both on the job training and off the job training can lead 0.639 and 0.299 unit to increase creativity. Correlation coefficient (R) measures the linear relationship between two variables. According to Table (4.11), R is 0.935 which line between 0 and 1. It indicates both on the job and off the job training and ability are positive correlated. All VIFs (Variance Inflation Factor) of independent variables are less than 10, so there is no problem of multi-collinearity (correlation between independent variables).

The standardized coefficient (Beta) of on job training value is 0.640 and it is larger than off job training value is 0.308. This means that on job training has the greater

contribution than off job training to increase employee creativity at Myanmar Golden 11 Investment Int'l Co., Ltd. As the creativity of individual employees becomes critical nowadays, the company has to provide necessary training programs to horn their creativity to the max. And the Durbin-Watson value is closed to 1.5 (1.338). Therefore, it indicates that there is no auto correlation in sample.

According to these results, it is be interpreted that both on job training and off job training have horned the creativity of employees at Myanmar Golden 11 Investment Int'l Co., Ltd., employees have to undergo both on job training and off job training regularly and frequently. On job training includes mentoring, job rotation, job enrichment, one-to-one coaching and job instruction while off job training includes software training, lecture programs, workshops and seminar, working, case study, etc. That is why employees can see their work in many dimensions and also employees can find out that best way to compete the assigned job task most effective way by improving their creativity.

#### 4.4.4 Analysis on the Effect of Training Programs on Ability

This section finds out the effect of Training programs on ability. In this study, linear regression is used to test the relationship between independent variables – on job training and off job training – and dependent variable – ability. The results are shown in Table (4.12).

**Table (4.12) The Effect of Training Programs on Ability**

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	.711	.097		7.341	.000	
On Job Training	.635***	.075	.696	8.452	.000	8.843
Off Job Training	.203***	.073	.229	2.784	.006	8.843
R	.915					
R Square	.837					
Adjusted R Square	.835					
F Value	546.009***					

Source: Survey Data (2019)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.11), the model can explain 83.7% about the variation of the employee ability of the respondents since the value of R square is 0.837. The model can explain 83.5% about the variance of the independent variables (on job training and off job training) and dependent variable (ability) because adjusted R square is 0.835. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

According to the results, both on the job training and off the job training have highly significant at 1% significant level. It means that one unit of both on the job training and off the job training can lead 0.635 and 0.203 unit to increase ability. Correlation coefficient (R) measures the linear relationship between two variables. According to Table (4.12), R is 0.915 which line between 0 and 1. It indicates both on the job, off the job training and ability are positive correlated. All VIFs (Variance Inflation Factor) of independent variables are less than 10, so there is no problem of multicollinearity (correlation between independent variables).

The standardized coefficient (Beta) of on job training value is 0.696 and it is larger than off job training value is 0.229. This means that on job training has the greater contribution than off job training to increase employee ability at Myanmar Golden 11 Investment Int'l Co., Ltd. As the ability of individual employees becomes critical nowadays, the company has to provide necessary training programs to horn their ability to the max. And the Durbin-Watson value is closed to 1.5 (1.346). Therefore, it indicates that there is no auto correlation in sample.

According to these results, it is be interpreted that both on job training and off job training have horned the ability of employees at Myanmar Golden 11 Investment Int'l Co., Ltd., employees have to undergo both on job training and off job training regularly and frequently. On job training includes mentoring, job rotation, job enrichment, one-to-one coaching and job instruction while off job training includes software training, lecture programs, workshops and seminar, working, case study, etc. That is why employees can implement their assigned tasks most efficient way with their upmost ability.

#### **4.5 Analysis on the Effect of Employee Competency on Employee Job Performance**

This section finds out the effect of employee competency on their job performance. In this study, linear regression is used to test the relationship between employee competency and their job performance. The results are shown in Table (4.13).

**Table (4.13) The Effect of Employee Competency on Employee Job Performance**

Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	.115	.074		1.554	.122	
Attitude	.092*	.051	.105	1.803	.073	12.574
Knowledge	.217***	.047	.231	4.587	.000	9.405
Creativity	.293***	.058	.299	5.061	.000	12.949
Ability	.388***	.063	.361	6.158	.000	12.801
R	.971					
R Square	.943					
Adjusted R Square	.942					
F Value	877.495***					

Source: Survey Data (2019)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.13), the model can explain 94.3% about the variation of the employee job performance of the respondents since the value of R square is 0.943. The model can explain 94.2% about the variance of the independent variables (employee competency) and dependent variable (employee job performance) because adjusted R square is 0.942. The value of F-test, the overall significance of the models, turned out highly significant at 1% level. The value of R is 0.971 which lies between 0 and 1. It indicates that both independent variables and dependent variable are positively correlated.

The variable “attitude” has the expected the positive sign and is significant at 10 percent level as significant value is less than 0.1. The positive relationship means that the increase attitude factor leads to increase the employee’s motivation of Myanmar Golden 11 Investment Int’l Co., Ltd. If there is increase attitude by 1 unit, this will also raise the motivation by 0.105 units.

The variable “knowledge” has the expected the positive sign and is significant at 1 percent level as significant value is less than 0.01. The positive relationship means that the increase knowledge factor leads to increase the employee’s motivation of Myanmar Golden 11 Investment Int’l Co., Ltd. If there is increase knowledge by 1 unit, this will also raise the motivation by 0.105 units.

The variable “creativity” has the expected the positive sign and is significant at 1 percent level as significant value is less than 0.01. The positive relationship means that the increase creativity factor leads to increase the employee’s motivation of Myanmar Golden 11 Investment Int’l Co., Ltd. If there is increase creativity by 1 unit, this will also raise the motivation by 0.299 units.

The variable “ability” has the expected the positive sign and is significant at 1 percent level as significant value is less than 0.01. The positive relationship means that the increase ability factor leads to increase the employee’s motivation of Myanmar Golden 11 Investment Int’l Co., Ltd. If there is increase ability by 1 unit, this will also raise the motivation by 0.361 units.

According to the results, knowledge, creativity, ability have the expected positive sign and highly significant coefficient value at 1% level. The positive relationship means that the increase in knowledge, creativity and creativity leads to higher employee job performance. Attitude has the expected positive sign and lower significant coefficient value at 1% level. The positive relationship means that the decrease in attitude leads to lower employee job performance. A unit increase in employee competency results in 0.971 increases in employee job performance.

The standardized coefficient (Beta) of employee competency means that employee performance has contribution to increase employee job performance at Myanmar Golden 11 Investment Int’l Co., Ltd. The job performance of an employee depends on the competency of the employee. The higher the competency of the employee, the more the employee can perform at their job. If the employee has positive attitude, employees become motivated and easier to accept challenges. The more knowledge of the employee implies knowing about their job and what is expected from them at work.

The more creative employees can think of ground-breaking ideas and multiple different ways to achieve to their goal. The ability of the employees let them overcome

the obstacles and make suggestions to their colleagues. Thus, high competent employees are good at their job performance at work at Myanmar Golden 11 Investment Int'l Co., Ltd. And the Durbin-Watson value is closed to 1.5 (1.351). Therefore, it indicates that there is no auto correlation in sample.

According to these results, it is be interpreted that both on job training and off job training have positive effect on employee competency at Myanmar Golden 11 Investment Int'l Co., Ltd., employees have to undergo both on job training and off job training regularly and frequently. On job training includes mentoring, job rotation, job enrichment, one-to-one coaching and job instruction while off job training includes software training, lecture programs, workshops and seminar, working, case study, etc. Employees' attitude becomes mostly positive, improved knowledge, creativity and ability.

## **CHAPTER (5)**

### **CONCLUSION**

This chapter is composed with three parts – Finds and Discussions, Suggestions and Recommendations, and Needs for Further Research. The objective of this study is to investigate On Job training and Off Job training of Myanmar Golden 11 Investment Int'l Co., Ltd. and to study the effect of training on employees' competencies and their job performance.

#### **5.1 Findings and Discussions**

This study is based on on job training and off job training, employee competency (affective, continuous and normative) and their job performance. Both primary and secondary are utilized in this study in order to achieve this paper. To analyze the study, a sample of 216 employees at Myanmar Golden 11 Investment Int'l Co., Ltd. To collect primary data, structured and self-administered questionnaires were used and Likert five-point scale was applied. General characteristic of the respondents: A total of 33 questionnaires were distributed and all of them were filled and collected by the researcher. Results indicate that training of human resources positively relates to knowledge management and employees' competencies.

In the first part of the study, Training programs provided at Myanmar Golden 11 Investment Int'l Co., Ltd. are examined. The Training programs are grouped into on job and off job training programs. The on job training includes different types of training such as job rotation, mentoring, one-to-one coaching, job enrichment, etc. The survey results show that the employees at Myanmar Golden 11 Investment Int'l Co., Ltd. have positive perception on both on job and off job training programs and activities. In general, it can be interpreted from these survey results that employees are provided by the company with a variety of on job and off job training programs to effectively improve their competency.

The second part explores the employee competency with four different dimensions namely attitude, knowledge, creativity and ability. As per the survey results, the employees at Myanmar Golden 11 Investment Int'l Co., Ltd. have strong and high

attitude which is very beneficial to both the company and employee themselves. In addition, employees have enough knowledge in their respective fields. Employees also can come up with new and different ways in planning and implementing at work. Most of the Myanmar Golden 11 Investment Int'l Co., Ltd. employees know the disciplines, SOP, and processes and procedures of Myanmar Golden 11 Investment Int'l Co., Ltd. Co., Ltd. Most of the employees think themselves as they can manage their time and knowledge effectively and employees can perform well in tasks assigned, manage information data effectively. Moreover, employees also have both hard skills and soft skills enough to solve and overcome the problems face at work.

The last part of the study examines the employee job performance at Myanmar Golden 11 Investment Int'l Co., Ltd. The survey results show that employees can complete their job before deadline and willingly accept new challenges. Moreover, employees are ready to adopt new changes in the company. In overall, the employees from Myanmar Golden 11 Investment Int'l Co., Ltd. have considerably strong performance at work.

The regression analysis on the effect of Training programs on employee competency shows that both on job and off job training have positive influence on attitude, knowledge, creativity and ability – the four dimensions of employee competency – however the former has greater contribution to increase employee competency. Another regression analysis on the effect of employee competency on employee job performance indicates that the former has positive influence over the latter. Therefore, it can be concluded that providing on job and off job training improves both employee competency and their job performance.

## **5.2 Suggestions and Recommendations**

Based on the findings, organization gets many benefits to understand what it can do to train its employees more effectively and increase employee competencies in workplace. According to survey results, employees do not receive job rotation and one-to-one coaching as much as other on job trainings therefore it is suggested to provide job rotation and one-to-one coaching more to the employees. Likewise, employees responded that less lecture class is received when compared to other off job trainings so the company should more lecture class to the employees in the future.

Employees' competencies such as willing to accept challenges, communication and cooperating with colleagues, new ideas and suggestion from different point of view, and also proficiency at assigned work improve if employees receive the On Job Training program. It is recommended that On Job Trainings programs have to keep going as the Telecommunication sector is dynamic and rapid developing one. Company also has to give the opportunity to express employees' own idea in On Job Training. From their ideas, the best advice and their competencies such as creative and innovative suggestion are much better.

On the other hand, employees agree that mentoring system is very effective in improving the employees so it is recommended to keep providing mentoring system. Employees also agree that role playing and case study programs are the most useful among the off job training programs to improve their knowledge and abilities, and learn new ideas so the senior management should keep providing these training programs but with better training designs. It is also suggested to enhance reward system not only for the trainee but also for the trainer in order that both trainer and trainees are motivated to participate in the training activities.

The results also show that employees are feeling not valued at job as much as other factors in the attitude dimension so the company should put more emphasis on psychological management of the employees. Moreover, it is also suggested that HR department and senior management strengthen the non-financial part of the HR reward system such as recognition, etc.

Last but not least, regression analysis also shows that both on job and off job trainings positively influence the employee competency and their job performance. Therefore, it is recommended to enhance both on job and off job training programs in order to maximize both employee competency and their job performance.

### **5.3 Needs for Further Research**

This study focuses only on the effect of on job training and off job training on employee competency and their job performance at Myanmar Golden 11 Investment Int'l Co., Ltd. The position levels of respondents are from managerial, supervisor, engineer and worker levels. However, this study excludes the effect of other factors on employee

competency and their job performance. Therefore, further studies should observe not only on job training and off job training but also other factors such as rewards and benefits, employee welfare, work-life balance, etc. and investigate the significance of their effects on employee competency and their job performance. And further studies that base on the effect of training on employee performance in different industries with larger sample size can also be a more fruitful research if cost and time allows. In addition, further research on the effect of the changes in technology and market trends on employee competency and job performance shall also be worthwhile and really beneficial. Moreover, including open-ended questions can also be a good option to further explore the perspective of employees on Training programs which in turn can be utilized to improve the programs. More investigation on the effect of training on employees' job satisfaction and commitment is also worthwhile for further studies.

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## **APPENDIX A**

### **Questionnaire**

Dear Respondents,

My name is Yar Moe Lwin and I am a student of the Yangon University of Economics, studying Master in Business Administration. I am working on the thesis on the topic of “The Effect of Training Programs on Employee Job Performance”.

I would really appreciate if you could spend a few minutes of your time filling in this survey. Your cooperation is greatly appreciated and obtained information will be treated strictly confidential and anonymously, and only be used for research purpose.

I kindly requested to answer all of the questions to the best knowledge of your understanding.

Thank you for your kindly cooperation,

Sincerely,

Yar Moe Lwin

OMBA – 161005

Online MBA

Please tick the box that correspondent to your answers.

**Section (1) – General**

Gender

- Male  Female

Age

- 18 - 25  26 – 35  
 36 – 45  46 and Above

Your Educational Level

- High School Graduate  Bachelor Degree  
 Master  PhD Degree

Tenure with your current Organization

- Less than 6 months  6 months – 1 year  
 1 – 3 years  3 – 5 years  5 years and Above

Your level of position

- Worker  Engineer  
 Supervisor  Manager  
 Assistant General Manager

Marital Status

- Single  Married

Frequency of Training Programs

- Monthly  Quarterly  
 Bi-Annually  Annually  
 No Specific Schedule

Were the Trainings received relevant to your work?

- Yes  No

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

## Section (2) – Training & Development Program

1= Strongly Disagreed, 2 = Disagreed, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Sr.	Statement	Significant Level				
		1	2	3	4	5
<b>On Job Training</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Employees are regularly provided with job rotation opportunity across different functions and departments.					
2	The company practices mentoring system to help improve the employees.					
3	The employees are regularly trained by one-to-one coaching.					
4	I regularly receive job instruction from my supervisor.					
5	The company offers me job enrichment occasionally.					
<b>Off Job Training</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The company provides the relevant lecture class concerned with the job assigned.					
2	The company regularly sends employees to attend seminar programs.					
3	I occasionally get a chance to attend workshop training program relevant to my job.					
4	The company provides role playing activities periodically in order to better improve their knowledge.					
5	The company utilizes case study programs to learn new ideas and lesson learned.					

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

## Section (B) – Employee Competency

1= Strongly Disagreed, 2 = Disagreed, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Sr.	Statement	Significant Level				
		1	2	3	4	5
<b>Attitude</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I feel valued at my job.					
2	I feel motivated working at this company.					
3	I find it easier to accept challenges.					
4	I have sound relationship with peers, supervisor and subordinates.					
<b>Knowledge</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I know the job functions and processes not only of my department but also of other departments.					
2	I can apply industry best practices at work that I've learned from training and development programs.					
3	I am familiar with SOP of our department.					
4	I know what is expected of me at work.					
<b>Creativity</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I develop adequate plans and schedules for the implementation of new ideas.					
2	I can think of many ways to reach my current work goals.					
3	I can make suggestions from a different point of view.					
4	I generate ground-breaking ideas related to the field.					
<b>Ability</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I feel I become more proficient at my work.					
2	My problem-solving skill is improved.					
3	I can make suggestions to my colleagues.					
4	I can overcome obstacles I face at work.					

Please read each statement carefully and decide if you ever feel this way about your work and please choose how much you agree or disagree with each statement by crossing One number for each statement.

**Section (C) – Employee Job Performance**

1= Strongly Disagreed, 2 = Disagreed, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Sr.	Statement	Significant Level				
		1	2	3	4	5
<b>Employee Job Performance</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I am willing to accept new challenges.					
2	I can cooperate better with colleagues.					
3	I complete most of my assigned jobs not later than deadline.					
4	I make less mistake at job.					
5	I speak up and am ready to adopt new changes in the company.					
6	I effectively perform tasks that are expected of me.					
7	I am willing to assist other when necessary.					

## APPENDIX B

### STATISTICAL OUTPUTS

#### (1) The Effect of Training Practices on Attitude

##### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.949 <sup>a</sup>	.900	.899	.38281	1.854

a. Predictors: (Constant), Off Job training, On Job Training

b. Dependent Variable: Attitude

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	281.240	2	140.620	959.576	.000 <sup>b</sup>
	Residual	31.214	213	.147		
	Total	312.454	215			

a. Dependent Variable: Attitude

b. Predictors: (Constant), Off Job training, On Job Training

##### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.190	.093		-2.041	.042		
	On Job Training	.946	.072	.845	13.127	.000	.113	8.843
	Off Job training	.119	.070	.109	1.692	.092	.113	8.843

a. Dependent Variable: Attitude

**(2) The Effect of Training Practices on Knowledge**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.949 <sup>a</sup>	.900	.899	.35725	1.819

a. Predictors: (Constant), Off Job training, On Job Training

b. Dependent Variable: Knowledge

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	245.322	2	122.661	961.069	.000 <sup>b</sup>
	Residual	27.185	213	.128		
	Total	272.507	215			

a. Dependent Variable: Knowledge

b. Predictors: (Constant), Off Job training, On Job Training

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.143	.087		1.647	.101		
	On Job Training	.538	.067	.515	8.007	.000	.113	8.843
	Off Job training	.455	.065	.448	6.954	.000	.113	8.843

a. Dependent Variable: Knowledge

**(3) The Effect of Training Practices on Creativity**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.935 <sup>a</sup>	.875	.874	.38265	1.938

a. Predictors: (Constant), Off Job training, On Job Training

b. Dependent Variable: Creativity

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	217.840	2	108.920	743.898	.000 <sup>b</sup>
	Residual	31.187	213	.146		
	Total	249.027	215			

a. Dependent Variable: Creativity

b. Predictors: (Constant), Off Job training, On Job Training

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.302	.093		3.248	.001		
	On Job Training	.639	.072	.640	8.873	.000	.113	8.843
	Off Job training	.299	.070	.308	4.267	.000	.113	8.843

a. Dependent Variable: Creativity

**(4) The Effect of Training Practices on Ability**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.915 <sup>a</sup>	.837	.835	.39934	1.946

a. Predictors: (Constant), Off Job training, On Job Training

b. Dependent Variable: Ability

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	174.147	2	87.073	546.009	.000 <sup>b</sup>
	Residual	33.968	213	.159		
	Total	208.115	215			

a. Dependent Variable: Ability

b. Predictors: (Constant), Off Job training, On Job Training

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.711	.097		7.341	.000		
	On Job Training	.635	.075	.696	8.452	.000	.113	8.843
	Off Job training	.203	.073	.229	2.784	.006	.113	8.843

a. Dependent Variable: Ability

**(5) The Effect of Employee Competency on Employee Job Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.971 <sup>a</sup>	.943	.942	.25431	1.851

a. Predictors: (Constant), Ability, Knowledge, Attitude, Creativity

b. Dependent Variable: Employee Job Performance

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	227.002	4	56.751	877.495	.000 <sup>b</sup>
	Residual	13.646	211	.065		
	Total	240.648	215			

a. Dependent Variable: Employee Job Performance

b. Predictors: (Constant), Ability, Knowledge, Attitude, Creativity

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.115	.074		1.554	.122		
	Attitude	.092	.051	.105	1.803	.073	.080	12.574
	Knowledge	.217	.047	.231	4.587	.000	.106	9.405
	Creativity	.293	.058	.299	5.061	.000	.077	12.949
	Ability	.388	.063	.361	6.158	.000	.078	12.801

a. Dependent Variable: Employee Job Performance