



UNIVERSITI PUTRA MALAYSIA

***MEDIATION EFFECT OF TRAINING MOTIVATION ON THE
RELATIONSHIPS BETWEEN TRAINEE-, TRAINING PROGRAM-, AND
ORGANIZATIONAL-CHARACTERISTIC SUPPORT AND OVERALL
TRAINING EFFECTIVENESS***

SITI FARDANIAH ABDUL AZIZ

FPP 2013 22

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By

SITI FARDANIAH ABDUL AZIZ

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy.**

June 2013

DEDICATION

*Dedicated to my beloved family, my husband and my sons for their support and
patience during my study*



Abstract of thesis presented to the Senate of the Universiti Putra Malaysia in fulfilment of the requirement for the Degree of Doctor of Philosophy

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June 2013

Chairman: Shamsuddin Ahmad, PhD.

Faculty: Educational Studies

Human resource development (HRD) field of study has emphasized the importance of training effectiveness; in which, training motivation is highlighted as an influential factor to determine training effectiveness. However, the existence of various types of training motivation makes it difficult to determine whether training motivation can play role as predictor and mediator. Therefore, the objective of the present research was to determine the prediction and mediation effect of comprehensive training motivation (CTM) on the relationships between trainee- (TCS), training program- (TPCS), and organizational- (OCS) characteristic support and overall training effectiveness (OTE) among academic staff in a public university in Malaysia.

A research framework was developed by adapting and integrating motivational theory, training motivation model, training effectiveness model and previous researches to achieve the research objective. The research framework explains that CTM partially mediates the relationships between independent variables and OTE. In addition, the research used quantitative, survey, and prediction study. Respondents involved were 281 academic staff attended 17 general training programs provided by Centre for Academic Advancement in Universiti Kebangsaan Malaysia between April and July 2011. The instrument used in this research was checked for face validity, content validity, and constructs validity, as well as reliability, and confirmatory factor analysis. Data were analysed using structural equation modelling through SPSS and AMOS software; wherein, an exploratory data analysis was done to make sure the compliance of multivariate analysis assumption.

Findings found some variations in the respondents' background; in which, majority of respondents from various faculty/department have attended training as an option. Findings also found that the measurement and structural model to test for the research framework had sufficient goodness of fit; in which, the full was better than the partial mediation model. Majority of respondents perceived high level of OTE, CTM, OCS, TCS, and TPCS. In addition, OTE had a significant and positive relationship with independent variables. Further, it was found that CTM significantly mediated the relationship between TPCS and OTE with full mediation effect. However, CTM did not significantly mediate the relationship between TCS and OTE, and that between OCS and OTE. Additionally, CTM had a large effect on OTE ($\beta = 0.645, p = .0001$) and can explain 41% variance in OTE. Findings are consistent with some of previous research.

Findings of this research contributes to the HRD field of study by adding new findings to the body of knowledge and verifying similar findings as demonstrated in previous researches. This research is useful to inspire organization, future researcher, and the society to predict OTE by determining the level of CTM as an alternative of conducting rigorous training evaluation since the latter was expensive, complex, and time-consuming. Additionally, this research also offers a new perspective to improve training effectiveness by selecting the right TCS and TPCS, and providing the right OCS to stimulate training motivation that can be useful for future intervention. The research conclusion, implications, suggestions, and recommendations for future research are also discussed.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**KESAN PERANTARA MOTIVASI LATIHAN DALAM HUBUNGAN DI
ANTARA PELATIH, LATIHAN, KRITERIA SOKONGAN ORGANISASI
DAN KEBERKESANAN LATIHAN MENYELURUH**

Oleh

SITI FARDANIAH ABDUL AZIZ

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Bidang pembangunan sumber manusia (HRD) telah menekankan kepentingan keberkesanan latihan di mana motivasi latihan di utarakan sebagai salah satu faktor yang berpengaruh dalam menentukan keberkesanan latihan. Namun, kewujudan pelbagai jenis motivasi latihan telah menyebabkan kesulitan dalam menentukan sama ada motivasi latihan benar-benar boleh berperanan sebagai peramal dan perantara. Oleh itu, objektif kajian ini adalah untuk menentukan kesan peramal dan perantara motivasi latihan yang komprehensif (CTM) di antara hubungan kriteria sokongan pelatih (TCS), program latihan (TPCS), dan organisasi (OCS) dengan keseluruhan keberkesanan latihan (OTE) dalam kalangan staf akademik di sebuah universiti awam di Malaysia.

Satu rangka kajian telah dibangunkan dengan mengadaptasi dan mengintegrasikan teori motivasi, model motivasi latihan, model keberkesanan latihan, serta dapatan kajian-kajian lepas bagi mencapai objektif kajian ini. Rangka kajian tersebut menjelaskan bahawa CTM merupakan perantara separa di antara hubungan pemboleh ubah bebas dengan OTE. Selain itu, kajian ini juga menggunakan pendekatan kuantitatif, kaedah tinjauan, dan teknik ramalan. Responden yang terlibat merupakan staf akademik yang telah menghadiri 17 program latihan anjuran Pusat Pembangunan Akademik di Universiti Kebangsaan Malaysia, iaitu dari April hingga Julai 2011. Instrumen yang digunakan dalam kajian ini telah disemak dari segi kesahan muka, kesahan kandungan dan kesahan gagasan, di samping ujian kebolehpercayaan dan analisis pengesahan faktor. Data telah dianalisis menggunakan pemodelan struktur persamaan melalui perisian SPSS dan AMOS; di mana, analisis pemeriksaan data telah dijalankan untuk memastikan pematuhan prasyarat analisis multivariat.

Kajian ini mendapati bahawa terdapat kepelbagaian dalam latar belakang responden; di mana, majoriti responden dari pelbagai fakulti/ jabatan berlainan telah menghadiri latihan sebagai satu pilihan. Hasil kajian ini juga mendapati bahawa model pengukuran dan model struktur untuk menguji rangka kajian mempunyai tahap kebugusan sesuai (GOF) yang mencukupi; di mana, model perantara penuh adalah lebih baik berbanding model perantara separa. Majoriti responden mempersepsikan tahap yang tinggi bagi OTE, CTM, OCS, TCS, dan TPCS. Sebagai tambahan, OTE mempunyai hubungan yang signifikan dan positif dengan pemboleh ubah bebas. Selain itu, CTM merupakan perantara penuh yang signifikan dalam hubungan di antara TPCS dan OTE. Namun, CTM bukanlah perantara yang signifikan di antara

hubungan TCS dan OTE, serta di antara OCS dan OTE. Tambahan pula, CTM boleh meramalkan OTE dengan kesan yang besar ($\beta = .64, p = .0001$), di mana CTM boleh menerangkan sehingga 41% varian di dalam OTE. Dapatan kajian ini adalah konsisten dengan beberapa kajian lepas.

Hasil kajian ini dapat menyumbang kepada bidang HRD dengan memberikan penemuan baru serta mengesahkan hasil kajian yang serupa sebagaimana yang digambarkan oleh kajian-kajian lepas. Kajian ini juga berguna sebagai inspirasi kepada organisasi, penyelidik akan datang, serta masyarakat untuk meramalkan OTE dengan menentukan tahap CTM sebagai alternatif kepada proses penilaian latihan yang ketat memandangkan penilaian latihan tersebut adalah sulit, kompleks dan mengambil masa yang lama. Sebagai tambahan, kajian ini juga menawarkan satu perspektif baru untuk meningkatkan keberkesanan latihan dengan memilih TCS dan TPCS yang sesuai, serta menyediakan OCS yang sesuai bagi merangsang motivasi latihan. Kesimpulan, implikasi dan cadangan untuk kajian akan datang juga dibincangkan.

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I certify that a Thesis Examination Committee has met on **17 June 2013** to conduct the final examination of Siti Fardaniah Abdul Aziz on his (or her) thesis entitled "**Mediation Effect of Training Motivation on the Relationships between Trainee, Training, Organizational Characteristic Support, and Overall Training Effectiveness**" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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DECLARATION

I declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledge. I also declare that it has not been previously and is not currently submitted for any other degree at Universiti Putra Malaysia or at any other institution.

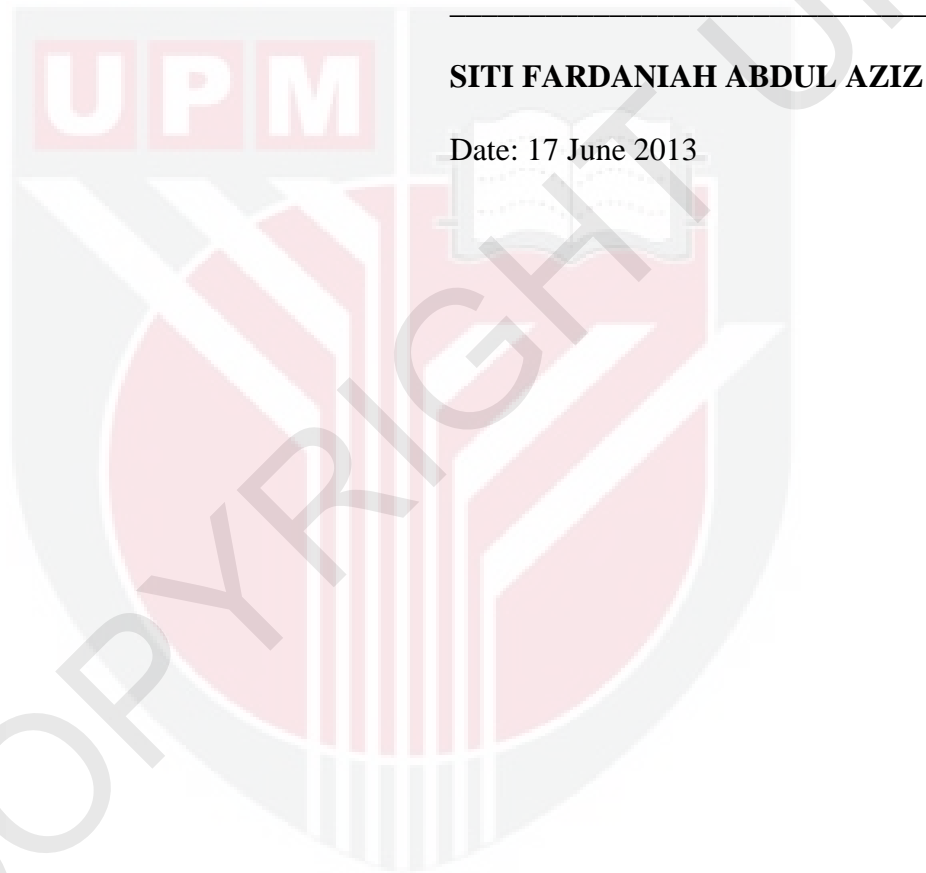


TABLE OF CONTENTS

	Page
DEDICATION	ii
ABSTRACT	iii
ABSTRAK	vi
ACKNOWLEDGEMENTS	ix
APPROVAL	x
DECLARATION	xii
LIST OF TABLES	xvii
LIST OF FIGURES	xix
LIST OF ABBREVIATIONS	xxi
CHAPTER	
I INTRODUCTION	1
Background of Study	1
Training in Universiti Kebangsaan Malaysia	7
Problem Statement	11
Research Questions	14
Research Objective	15
General Objective	15
Specific Objectives	15
Research Hypotheses	16
Significance of the Research	17
Scope of the Research	19
Limitation of the Research	20
Operational Definitions	22
Organization of the Dissertation	27
Chapter Summary	28
II LITERATURE REVIEW	29
Motivation Theories	29
Force Field Theory by Lewin (1938)	29
Expectancy Theory by Vroom (1964)	31
Theory of Planned Behaviour by Ajzen (1991)	33
Training Effectiveness Models	35
Four Levels of Training Evaluation by Kirkpatrick (1959)	36
Cervero's Continuing Profesional Education Evaluation (1988)	37
The Influence of Trainee Attitudes on Training Effectiveness by Noe and Schmitt (1986)	40
Cognitive, Skill-based, and Affective Outcomes of Training Evaluation by Kraiger et al. (1993)	41
Comprehensive Model of Training Effectiveness by Cannon-Bowers et al. (1995)	44
Return on Investment (ROI) by Phillips (1997)	46

Influence of Contextual Factors on Training Effectiveness by Quinones (1997)	48
HRD Evaluation Research and Measurement Model by Holton (2005)	50
Systematic Model of Learning Transfer by Kontoghiorghes (2004)	52
Training Motivation Model	54
Previous Research	56
Overall Training Effectiveness and the Four Dimensions	57
Independent Variables Related to Training Effectiveness	72
<i>Interaction between independent variables</i>	83
Comprehensive Training Motivation and the Four Dimensions	87
<i>Mediation Effect of Training Motivation</i>	101
Theoretical Framework for the Mediation Effect of Comprehensive Training Motivation	106
Chapter Summary	115
III METHODOLOGY	117
Research Design	117
Research Framework	118
Population and Sampling	121
Sample Size	125
Instrument Development	126
Scale Development Process	130
<i>Jury Validation for Content Validity</i>	132
<i>Pilot Study</i>	133
Validity	134
Reliability	135
Procedures	137
Data Analysis	139
Descriptive Statistics	140
Multiple Linear Regressions	141
Structural Equation Modelling	141
<i>Confirmatory factor analysis and construct validity</i>	143
<i>Correlation coefficient analysis</i>	144
<i>Regression coefficient analysis</i>	145
<i>Mediation test</i>	145
Confirmatory Factor Analysis for Individual Constructs	147
Exploratory Data Analysis	151
Normality Test	151
Outliers	152
Linearity Test	153
Heteroscedasticity of Errors	154
Independent or Errors	155
Multicollinearity Test	156
Chapter Summary	157

IV	FINDINGS AND DISCUSSIONS	158
	Demographic Profile of Respondents	158
	Gender and Faculty	158
	Position, Income Level, Qualification, Tenure, Age, Race, and Religion	160
	Training Program and Training Compliance	163
	Measurement Model Validity	165
	Model Fit	166
	Construct Validity	166
	The Level of OTE, CTM, TCS, OCS, and TPCS (Objective 1)	168
	Correlation Coefficient Analysis Using SEM (Objective 2)	170
	Structural Model Validity	178
	Regression Coefficient Analysis Using SEM (Objective 3)	181
	Mediation Test Using SEM (Objective 4)	185
	<i>H3-1: CTM mediates the relationship between OCS and OTE</i>	188
	<i>H3-2: CTM mediates the relationship between TCS and OTE</i>	188
	<i>H3-3: CTM mediates the relationship between TPCS and OTE</i>	189
	<i>Conclusion for Hypotheses 3</i>	190
	<i>Discussion</i>	192
	Chapter Summary	200
V	SUMMARY, CONCLUSION, IMPLICATIONS, AND RECOMMENDATIONS	201
	Summary	202
	Summary of the Overall Research	202
	Summary of Findings	203
	Conclusion	206
	Implications for Human Resource Development Field of Study	209
	Theoretical Contribution	210
	Practical contribution	212
	Recommendations	215
	Recommendations for HRD Practitioners	215
	Recommendations for Future Researchers	219
	Chapter Summary	222
	REFERENCES	
	APPENDICES	
	A Professional Development Policy for Academic Staff, Universiti Kebangsaan Malaysia	
	B Internal Audit Report for MS ISO 9001:2008	
	C Tables and Figures	
	D Letter of acceptance for data collection from Academic Development Centre, Universiti Kebangsaan Malaysia (Malay Version)	

- E Consent forms as a juries for content validation process (Malay Version)
- F Instrument/ Questionnaires (Malay Version)

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