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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT FOR THE DEGREE OF MASTERS OF HUMAN CAPITAL MANAGEMENT (MHCM)

SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITI MALAYSIA SABAH
2012
DECLARATION

I hereby declared that the materials in this dissertation originally expect for quotes, excerpt, summaries, and references, which have been appropriately acknowledged.

28 August 2012

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ABSTRACT

Influence of Work-Life Balance and Training and Development on Employee Performance: A Study in Sabah Forest Industries

The purpose of the study is to examine the relationship of work-life balance between employee’s performances. This study also aimed to study training and development as a second independent variable, whether it has the impact on employee performance in the organization. In this study, work-life balance is act as the dependent variable whereas employee’s performance acts as the independent variable. The relationship between the dependent variable and independent variables above are evaluated among Sabah Forest Industries workers. Hence, questionnaire is required to prove this relationship. The study is focusing on to influence of work-life among workers in Sabah Forest Industries. Questionnaires are taken from Frone and Yardley (1996), Truitt (2011) and Lynch et al., (1999) and were used to investigate the influence work-life balance on employee’s performance. A total of 400 questionnaires were distributed but only 108 questionnaires were answered. The data analysis was done by using IBM SPSS (Statistical Package for Social Science). The results from studies indicate that work-life balance has no relationship to employee performance in Sabah Forest Industries workers. The results of this study also shows that training and development have high significant to the relationship on employee performance. Nevertheless, the result has indicated that training and development are essential in human capital development since it embraces of the success of the organization. This will help the Sabah Forest Industries to enhance their training and development of the employee to make sure that employees are more productive from time to time. The study provides a baseline data for employee’s performance so that it can be improved and give more benefit to the organization.
ABSTRAK

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<td>Chartered Institute of Personnel Development</td>
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<td>GCGL</td>
<td>Graphic Communications Group Limited</td>
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<td>HR</td>
<td>Human Resource</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>ITC</td>
<td>Integrated Timber Complex</td>
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<td>MOHR</td>
<td>Ministry of Human Resources</td>
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<td>NADRA</td>
<td>National Database and Registration Authority</td>
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CHAPTER 1

INTRODUCTION

1.1 Overview

In today's society, the need to attract, motivate, develop and retain the best employees is crucial to any organizations. So to ensure those employees to retain and stay in the same organization, the organization needed to clarify its goals and objectives, and ensure that their employees satisfied with their jobs. Recently, many organizations have to acquire other companies to fill the talent gap to make retention in Human Resource (HR) and business imperative (Parker and Wright, 2001). Work-life balance has become one of the important issues of the current employment prospect in working environment today (People Management, 2002; 5). According to Guest (2001) work-life balance has been a concerned with the research, especially in terms of quality of working life and its relation to quality of life of an employee. Then this issue has been taken seriously by the employer who by adopting temporally flexible working practices (Reeves, 2001). Subsequently, this paper focusing on understanding in what way and how work-life balance can influences employee performance through proper training and development of an employee whom their working performance are below from standard of work-life balance.

The work-life balance principle has become essential between employer and employee from the workplace. The organization should truly understand what employee's need and determine how to meet these needs and at the same time managing talent of those employees to ensure the competitive advantage of organizations are sustained in the market (Society for Human Resource Management, 2006).
There are many researches on employee's performance where the research is focusing on conflict in personal and work life of employees. This called work-life conflict where the worker is unable to balance their responsibilities between work and life, whereas any unsuitability and imbalance of work and life activities (Kinnunen et al., 2006; Fritz and Sonnentag, 2006; Anwar and Shahzad, 2011). Furthermore, organization's survival in the industry only be can be predicted based on the performance of their employee human capital value. An effective human-resource practice is powerful, which fits the resource-based view concept of human capital in the organization (Purcell et al., 2003; Paauwe, 2004). The Human Resource (HR) practices is crucial for the survival of the organization since it will be able to add value in human capital based on flexibility and development (Baptiste, 2008).

In understanding on how training and development work into better employee performance, we see a study by Konrad (2006) in the United States manufacturing firms shows that when an organization maximize high-performance work systems, employees more productive rather their competitors. This is shown that if the employee has the power to take decisions related to their performance and ability to utilizing information, skills and knowledge which they have, they will become more productive and will be rewarded for their efforts. Based on a study that conducted by Stavrou et al., (2004) training and development practices can be the sources of competitive advantage, where it allowed employees to allocate their skills and knowledge to perform well in the organization. In comparison, training and development can be expensive for an organization to conduct but at the same time it is important for them polish employees' ability to achieve best performance in the long-run.

Human capital is defined as "accumulated stock of skills, experiences, and knowledge that resides in an organization's workforce and which has the capacity to engender productive labour" (Nalbantian et al., 2004). Any business that has goals not only to survive but also getting higher profit in this present day must invest in on-going training and development to improve effectiveness in production as well as to acquire the greatest profit in investment of human capital (Knoke and
Kalleberg, 1994). Knoke and Kalleberg (1994) also stated that these measures are important to ensure these employees who have been trained by the organization stay with them and preventing competitors from persuading them away. According to the Truitt (2011), training effectiveness seems unclear, but it is an essential part of the employee - employer relationship. Even this statement is proved by Knoke and Kalleberg (1994) which see organization training practices are based on many samples of diverse employing organizations is almost absent.

Based on human capital theory of Becker (1985; 1991), Shaffer et al., (2001) has concluded that the employee has the full potential to develop themselves. So in this case the resources are time (behaviours) and energy (physical and psychological) but in this theory, the individual must also prioritize of non-work activities. When these resources are clashed between work and non-work, it might bring conflict to the family and consequently give negative impact on worker’s career. In human capital theory, it is difficult to maintain a balance work and personal life. Once worker unable cope with work-life balance, they will become stress and this causes them to rely on others for resources, as like in the case of work and family issues (Greenhaus and Beutell, 1985). According to research by Ministry of Human Resources (MOHR) in 2008, Malaysia’s human capital becomes worse. MOHR stated that more than 350,000 Malaysian workers whom have tertiary education are working in other country. This shows that in Malaysia itself have serious issue in recruiting skilful people. Consequently, organization will have difficulties in finding qualified worker for their organization since many Malaysian talented workers are working abroad (National Economic Advisory Council).

Employee performance is important for business success and increasing employee knowledge, and skills. The basis of employee performance is job security, workload, absenteeism, retention and on-the-job training and off-the-job training (Dibben and James, 2007; Dyer and Reeves, 1995).
1.2 Problem Statement

In this study is made to investigate the issue regarding of performance among the employee which has associated in human capital management issues in workplace. In the world of high competitive edge in searching for the best talent, an organization has to realize that in getting the right people who are capable to work in their organization, they must make sure that these people are productive. If not, these people will be lacked in performance to work in the organization.

Work-life balance also has major consequences on employee’s attitude towards their organization but also have some influence on worker’s personal life (Baptise, 2008). According to Tehrani et al., (2007) these concepts are crucial in ensuring the needs of both employees and services and able to balance between work and non-work for all employees. In reality, work-life balance has become popular in contemporary debates since it involves the excessive demand of works, where it focusing on major issues of working environment that needed to be addressed (Guest, 2001). Then, based on study by Scholarios and Marks (2004), they suggested that work-life balance might be important for management to have a highly trained knowledge employees, such as technical professionals, which commitments on these types of workers are challenging for the employers (Davenport, 1999). Based on study by Guest (2001) there are three principal issues in work-life balance that can be identified. First, the concern on employee development at work might see as the main problem of imbalance of between work and life. Second, those individuals who have a personal life might have problem in work-life balance. Lastly, those workers whom have personal life might bring challenges in work-life balance as they might bring up a contemporary policy issue in the workplace. In many ways, work-life balance has influence on all types of working groups (Baptiste, 2008).

In the era of globalization and highly mobile environment, the issue of giving rewards through money is not enough to motivate people. The organization must look in other dimensions so that these people willing to perform work and joining with organizations. Even though many studies has been done to answer to
the questions related importance of job training, but according to Young (2008) "training and development budget is often the first to go and the last to come back". So the effect of training and development are long term process and if it has been used wisely it can bring success to the business.

In this challenging global marketplace, which is categorized as a technological advancement, the organization demands a more flexible and competent employee who able to make organization more competitive than others (Nikandrou et al., 2008). Thus, training and development are important in ensuring employees have the knowledge, skills and attitudes that are essential to achieve organizational objectives and bring a competitive advantage to the organizations (Peteraf, 1993).

To ensure success in the organization and the country's economy, training and development of the employee become more recognizable in recent years (Holden, 1997). Even in Europe, training and development of human capital are one of the most challenging tasks in the organization (Stavrou et al., 2004). On the contrary, Duffey (1988) argues that human can be the best source of competitive advantage of nation, which makes an effort to serve the public and need to be strategically effective from other nations. In addition, the strategic value of HR can affect the suitable resources that managed to ensure performance of employees can be improved (Pfeffer, 1994). In fact, the question still rose to the extent of which organization actually able to exploit the key importance of their HR of the organization. Consequently, report of the National Economic Advisory Council said that the availability of expatriates in Malaysia has decreased 9.00% every year since 2000. This means that the availability of the qualified workers is worsening in Malaysia. The training and reskilling of a worker also become challenging since it was estimated that as many 60.00% Malaysian have education only up to SPM level or equivalent. This is relatively low since human capital theory said that the training and development as well educations are a key factor to higher growth.
1.3 Research Questions

The researcher would like to investigate the effect of work-life balance between training and development on employee performance. Despite a reward towards money and benefits, employee performance is still low. This research is aligning with the research objectives as follows:

1. What is the relationship between work-life balance and employee performance?

2. What is the relationship between work-life conflict and employee performance?

3. What is the relationship between non work conflict and employee performance?

4. What is the relationship between training and development and employee performance?

1.4 Objectives of the Study

This study is aimed to examine the effect of work-life balance between training and development on employee performance. This research is aimed to study work-life balance, training and development, which have the impact on employee performance in the organization. This study also trying to prove that the unsystematic and improper organization structure can lead lower employee performance, which leads to turnover of the employee. The main objectives of the specific research objective are listed below;

1. To study the relationship between employee work-life balances has influence in employee performance.
2. To study the relationship between employee work-life conflicts has influence in employee performance.

3. To study the relationship between employee non-work conflicts has influence in employee performance.

4. To study the relationship between training and development towards employee performance.

1.5 Scope of Study

The scope of study in this research is from employee of Sabah Forest Industries (SFI) which headquarters in Sipitang Sabah. SFI is the major producer of paper and pulp in South-East Asia. This study only includes work-life balance, training and development on employee performance.

1.6 Significance of Study

This study is aim to establish and investigate whether there a relationship between work-life balances through training and development on employee performance.

This study will help the organization in identifying and improving ways or technique to increase employee performance. As a result, human-resource professional and managers can make better incentives, best work-life balance and promote training and development among the employee to ensure higher employee performance can be established. Therefore, this study will help to answer some questions regarding work-life issues. Thus, the results of the study will help the organization to gain competitive advantage in managing worker issue in the workplace.

This study will provide a better view of an employee's behaviour on employee performance, in this scale of the industry may develop the framework to promote in recruiting them in the vast scale.
Therefore this study will provide the prime answers from the targets point of view. The results will definitely help the industry players' better point of view and help them to manage the workers' issues and especially the local issue effectively. The conceptual framework is proposed in this study has not been applied to date but hopes to add to the body and create new framework of research on employee commitment.

1.7 Definition of Variables

1.7.1 Work-life balance

According to Guest (2001) work-life balance is presents definitional and understanding operational problems in terms of both policy and practice. This "work" not only based on contractual hours of employment but also including unpaid activity such as extended and unpredictable journey times and which is no seamless divide between the areas of work and at home. After that "life" has been construed to imply "family life" but according to the author are more in-depth perspective, to include also free and leisure time and irrespective of family commitments at home. Finally "balance" is meant "need to recognize that balance can have both an objective and subjective meaning and measurement, that it will vary according to circumstances and that it will also vary across individuals" (Guest, 2001).

According to (Martocchio, 2008) work-life balance is referring to paid time-off policies that compensate when employees are not working during their primary work duties, providing the employees opportunities to integrate work and non-work demands. Bratton and Gold (2003) define work-life balance as the need to "balance work and leisure/family activities". This leisure might also include such as a desire to travel, involving in community activities and take care for elderly. The definition used by the researcher is for this study is by Martocchio (2008).
1.7.2 Training and development

According to Wexley and Latham (1991: 3) training and development defines as "a planned effort by an organization to facilitate the learning of job-related behavior on the part of its employees". The purpose of training and development are to change the skills, knowledge, or behaviours of employees. Based on research by Chiaburu and Teklab (2005) training means that "is the planned intervention that is designed to enhance the determinants of individual job performance". According to Stone (2005: 311-312) training and development are intended to increase capability of employees to carry out existing jobs and likely for future jobs and where necessary to modify their behaviour accordingly.

Training, according to Armstrong (2006: 575) "is the use of systematic and planned instruction activities to promote learning". Development based on research by Noe et al., (2004), means learning that is not necessarily related to the employee's current job but and increases their skills to move into jobs that likely may that not exist yet. The definition used by the researcher is for training and development in this study is by Stone (2005).

1.7.3 Employee performance

According to Babin and Boles (1996) employee performance defined as the capability of employing to produce as compared to other employees of similar level on numerous job-related behaviours and results. Employee performance also means that the worker will achieve higher levels of individual and organizational performance which involves quality, productive, innovation rate and cycle time of performance from the employee itself (Bharadwaj, 2005).

Employee performance means that employee productivity and higher output as a result of development of the employee who brings organization effectiveness (Hameed and Waheed, 2011). So in this study the researcher will use the definition by (Babin and Boles, 1996)
1.8 Information about Sabah Forest Industries

Sabah Forest Industries (SFI) were established in June 1982, as whole by the state government of Sabah as the part of the industrialization program in the state to produce pulp and paper. Then the state government privatized with the Lion Group of Malaysia in 1990’s. Recently was acquired by Ballarpur Industries Ltd (BILT) from Lion Group in last mid-March 2007 which makes largest pulp and paper manufacturer that acquire by the Indian company. The acquirer of share involved US $ 261 million (RM 944.5 million) which is 97.80% are owned by BLIT and 2.20% are owned by the state government of Sabah.

As such BLIT are the member of Avantha Group which has USD 5.00 billion transnational many of companies like involved in engineering, power, IT, food, pulp, paper and timber amongst others. The headquarters of Avantha’s is located Delhi and employed more than 20,000 workers in 10 countries. SFI has three divisions which are Pulp and Paper, Plantations and Integrated Timber Complex (ITC) consisting of a sawmill and plymill. The objectives, vision, and mission of SFI are followed based on BLIT principles as follows;

i. **BILT’S Vision** - Our aspiration is to become a leading creator of Shareholder Value in the Paper Industry. To achieve this, we will use the ENERGY of our people, develop and implement leading edge technologies and draw on both to deliver effective world-class solutions to our customer.

ii. **BILT’S mission** - To consistently outperform expectations and deliver superior value to both our Customers and Stakeholders. To achieve this, we will energize our people, with a positive culture that rewards innovation, breeds initiatives and encourages intelligent risk taking.

iii. **BILT’ objectives**
1. To diversify the state’s economic and technological base.
2. To make the nation self reliant on its basic needs have paper.
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