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Letter from the Editor-in-Chief

Myanmar and Korea have many similarities and are complementary relationship. Therefore, we believe that research exchange will expand mutual understanding between Myanmar and Korea, and will be the cornerstone for mutual development.

KOMYRA and YUE have co-published The Myanmar Journal since August 2014. So far, many scholars have published numerous papers through the journal, and We are sure that this journal has helped many people understand Myanmar and Korea more clearly and closely.

The Myanmar Journal covers various issues in Myanmar and Korea. It covers various topics that can promote bilateral development and mutual understanding, not limited to specific topics such as economy, industry, society, education, welfare, culture, energy, engineering, healthcare, and agriculture.

We hope that this journal will continue to promote understanding of the current status and potential capabilities of Myanmar and South Korea and promote in-depth international exchange and cooperation.

We would like to express our deepest gratitude to the editorial board and YUE and KOMYRA for their valuable support in The Myanmar Journal publication.

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Youngjun Choi *yj choi*

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This journal aims to promote the mutual cooperation and development of Myanmar and Korea through intensive researches in the entire field of society, economy, culture, and industry.

It will cover all general academic and industrial issues, and share ideas, problems and solution for development of Myanmar.

Articles for publication will be on-line released twice a year at the end of February and August every year on the Myanmar Journal webpage (http://www.komyra.com/bbs/board.php?bo_table=articles).

Effect of Employee Training on Employee Performance of Private Hospitals in Mandalay

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ABSTRACT : The study focused on the impact of training on employee performance in private Hospitals, Mandalay. The process and procedure of identifying employee skill gap in most organizations pose a big challenge to the Human Resource Department. The population used for the study was 580 staffs of Mingalar Hospital, Nyein Hospital, City Hospital and Pan Hlaing Siloam Hospital, Mandalay. A sample size of 237 was drawn to analyze the impact of training types, needs and content through the administration of questionnaires and interviewed with responsible persons of selected private Hospitals, Mandalay. And then, the secondary data were gathered from various sources of previously printed research papers. Stratified random sampling design is used to collect data. The data analysis was carried out using the Statistical Package for the Social Sciences (SPSS). The results show that the training types, training needs, training content have direct relationship with employee performance because they are less than the significant level of 1%. Therefore, employee can foster and increase performance level through training types, needs and content. As a result, this study provides the following recommendation towards improving employee performance among employees in selected private Hospitals, Mandalay: the training types at Hospitals should be kept under constant review and is important to identify the effectiveness of training types of the hospitals, the hospitals should evaluate the pre training, in-training and post training assessment to take corrective actions in the future and get employees opinion on the training.

Key words : *Employee Training, Employee Performance, Private Hospital*

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I. Introduction

Service sector is the rapidly growing area of the world economy and the health services organizations play an important role in such growth. During the recent decade, the number of private centers providing health care service in Mandalay has been ever increasingly growing. In 2020, the city has 34 private hospitals (source: Mandalay city development committee), and the private health care services market has turned out to be a competitive environment. Highly competitive market in the private hospital industry has caused increasing pressure on them to provide services with higher quality.

A well-structured and planned training session offers stronger understanding of the industry to the staff. It helps in building confidence amongst the employees and thereby enabling them to perform better. Continuous training also keeps the employees competent and at par with their peers at similar organizations (Technecon Healthcare, 2017).

Private healthcare sector today is undergoing rapid transformation in terms of quality service delivery, technology, operation, workforce management. This case promotes those organizations to increase their interest in training. If we take into account the privacy of the health sector through offering the intangible services, this is posing a direct and quick threat to the hospitals in case of lacking patient satisfaction, which may require that senior management of these hospitals prepare a specialized training programs in order to raise the capabilities and skills of workers.

The intense competition among the private hospitals forces organizations to plan and provide training to their staff in order to bridge this gap. To assist in the possible improvement of employee training in private hospitals in Mandalay, the survey aims to investigate the impact of employee training on employee performance of Mingalar Hospital, Nyein Hospital, City Hospital and Pan Hlaing Siloam Hospital in Mandalay.

II. Rationale of the Study

The issues of employee training were not taken seriously by many organizations. This is because of the failure to acknowledge the fact that the business environment has become very dynamic and only those organizations with the right manpower to meet the modern technological and informational need in the business times can succeed in the globalized business world. Training is paramount to the success of any modern organization for organization to compete effectively it must train its

manpower to meet with the requirements for sustainability.

Nowadays, training is the essential tool in this competitive business world, especially in hospital industry. Many research findings indicate that training has a positive impact on business outcome through increased productivity, improved management skill, reduced production cost easy access to profitability and expanded market resulted from new idea from the training.

Due to the rapid transformation in terms of quality service delivery, technology, operation, workforce management etc., private hospitals are now facing new changes as well as challenges for productivity and survival. Therefore, in order to meet these challenges, the entire hospital industry needs more improvements and effective training. In private hospitals, employees are needed necessary technical training in order to perform their task better, improve their work-related skill set, increase knowledge about their work, become aware of their future roles and responsibilities related to their task, etc. to provide quality medical service.

Therefore, this study will be carried out to investigate the impact of training on employee performance in selected private hospitals. However, organizations that do not train an inadequate training encounter certain problem, these include insufficient access to technology, patient safety risks, low staff morale and high turnover, poor communication and coordination, reduced employee productivity, stress on management and legal issue, loss of market share and the inability to cope with favorably patient's need and satisfaction. What organizations could do to handle these problems is to engage on effective training of employees. Thus, a study on training becomes necessary.

1. Objectives of the Study

The main objective of the study is to analyze the impact of training on employee performance in selected private hospitals, Mandalay. The specific objectives of the study are as follow:

- (i) To examine the relationship between training types and employee performance in selected private hospitals
- (ii) To analyze the relationship between training needs and employee performance in selected private hospitals
- (iii) To determine the relationship between training content and employee performance in selected private hospitals

2. Scope and Method of the Study

This study focused on investigating the impact of employee training on employee performance in selected private hospitals in Mandalay. The geographic scope of the survey is private hospitals in the Mandalay region. Only four private hospitals in the city of Mandalay were selected for the survey. They are: Mingalar Hospital, Nyein Hospital, City Hospital and Pan Hlaing Siloam Hospital. The questionnaires were completed from middle and lower level staffs (Junior, Senior) of those hospitals.

III. Literature Reviews

1. Nature of Training

Training is an on-going and continuous process which aimed to achieve better employee performance through improving employee attitude and the way employee behaved at work (Mozael, 2015). Hence, training become inevitable and indispensable in order to have a capable and well-prepared workforce attaining high quality of work and maintain at an optimal level of performance toward achieving organization objectives and goals (Falola et al, 2014).

Neelam et al., (2014), training and development is defined as a planned learning experience that teaches employees how to perform their current and future work. Training is the most important factor in today's business world because it can improve the efficiency and effectiveness of employees and organizations.

Training is the systematic reconstruction of behaviors, attitudes and skills through learning, teaching, teaching and planned experience. The main purpose of training is to add value to human capital so that the organization can achieve its short- and long-term goals. Designed to meet specific needs, not training purposes. Therefore, training is demand-based because it is meant to fill knowledge gaps in the organization (Gunu et al., 2013).

Increasingly, companies of all sizes are using "lifelong learning" and other training as a way to drive employee growth and acquire a highly skilled workforce. In fact, continued improvement in employee quality and training skills and productivity is important not only to build a corporate culture that supports lifelong learning, but also to ensure long-term success and profitability for small businesses.

Therefore, training in today's employment setting is far more appropriate than training alone since human resources can exert their full potentials only when the learning process goes for beyond the simple routine. The general benefits of

employee training include improving job satisfaction and morale, increasing motivation, improving process efficiency, improving economic efficiency, improving the ability to adopt new technologies and methods, as well as business strategies, improving product innovation, and reducing employee turnover. Implementing training based on a proper needs analysis can add significant value to the organization.

2. Types of Training

There are two broad types of training available to the businesses: on-the-job and off-the-job techniques. Individual circumstances and the "who," "what" and "why" of your training program determine which method to use (Armstrong, 2019).

1) On-the-Job Training

On-the-job training is a way for employers to invest in the human capital they need to gain a strategic advantage. This type of investment can be achieved by building a job so that employees can learn while working. For example, you can improve your employees' skills by learning how to perform new tasks and using new equipment. Provide on-the-job training to employees while performing normal tasks. In this way, they don't waste time while studying. Once you have a plan for what to teach, you need to give your employees the details. You need to schedule regular reviews to keep your employees informed of their progress. Practical skills include coaching, vocational training, apprenticeship, internships and teaching assistants, job rotation and coaching.

According to Salau et al., (2014), on-the-job training could lead to organizational success and increases employee performance as they learn and perform the task at one go. This is because employee is able to relate directly of their day-to-day operations when undergoing on-the-job training (Tukunimulongo, 2016).

2) Off-the-Job Training

Off-the-job training techniques include lectures, TV lectures or discussions, case studies, role playing, simulations, group exercises and laboratory training. Small businesses can use most of these technologies, but some are too expensive. On-the-job training is also considered the most useful, but it is also the most abused and least successful training method. Simulation aims at facilitating the transfer of what has been learnt off-the job to on-the-job behavior by reproducing, in the training room, situations that are close as possible to real life. Trainees are thus given the opportunity to practice behavior in conditions identical to act or at least

very similar to those they will meet when they complete the course (Armstrong, 2019).

Role playing is used to give managers, team leaders or sales representatives practice in dealing with face-to-face situations, such as interviewing, conducting a performance review meeting, counseling, coaching, dealing with a grievance, selling, leading a group or running a meeting. It develops interactive skills and gives people insight into the way which people behave and feel. In role playing, the participants act out a situation by assuming the role of characters involved. The situation will be one in which there is interaction between two people or within a group. It should be specially prepared with briefs written for each participant explaining the situation and, broadly, their role in it. Alternatively, role playing could emerge naturally from a case study when the trainees are asked to test their solution by playing the parts of those concerned (Gajanan, 2016).

The technique of 'role reversal' in which a pair playing, for instance, a manager and a team leader run through the case and then exchange roles and repeat it, gives extra insight into the feelings involved and the skills required (Gajanan, 2016.) Role playing enables trainees to get expert advice and constructive criticism from the trainer and their colleagues in a protected training situation. It can help to increase confidence as well as developing skills in handling people. The main difficulties are either trainees are embarrassed or they do not take the exercise seriously and overplay their parts (Armstrong, 2019).

Computer based learning is an example of Electronic learning (e-learning), which uses computer Technology. No physical interaction occurs but learners are taught via instructions, observation, and processes that elucidate required skills and knowledge to meet needed organizational goals (Ongori & Nzozzo, 2017).

3. Training Needs

Training needs assessment aims at identifying performance requirements and the knowledge, skills, and abilities needed by an organization's workforce to achieve the requirements (Nyongesa, et al. 2014). Conducting needs assessment is fundamental to the success of a training program.

Training needs assessment aims at assess/evaluate the trainees' level of acquaintance with or understanding of a science, art or technique (Knowledge), possession of means (ability) to complete a task and proficiency (skill) in doing a task. The fact or condition of knowing something with familiarity is gained either through experience, association or training (Noe, 2015).

Buckley and Caple (2019) revealed that training can be initiated in response to two kinds of training needs namely; reactive needs and proactive needs. The former

arises out of an immediate and urgent on-job production or productivity shortfall for which a behavioral cause has been identified and separated from other possible causes. By contrast, proactive training need may be associated with organization's corporate strategy and human resource plan. It is future oriented and may come into being for a number of reasons such as anticipated technical developments, the result of management development and personnel replacement action and policies.

Training needs assessment involves organizational analysis, personal analysis and task analysis. Organizational analysis involves determining the appropriateness of training given the company's business strategy, its resources available for training, and support by managers and peers from training activities. Personal analysis involves determining whether performance deficiencies result from a lack of knowledge, skills, or ability or from a motivational or work-design problem, identifying who needs training, and determining employees' readiness for training. Task analysis identifies the important tasks and knowledge, skills, and behavior that need to be emphasized in training for employees to complete their tasks (Noe, 2015).

Due to globalization with many changes in world economies and dynamism at workplace, it is imperative that organizations develop their employees. At times the individuals fund their development by acquiring more knowledge, skills and competencies required at work place (Wairimu, Gachunga & Mumbo, 2013).

Training need assessment is the first step in the process which culminates into training and educational strategy of staff in an organization. Training need assessment is therefore about understanding the nature of the need and strategizing how to solve it. A well-planned training program can increase productivity, boost morale, reduce costs, increase organizational stability and flexibility, adapt to changing external costs, and adapt to changing external demands. It brings value to the organization in terms of improving organizational stability and flexibility (Nyongesa, et al. 2014). Needs assessment helps to improve the quality of training. A needs assessment has been carried out. Employees can be promoted or undergo further training to acquire more skills, knowledge and abilities to improve their performance.

4. Training Content

The content of the training is designed to help the reach specific goals and improve the efficiency of employees and organization. These include reviewing the organization's goals, assessing the organization's current management resources, determining individual needs, designing and implementing training plans, and assessing the organization's current management resources. Measuring the effectiveness of these plans and the impact of training on the quality of work of participants.

It is very necessary for the organization to design the training very carefully (Armstrong, 2019). Training designs need to be tailored to the needs of employees (Khan, Khan & Khan, 2011). Organizations that develop good training designs based on the needs of their employees and organizations always perform well. Effective training design considers learning concepts, legal issues, and various training methods (Mathis & Jackson, 2016). Training design plays a very important role. Bad training design is a waste of time and money (Tsaur & Lin, 2014).

Since the purpose of training is to help learners take the actions necessary for effective work performance, a clear understanding of how to apply learning theory to the implementation of a training plan design is required.

5. Employee Performance

According to Afshan et al., (2017) performance is defined as the attainment of specific tasks by employees of an organization (through the effort applied by employees within such organization) and it is measured against the predetermined or identified standards of accuracy, completeness, cost and speed set by the organization. There are a number of indicators that can be used to measure performance either in the context of organizations or employees, whose performance directly increase that of an organization.

Training programs improve employee expertise. Increased expertise means that employees are more comfortable in their work and play a higher level of role. When training programs are offered as a way of personal professional development, they also affect employee performance. Employees who know the future of their organization are more likely to be high performers.

Effective training addresses the gap between what is expected and what is currently being done. This direction of human performance improves people's awareness of goals and how to achieve them, especially if these goals are provided through training. Employee performance is usually viewed from a single point of view, but it can also be viewed from a behavioral point of view (Armstrong, 2019).

6. Effects of Employee Training on Employee Performance

According to current organizational development research, employee training plays an important role in improving capacity and productivity. In addition, if employees are well trained, they can significantly reduce absenteeism and operational complaints, maximizing benefits and immediate satisfaction through training. For training programs, training instructions are easily available and trainees are ready for training

Once the training plan is complete, assessments are performed as needed to determine the effectiveness of the plan. The essence of the assessment is to understand that the level of training has a positive impact on employee productivity. The development of an organization follows the development of the individuals that make up the organization. Therefore, an organization can only be effective and efficient when employees acquire and apply the necessary skills and knowledge. (Oranyan and Oshiro, 2018)

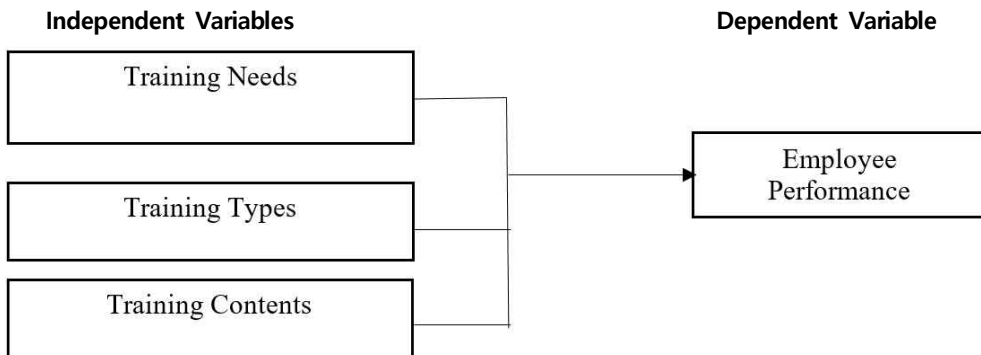
Employee performance is also believed to be essential to achieving organizational goals and depends on many factors, as training can improve skills, abilities, self-confidence, and abilities. This is very important (Naveed et al., 2014). The benefits of training are clear. Training plays an important role in organizational development, performance improvement, and productivity improvement. Obviously, training plays an important role in organizational development, performance and productivity.

However, implementing training programs as a solution to performance issues, such as closing the gap between standard performance and actual performance, is an effective way to improve employee performance (Swart et al., 2015). Employees may lack commitment due to lack of motivation. This lack of knowledge and skills can contradict the achievement of an organization's goals and ultimately affect the performance of the organization. Therefore, organizations need to bridge the gap between expected and actual performance (Sahinidis and Bouris, 2018).

7. Conceptual Framework of Employees Training on Employee Performance in Private Hospitals

The Figure below, illustrates the conceptual framework of this study. In the conceptual framework below, Training needs, Training types and Training contents are independent variables of the framework and Employee performance is the dependent variable.

Figure 1. Conceptual Framework of the Study



Source: Adopted from Basel (2004)

Conceptual framework refers to a diagrammatical representation that describes the relationship between a dependent variable and independent variables. The framework below is modified from the literature review and based on the theory concern. Figure 1 is the conceptual framework of the study. The three independent variables (training types, training needs and training content) impact on the dependent variable (employee performance). In the current research, conceptual framework presents the impact of training on employee performance in selected private hospitals, Mandalay by using human capital theory.

IV. Analysis and Findings

According to the study, the data are firstly analyzed using descriptive statistics to project respondent’s profile. The analysis is based on the two hundred and fifteen respondents from private hospitals, Mandalay.

Table 1. Demographic Profile of Respondents

Gender	Number of Respondents	Percentage (%)
Male	58	27.0
Female	157	73.0
Total	215	100.0
Age (Years)	Number of Respondents	Percentage (%)
Between 18-25 years	91	42.3
Between 26-35 years	86	40.0
Between 36-45 years	30	14.0
Between 46-55 years	7	3.3
Above 55 years	1	0.5
Total	215	100.0

Educational Qualification	Number of Respondents	Percentage (%)
B. Phram	17	7.9
B. Med. Tech	18	8.4
B.N.Sc	27	12.6
MB.BS	59	27.4
BA/B.Sc	82	38.1
Others	12	5.6
Total	215	100.0
Service Years	Number of Respondents	Percentage (%)
Below 1 year	165	76.7
Between 1-5 years	17	7.9
Between 6-10 years	15	7.0
Above 10 years	18	8.4
Total	215	100
Frequency of Training	Number of Respondents	Percentage (%)
1 time	22	10.2
2 times	11	5.1
3 times	15	7.0
4 times	37	17.2
5 times and more than	130	60.5
Total	215	100.0

Source: Survey Data, 2020

Respondents by Gender as presented in Table (1) shows that 58 respondents representing 27 % of the respondents are male while 157 representing 73% are female. This implies that the private hospitals employ more female than male. Respondents of 91 out of 215 respondents are in the age bracket of 18-25, representing 42.3%; 86 representing 40 % are in the age of 26-35, while 30 representing 14% are in the age range of 36-45 and 7 respondents representing 3.3% of the respondents are aged between 46 -55. The one respondent representing only 0.5% of the respondents is aged above 55 years. This implies that 82.3% of the respondents are between 18- 35 years of age. And then (7.9%) of employees of educational qualification are B. Phram, (8.4%) of employees of educational qualification are B. Med. Tech and (12.6%) of employees are B.N.Sc. In term of percentage, the second largest of respondents are MB.BS (27.4%) and the majority of respondents are BA/B.Sc (38.1%). The respondent of others group is 5.6% in the research.

Table (1) showed that (76.7%) of employees are service year below 1 year, (7.9%) of employees are between 1 and 5 years, (7%) of employees are between 6 and 10 years and (8.4%) of employees are above 10 years. In term of percentage, the majority of respondents are service year below 1 year (76.7%) and the minority of respondents is service year above 10 years (8.4%). According to the table, (10.2%) of

employees are frequency of training at one time, (5.1%) of employees are frequency of training at two time, (7.0%) of employees are frequency of training at three times and (17.2%) of employees are frequency of training at four times and (60.5%) of employees are frequency of five times and more than. This implies that the majority of respondent are frequency of training at five and more times.

1. Analysis on Reliability of the Variables

Cronbach's alpha is a coefficient of reliability. It was first named alpha by Lee Cronbach's in 1951. It is commonly used as a measure of the internal consistency or reliability. Therefore, Cronbach's alpha is used to measure the reliability of items in this study. Theoretically, alpha varies from zero to 1. Empirically, alpha can take on any value less than or equal to 1, including negative value, although only positive values make sense. A common accepted value of alpha is 0.6 as the minimum and higher values of more than 0.6 are more desirable. Cronbach's alpha will generally increase as the inter- correlations among items increase and is thus known as an internal consistency estimate of reliability of test scores. Table (2) shows the results of reliability test for each variable.

Table 2. Reliability Test of the Variables

Sr.No	Item	Number of Items	Cronbach's Alpha
1	Training Types	10	0.902
2	Training Content	9	0.789
3	Training Needs	10	0.880
4	Employee Performance	10	0.922

Source: Survey Data, 2020

Table (2) shows Cronbach's alpha values for training types, content, needs and employee performance of private hospitals, Mandalay. According to the result, all scale for training factors is high reliability as their Cronbach's alpha values are the benchmark value of 0.70. According to the table, alpha value for training types is 0.902 which is the largest alpha value among the independent variables. All training variables have the alpha values of more than 0.70. These results that internal consistency of items is acceptable. The computed alpha value for all factors is more than 0.70, alpha value for employee performance is 0.922 which is the largest alpha value. Cronbach's alpha value for employee performance could be observed that alpha value is 0.922; the statistical result for employee performance reveals that internal consistency of items to concept is acceptable.

2. Pearson Correlation Analysis between Employees Training on Employee Performance in Private Hospitals

Table (3) demonstrates the correlation coefficient for dependent variable such as employee performance and independent variables such as the three dimensions of employee training. Correlation coefficients are expressed as value between +1 and -1. A coefficient of +1 indicates a perfect positive correlation. A coefficient of -1 indicates a perfect negative correlation. In negatively correlated variables, the value of one variable increases as the value of the other decreases.

Table 3. Correlation Analysis of Employees Training on Employee Performance in Private Hospitals

Sr. No.	Independent Variables	Pearson Correlation Coefficient	Sig.(2-tailed)
1	Training types	0.504**	0.000
2	Training needs	0.507**	0.000
3	Training content	0.565**	0.000

Source: Survey Data, 2020

** Correlation is significant at the 0.01 level (2-tailed).

Accordingly, in this study correlation result is given on Table (3) which shows the relationship between the independent variables (training types, needs and content) and dependent variable (employee performance). Table (3) shows that the employee performance and all independent variables has a positive correlation. According to Pearson correlation values, the training types shows the positive correlation with employee performance (0.504**). The training needs shows the positive correlation with employee performance (0.507**). The training content shows the positive correlation with employee performance (0.565**).

As a result of the research, it also indicates that there is a statistically significance correlation between independent variables (training types, training needs and training content) and dependent variable (employee performance) because their Sig (2-Tailed) value is (0.00) which is less than 0.05.

3. Multiple Regressions Analysis between Employees Training on Employee Performance in Private Hospitals

The ANOVA table shows a significant value of 0.000. This indicates that the regression is significant. (i.e., the regression model is a good fit of the data). In this study multiple regression analysis was adopted to examine the relationship of three independent variables that the researcher's indent to analyze, which includes training

types, training needs and training contents toward a dependent variable which is employee performance. Multiple regression analysis can be successfully conducted as all constructs are measured by the likert scale.

Table 4. Multiple Regression Analysis between Independent Variables Related to Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.281	0.304		0.925	0.356		
TT	0.309	0.069	0.268	4.494	0.000	0.760	1.316
TN	0.258	0.076	0.216	3.393	0.001	0.664	1.506
TC	0.342	0.068	0.327	5.060	0.000	0.646	1.549
R2	0.430						
Adjusted R2	0.421						
F-value	52.971***						

Source: Survey Data, 2020

Dependent Variables: Employee Performance

Predictor: (Constant: Training Type, Training Need, Training Content)

** Correlation is significant at the 0.05 level (2-Tail)

*** Correlation is significant at the 0.01 level (2- Tail)

According to the Table (4), regression analysis was conducted between independent variables related to employee performance. The regression output shows that training types, training needs and training content are statistically significant at 1% level because their p value are < 0.01. Thus, it is considered as the major factors which effect on employee performance. The P-value shows that significant conclusion as the significant of the model exists because the P-value is < 0.01. Similarly, P = 0.00 (< 0.01) can prove to be significant at 1% level.

The value of adjusted R2 is 0.421 that reveals 42% of the employee performance is explained by focusing on training types, training needs and training contents. Therefore, the three independent variables are significant contributing to the employee performance. According to the above result, training types, training needs and training content are directly associated with the performance level. Therefore, employee performance can foster and increase performance level through training types, training needs and training content.

Private hospitals in Mandalay should follow training need analysis to identify the skill gaps of employees to be filled before exercising training types for employee, in order to increase their interest and address the required performance. Managers of the hospital should participate in recommending skill gaps of each employee rather than the training comes from the central human resource development department.

The hospital should deliver a timely training to all employees which will be implemented and applied in the current work areas. Most employees receive one or two trainings. Hospital staffs need to be continuously trained to adapt to new technologies and new projects in this difficult environment. The hospital should evaluate the pre training, in-training and post training assessment to take corrective actions in the future and get employees opinion on the training. The hospital should design the training content not only to fulfill the hospitals' needs but also to align with the training types and needs.

The study focused on impact of training on employee performance in private hospitals, Mandalay. Training content is the most influencing factor to increase the employee performance. Therefore, training content should design updated training, requirement of the training, aligned with the goals of the hospital and suggestions of employees after the training programs to increase the employee performance. There is a need to carry out research on impact of training on employee performance in other service institutions in Myanmar and use not only independent variables training types, training needs and training content but also job satisfaction, motivation and HR Practices. It should study in assessing the impact of job satisfaction, motivation and HR Practices on employee performance and the impact of training types, training needs and training content on employee performance.

V. Conclusion

The study concludes that training is an important aspect of any successful organization. Training is considered as one of the core strategies of the organization for its effectiveness. As Hospital is a well-trained organization, the objective of the study was to analyze effects of training on employee performance in private hospitals, Mandalay was taken to examine its effectiveness. Adequate training of employees gives the organization an advantage in a competitive business environment. The need for investment in employees training is essential in the light of growing consumers' sophistication and awareness which places a need for well-informed employees. The failure to invest in training is a loss of human capital base, market share and weakened capacity to handle emerging market dynamics.

The finding from Pearson Correlation was used to show the correlation between the independent variables and dependent variable. The result indicates that training have a significant and strong relationship with employee performance. The types of training in private hospitals must be constantly adjusted. It is important to determine the effectiveness of the type of hospital training. This allows hospitals to know

whether their employees are satisfied with their work performance and workplace. Therefore, hospitals can create profits by providing customers with quality medical services.

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