

**The Impact of Training on Employees' Development in Pusat Pungutan  
Zakat, Majlis Agama Islam Wilayah Persekutuan Kuala Lumpur**

**By**

**Hasliza Binti Abdul Samad**

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**for the Degree of Master in Management**

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## **DECLARATION**

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.

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**HASLIZA BINTI ABDUL SAMAD**

Date:

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## TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
LIST OF TABLES.....	vi
LIST OF FIGURES.....	vii
LIST OF ABBREVIATIONS.....	viii
EXECUTIVE SUMMARY.....	x

### **PART 1: CASE DESCRIPTION**

1.1 GENERAL COMPANY BACKGROUND.....	1
1.1.1 Corporate Structure.....	1
1.1.2 Board of Directors.....	2
1.1.3 Management Team.....	4
1.1.4 Supporting Staff.....	4
1.1.5 Location.....	5
1.2 INDUSTRY OVERVIEW.....	5
1.3 COMPETITION AND MARKET ENVIRONMENT.....	6
1.4 STATEMENT OF PROBLEM.....	11
1.5 SPECIFIC AREA OF INTEREST.....	14
1.6 SWOT ANALYSIS.....	14
1.7 SPECIFIC PROBLEM IDENTIFICATION.....	21
1.8 CONCLUSION.....	24
1.9 DEFINITIONS OF TERMS.....	26

### **PART 2: CASE ANALYSIS**

2.1 CASE SYNOPSIS.....	27
2.2 PROBLEM IDENTIFICATION.....	29
2.3 PROBLEM DEFINITION.....	30
2.3.1 Advantage of the training.....	32
2.4 PROBLEM DIAGNOSIS.....	33
2.4.1 Training and the effectiveness.....	34
2.4.2 Encountered on non-performance employees.....	34
2.4.3 Implication to the employee development and job satisfaction.....	36
2.5 ANALYSIS.....	38
2.5.1 The best practice in PPZ-MAIWP.....	38
2.5.2 Theoretical frameworks.....	40
2.5.3 External Factors Evaluation (“EFE”) Matrix.....	42
2.5.4 Internal Factors Evaluation (“IFE”) Matrix.....	45
2.5.5 TOWS Analysis.....	48
2.6 THE COMPETITIVE PROFILE MATRIX FOR 12 FACTORS.....	52
2.7 ALTERNATIVE SOLUTIONS/OPTIONS.....	53

2.8	EVALUATION OF ALTERNATIVES/OPTIONS.....	58
2.9	RECOMMENDATIONS.....	60
2.10	IMPLEMENTATION PLAN.....	66
2.11	CONCLUSION.....	72
	REFERENCES.....	74

## LIST OF TABLES

Table 1	Internal Factors of PPZ-MAIWP
Table 2:	External Factors of PPZ-MAIWP
Table 3:	External Factors Evaluation of PPZ-MAIWP
Table 4:	Internal Factors Evaluation of PPZ-MAIWP
Table 5:	TOWS Analysis
Table 6:	The Competitive Profile Matrix For 12 Factors

## LIST OF FIGURES

- Figure 1: Corporate Structure of PPZ
- Figure 2: Board of Directors of PPZ
- Figure 3: Organization Chart on Board of Directors
- Figure 4: Management Team
- Figure 5: Staff Employment of PPZ-MAIWP
- Figure 6: Location of PPZ-MAIWP
- Figure 7: List of Pusat Pungutan Zakat in Malaysia
- Figure 8: Three (3) Competitor of Pusat Pungutan Zakat
- Figure 9: Picture on SWOT Analysis
- Figure 10: Virtual Interviewing Session with PPZ Academy and HR Team
- Figure 11: The Kirkpatrick Taxonomy Model
- Figure 12: Virtual Webinar by PPZ-MAIWP Academy (AZKA)
- Figure 13: Virtual Webinar on Employee Development

## LIST OF ABBREVIATIONS

PPZ-MAIWP:		Pusat Pungutan Zakat, Majelis Agama Islam Wilayah Persekutuan
MAIWP	:	Majlis Agama Islam Wilayah Persekutuan
BOD	:	Board of Directors
SIRCS	:	State Islamic Religious Councils
AZKA	:	Academy Zakat
HR	:	Human Resources



## **EXECUTIVE SUMMARY**

This case study is based on research and interviewing session with employees of Pusat Pungutan Zakat, Majlis Agama Islam Wilayah Persekutuan Kuala Lumpur. The case study is comprehensively focused on human resources as training department which has the power to lead in the development and performance of employees of all sections and positions of an organization and its purpose is to develop and maintain a constructive and powerful workforce.

The case study also helps to explore the relationship between developing clear expectations and goals of employees' performances in relation to the career performances among the Pusat Pungutan Zakat-MAIWP employees. It also helps to explore the performance management training style in which they build a working environment that enables employees to put more efforts in doing their best possible work so as to achieve Pusat Pungutan Zakat's organizational goals and mission.

With the successful trainings for performance management, employees can be able to improve and strengthen their skills, enhance strengths and build up the skills development with the training opportunities provided. It also plays an important role in the exploration on how performance management can help in the areas such as the employees' retention, recruitment and productivity thereby contributing a positive performance for the organization

in areas of giving appreciations and rewards to employees in order to accomplish their strategic objectives.

With the outcome of the analysis, alternatives will be derived and recommendations will be proposed strategically for the organization to achieve their objectives. From the case study, we also have a clear knowledge as relates to the impact of behaviors of employees towards organizational change and performance management commitment.

***Keywords: Training, Performance Management, Human Resources, Employee Development and Performance***

## CHAPTER 1: CASE DESCRIPTION

### 1. COMPANY BACKGROUND

Pusat Pungutan Zakat-MAIWP is the responsible body in collecting and distributing zakat. PPZ-MAIWP is wholly-owned by Islamic Religious Council (“MAIWP”). It was established under section 4 (1) of the Administration of Islamic Law (Federal Territories) 1993 – Act 505 of Malaysia.

Since the first year of establishment, PPZ-MAIWP aim of the service is encouraging muslims to settle their obligations of zakat. (Source: PPZ-MAIWP Annual Report, 2013)

#### 1.1.1 Corporate Structure

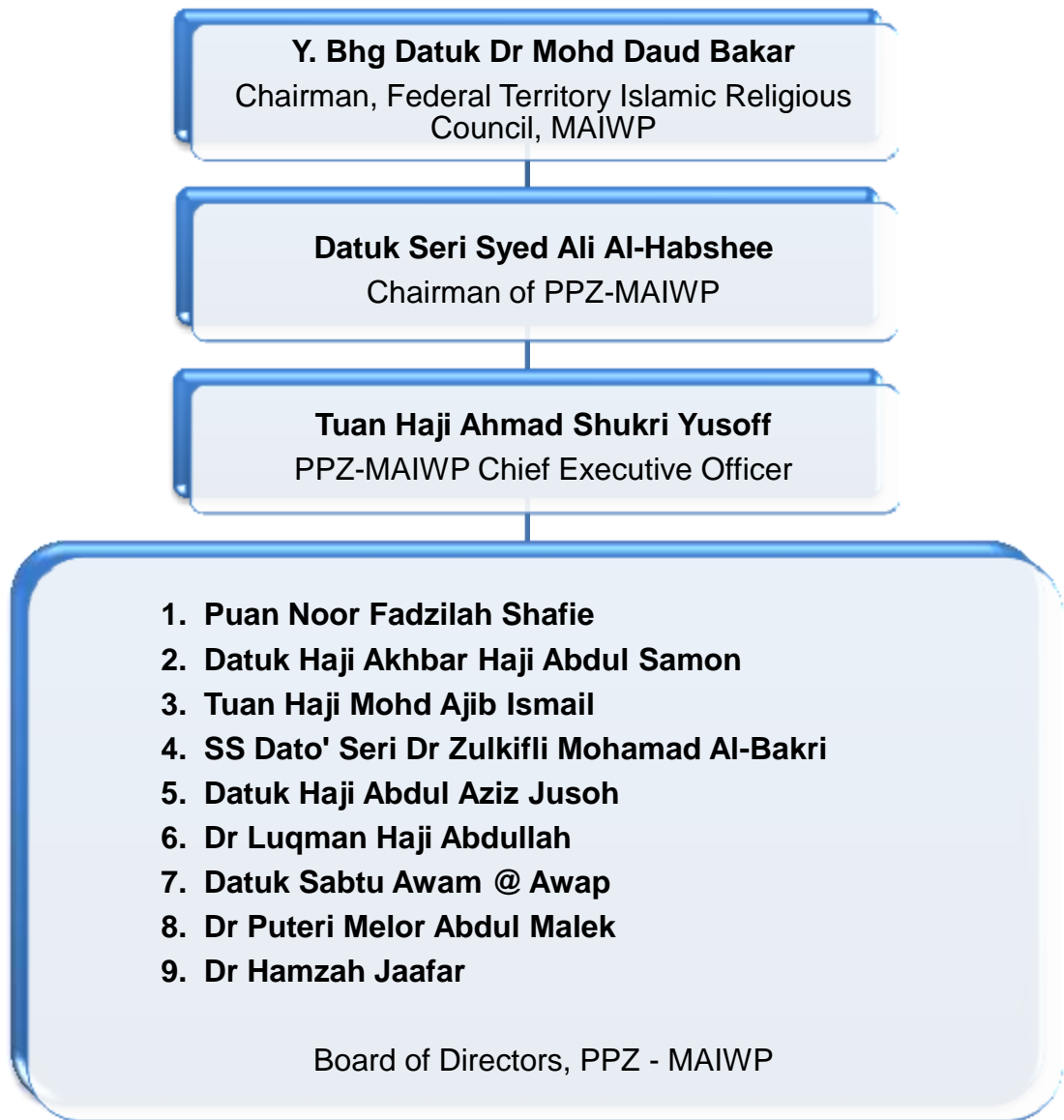


Figure 1: Corporate Structure of PPZ-MAIWP

### 1.1.2 Board of Directors



*Figure 2: Board of Directors of PPZ*



*Figure 3: Organization Chart on Board of Directors*

### 1.1.3 Management Team

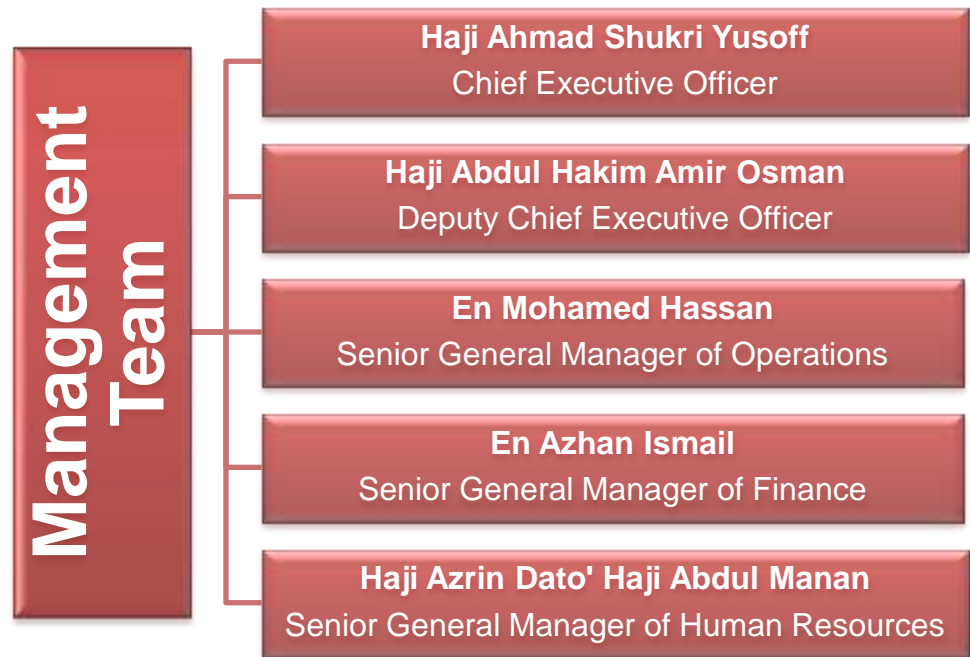


Figure 4: Management Team

### 1.1.4 Supporting Staff as at 2021



Figure 5: Staff employment of PPZ-MAIWP

### 1.1.5 Location



*Figure 6: Map Location of PPZ-MAIWP's*

Head Office:

Wisma PPZ 68-1-6 Dataran Shamelin, Jalan 4/91, Taman Shamelin Perkasa, 56100 Kuala Lumpur, Malaysia

## 1.2 INDUSTRY OVERVIEW

Pusat Pungutan Zakat institutions is a trusted bodies that manage zakat in Muslim countries. In Malaysia, zakat institutions administered under State Islamic Religious Councils (SIRCs). The institutions are expected to play a key role in promoting the socio-economic objectives of zakat in Malaysia.

Since 1991, all operation regarding to zakat collection was conducted by a company established by the council which was named HartaSuci Private Limited which used brand name as Zakat Collection Centre (Pusat Pungutan Zakat, PPZ). The establishment is in accordance with section 8A (1) states that: “The Council may, with the approval of the King, set up a company under the Companies Act 1965 [Act 125] to carry out any activities planned or undertaken by the Council in the performance of duties or powers under section 7”. PPZ-MAIWP is a wholly owned subsidiary of the Federal Territory Islamic Religious Council which is responsible for carrying out the work of collection of zakat and charity efforts and deliver message of zakat to the Muslim community in the Federal Territories of Malaysia. The distributions of zakat fund were fully managed by the treasury department (Baitulmal) of MAIWP.

### **1.3 COMPETITION AND MARKET ENVIRONMENT**

In Malaysia, zakat is managed by the State Islamic Religious Councils (“SIRCs”). Due to the demand of more efficient and effective collection and distribution of zakat funds in Malaysia, some of the Religious Councils have corporatized its institution that is responsible for the collection and distribution of zakat in those particular states.


Today, eight Religious Councils so far have been corporatized, starting with Pusat Pungutan Zakat (PPZ), Wilayah Persekutuan in 1991, followed by Pusat Zakat Selangor, Pahang and Pulau Pinang in 1995,





and lastly Pusat Pungutan Zakat Negeri Sembilan and Melaka in 2000. In 2001, it was followed by Tabung Baitulmal Sarawak where the latest corporatized was Pusat Zakat Sabah which corporatized in 2007. However, to date, only Selangor, Pulau Pinang, Sarawak and Sabah are fully corporatized (both Collection and Distribution operations).



Figure 7: Pusat Pungutan Zakat in Malaysia

No	Logo/Company	Explanation
1		<p>➤ Pusat Zakat Selangor (PZS) is a subsidiary of Majlis Agama Islam Selangor (MAIS). PZS was established on 15 February 1994 with a paid-up capital of RM500 000 (Abdul Rahman and Awang, 2003). The main objective of its formation was to collect zakat and also to improve the current management of the zakat collection system in Selangor.</p> <p>➤ The responsible of PZS are mainly as follows:-</p> <ol style="list-style-type: none"> <li>i. administer the management of zakat</li> <li>ii. managed collection and distribution of zakat.</li> <li>iii. reshape the new image of zakat institution to be more progressive and proactive.</li> <li>iv. helping asnaf within the region</li> </ol>

<p>2.</p>		<ul style="list-style-type: none"> <li>➤ The Majlis Agama Islam Negeri Sembilan (MAINS) is the state authority that have been entrusted by the Yang di-Pertuan Besar Negeri Sembilan, Undang Yang Empat and Tunku Besar Tampin, with the responsibility for all Islamic religious affairs, particularly in related to Muslim wealth and socio-economy. In order to manage Muslim wealth or property efficiently, MAINS has introduced the Baitulmal Corporation under Enactment 2015.</li> <li>➤ The structure of MAINS included sections and agencies under its umbrella as follows (BAIT-NS 100-24/5):             <ol style="list-style-type: none"> <li>1. Baitulmal:</li> <li>2. Secretariat for Students in the Middle-East (SMATT).</li> <li>3. MAINS Counseling Centre.</li> <li>4. Wakaf Corporation of Negeri Sembilan Sdn. Bhd.</li> <li>5. Zakat Centre of Negeri Sembilan</li> </ol> </li> </ul>
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		<p>Sdn. Bhd. (PZNS).</p> <p>6. MAINS Holdings Sdn. Bhd.</p> <p>7. Negeri Sembilan Board for Mosques.</p>
		<ul style="list-style-type: none"> <li>➤ Pusat Pungutan Zakat Pahang was established on 16 September 1995 and started their operational on 02 January 1996 with 9 staffs.</li> <li>➤ The establishment is to improve the collection of zakat in the state of Pahang,</li> <li>➤ In 1993, MUIP appointed a private body, AZSB (Azzakah Sdn Bhd) to manage the collection of zakat in the Kuantan district as an experiment. Azzakah Sdn Bhd managed to increase zakat collection by 100%, MUIP agreed that the same method be fully implemented throughout to the entire state of Pahang in 1996 with a 51%. shareholding by MUIP and 49% by AZSB.</li> </ul>

*Figure 8: Three (3) Competitor of Pusat Pungutan Zakat*

#### **1.4 STATEMENT OF THE PROBLEM**

The study is being carried out taking into consideration the significant of training give the impact to the employee's development. As we are aware, some employees will make many mistakes while performing their tasks. These mistakes most of the times affect the quality of work and consequently the image of the organization. There may be scenarios where human resources team are improper flourish the need and relevance of employee training and development to their employee's. This may result to the underperformance to the certain employee's as they may feel unappreciated by the organization.

This is how the human resources management are responsible for planning and implementing these efforts. It is difficult to evaluate skilled of the man power in order to improve their skills without specific training, and this may have an impact to the employee development performance.

Success or failure of any business depends on the quality of its human capital and, that is why the human resource training play important role, there are still many concerns as to which kinds of training, development and skills acquisition bring economic success to any organization. More importantly, such training has to be quantifiable and applicable to the job nature of the company. Staff training should assist individual performance to impact positively on organizational productivity both in

the short term and in the future to meet the mission and vision of the organization.

Training and development can be seen as an importance part in contribute to the employee's productivity. Employees who undergo in training and development programs will work more efficiently and this can be measured by Human Resources and the management through analysis outcomes such as from Performance Appraisal, KPI's and etc. As asserted by Mohammad (2016) organizational performance is associated with quantity of output, quality of output, timelessness of output, presence or attendance on the completed and effectiveness of work completed.

However, when human training in an organization is not given the appropriate attention, the big implication could be affected to become poor organizational performance. Tahir (2014) was emphatic that the inability of organizations to attain their goals may to poor human resource training development policies. Consequently, it becomes necessary to determine how organizational performance can be influenced through training towards employee's development.

In relation to this case study, (Harvey, 2002; Harvey, Matt & Milord 2002; Jackson, 2002; Kamoche 2002; Kamoche, Debrah, Hortwiz & Muuka, 2004; Kraak 2005) have taken as a general human resource management (HRM) focus on issues such as the effect of general training on organizational performance. Generally, performance

employee brings the result of successful to the organization, therefore underperformance employee will affect the organization; from decreasing team morale to losing business and ultimately money invested by the company.

From this issue, Human Resources have to take an action to trigger and identify the problems. There are findings that suggest performance management practices do have the same benefits to different companies that conduct performance reviews every year (Singh, Kochar & Yukse, 2010). A number of studies have suggested quarterly performance updates (Cook & Crossman, 2014; Singh, Kochar & Yukse, 2010). From various mixed results, the current study aims to investigate whether continuous performance appraisal review can identify poor performance or identify existing issues and corrective measures to be designed to improve employee productivity.

The quality of employees affects the success of the organization. Therefore, the efficient of employee's performance is related to the performance management system created by human resources department. It will have an impact on the management team as the management reform addresses and re-addresses concerns that organizations had about performance. (Sharif, 2002).

## **1.5 SPECIFIC AREA OF INTEREST**

The main objective of the study is to explore and determined the impact of training in performance management particularly to the employee's development in Pusat Pungutan Zakat, Majelis Agama Islam Wilayah Persekutuan ("PPZ-MAIWP").

The study was guided by the following research objectives:

1.3.1 To investigate the influence of training effect employee performance

1.3.2 To determine the effects of underperformance to the employee's productivity

1.3.3 What is the method can be taken to resolve the underperformance employees and lack of performance in customer service counter?

## **1.6 SWOT ANALYSIS**

Data research and analysis has been collected from interviewing session, through observations and questioning to a few of employees and from my own understanding. This case study is using based on qualitative method. Patton (2002) has argued that a qualitative research methodology can help researchers approach fieldwork without being constrained by any predetermined categories of analysis.





Figure 9: Picture on SWOT Analysis

Internal Factors

Table 1: Internal Factors of PPZ

**Strength**

S1	Competitive remuneration package, employee reward such as attractive bonuses, yearly increment provided to the employees.
S2	Vestibule training to fresh graduate employees leads to high level of performance
S3	Ability to handling multiple assignment is attributed to the special skills of an employee.
S4	Training of an employee contribute to the employee functionality, speed and efficiency in delivering the job and task. This will improve their performance and make them work more efficiently and effectively.
S5	Outdoor training activities and retreat mostly conducted

	outside Kuala Lumpur and PPZ-MAIWP also have their own academy called (AZKA), a collaboration with a few local universities for employees pursue their study.
S6	Improve quality of work and increase productivity as it will reinforce employees to think and targeting their necessity inf meeting goals.
S7	From the training it will help PPZ-MAIWP to attract talented and valued staff and help employees to better understanding on what is the mission and goals of the company.
S8	Training programs will help HR to test the efficiency and effectiveness of their performance management system.
S9	The implementation of training programs will help employees feel the organization is invested in them. As a result, they will become a better worker and more productive in contributing their skills to the company.
S10	Training programs will help employees to learn new and updated software system and new technologies in order to provide more comprehensive understanding in computer and system technologies to improve their efficiency.

### Weaknesses

W1	Employee might not have any goal in their personal or work life, Therefore, it will decrease their attention on goal attainment.
W2	Employees don't like the teaching methods – some people

	cannot adapt learn in a classroom, others can't do self-paced and others still need exercise or goal-oriented training.
W3	Training provided and given to the employees particularly incorrect with their skills and interest.
W4	Comparison the performance with another employees. Even though the employees aren't meeting the management expectations particularly in related to the job description.
W5	Unclear the objectives for each training program they participate in.
W6	Employees did not perform even though they participate the same training several times.
W7	Employee getting stress in the case of new leader with new system and management. New learning to accept for employees.
W8	Too much of theory – not all employees have same level of talent.
W9	Time requirement – employees may not enough time for staff training and in addition of daily working schedule outstanding.
W10	Intention to leave – proper employee trained and updated with the latest skills may cause some employee take for granted to leave and jump to another organization.

## External Factors

Table 2: External Factors of PPZ

### Opportunities

O1	Training involves a lot of team work; this is the great way to know fellow staff members. A happy team work will produce a brilliant working environment.
O2	Employees feel valued and appreciate by the company. This is the great opportunity to give them an incentive and provide them with great motivation to carry out their job to the best of their ability and to express their “thank you” to the company.
O3	To prepare the employees both new and old to meet the current situation based on changes in the requirements of job and organization.
O4	The training provided helps employees more effectively in their current positions by exposing them to the most up-to-date concepts, information, and techniques, as well as developing the skills they will need in their specific industry.
O5	Increased job satisfaction and morale, increased motivation, increased efficiencies in all processes, financial gain, increased capacity to adopt new technologies and methods, innovation in products, and reduced employee turnover.
O6	By implementing training program, it will provide the solution to cover performance issues such as filling the gap between standard and actual performance of employee in effective way.

O7	Training enhances the overall performance of an organization in various ways such as soft skill development, personality development, interpersonal relationship, problem solving techniques, quality improvement programs, time management skills, goal setting and workplace communication.
O8	Good reward system from the performance appraisal such as high salary increment, yearly bonuses and a lot of attractive remuneration package.
O9	Job satisfaction - There are some expectations of employees towards the company and their management that when they make policies, their opinion will be included and such policies beneficial for employees, but when the policies made by company does not involves employees and it against the interest of employee's satisfaction, there might have conflict between employee and supervisor and it will lead to the dissatisfaction of employee.
O10	Training would provide and developed a good opportunity to the employees to make a better career life and get better position and increased efficiency in organization.

### Threats

T1	Employees feel unsatisfied and feel demotivated – this may result of average performance appraisal and no improvement
T2	Demotivated employee reduced productivity – PPZ-MAIWP give

	an opportunity to the unperformed staffs by providing training frequently to give a chance for employee to improve.
T3	Increased staff turnover
T4	Neglecting what happens after training. The effectiveness after training.
T5	Information overload due to intensive day(s) long training programme.  - The reality is that people simply can't absorb and remember all of that information in that amount of time, meaning even more than usual of what's taught will be quickly forgotten and lost.
T6	Lack of interest - Many employee training programs struggle with a lack of interest from workers who fail to see the value or benefits of training courses to their personal success. Other employees may leave sessions early or simply skip classes outright if they perceive it to be boring or low-value.
T7	Limited Budget and Training Resources - the management may increase their focus on training, yet budgets remained the same from the previous year. To make the training successful, HR should design a proper implementation and it may increase the cost.
T8	Additional of new theory and policies that may cause confuse to the employees.
T9	Employees may leave for a better new job.
T10	Increased stress among staffs. With the up to date, latest

	<p>trends and knowledgeable in their specific area, HR will implement the training courses to share the knowledge but yet not every of the staff accept the training and this may cause stressed to the staff itself.</p>
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**1.7 SPECIFIC PROBLEM IDENTIFICATION**

The essence of an organization’s success is perseverance and being professional in all tasks. Quality of service based on integrity, trust, willingness to help, dedication can convince the community. These, among others, are the qualities of PPZ-MAIWP.

PPZ-MAIWP is among the most successful subsidiaries under the Federal Territory Islamic Religious Council (MAIWP) regarding its achievements and operating. This year 2020, will be a full 30 years since the establishment of PPZ-MAIWP. It overcame the various challenges that came its way before achieving this level of success

Not everyone who joins the organization is fully aware or concern of their job description or up to the job at the moment he joins the organization. Training is a necessity or compulsory in an organization and same in PPZ-MAIWP. Overall, there are approximately of 200 employees working in PPZ-MAIWP. Without providing training, employees don't have a firm grasp or initiatives on performing their responsibilities or duties. Employee training refers to programs that

provide workers with information, new skills, or professional development opportunities.

Training can only be executed when it has been determined which employees should receive training and what their current levels, knowledge and skills. Consequently, the assessment of the individual will indicate the range of skills and knowledge that is need to be attained. It is aware, that the difference between actual performance and required performance will ultimately form the training gap, and this indicate of how important the training needed. There is a case where the management providing the necessary training, the employees still did not perform well in implementing their job responsibilities. This is where an analysis is required to measured and identify their problem. To meet this target, training should be implemented in collations to linking the gap between the present performance and the standard desired performance. Training could be given via different methods such as on the coaching and mentoring, peer's cooperation and participation by the superior or team.

Training is important not only to expand productivity but also to motivate and inspire workers by allowing them to know how important their jobs are and providing them with all the information they require to carry out those jobs (Anonymous, 1998). The advantage from employee through training development are commonly will increased job satisfaction and flourished their motivation, morale, resulting in financial gain to the



employee's, increased the efficiencies and capability processes, increased the skills and knowledge to adopt new technologies, systems and methods, increased innovation on products quality and finally will reduced employee turnover.

The coloration on training and performance management is in developing potential capabilities in relation to responsibilities of human resource development in order to build employees development. According to (Kandula, 2006), the performance management must be in line with the company's long-term policies. Performance management is measured from performance outcomes which involves employee's efforts. The effectiveness of performance management will increase when there is ongoing feedback, behavior-based measures are used and to preset goals (Lawler, 2003).

Pursued to this case study, is to explore into the activities of Human Resources Department in PPZ in implementing the progress of training, and impact of the effectiveness towards employee's development.

The below analytical methods and tools are being used in this case study comprises: -

- SWOT Analysis
- External Factor Evaluation (EFE) Matrix
- Internal Factor Evaluation (IFE Matrix)
- Theoretical Framework

## 1.8 CONCLUSION

This study examined the relationship of training in performance management towards employee's development in Pusat Pungutan Zakat, Majlis Agama Islam Wilayah Persekutuan ("PPZ-MAIWP"). Organizational performance and its effectiveness can only be achieved when individuals are continuously appraised and evaluated. This is because some can work at high levels without close supervision and as well as they have a passion of their job; while others carry out their duties at marginal levels with close supervision (Obiora, 2007).

Training and learning are continuous process for everyone to develop their skill and has always a space for learning something new for their career development. Therefore, the employees who may suitable to a certain job can performing well in the organization. To performing well, the training and development programs will help employees to learn something new and they can improve their current skills. The requirements of job can be meet by providing employees proper training (Dayal, 1970). (Arnoff, 1971) mentioned that hurdles in adopting new technology or barriers which employees face in performance or productivity can be removed by conducting training sessions.

Training and development play a crucial role in human resource management as it helps to groom and improve skills of employees which in turn increases employee performance (Guest, 1997). Improved employee performance is expected from training and

development (Elangovan & Karakowsky, 1999). Training is organized attempt of an employee to acquire efficient performance in single or multiple activities (K. Z. Ahmad & Bakar, 2003). Employees should be fully involved in training programs and there must be a relation between employee and company (McConnell, 2004). Development is the process of planning and preparing towards employees for the future (Kadiresan et al., 2015). Training and Development is a challenging process of increasing the performance of employee as well as their behavior is corrected (Naris & Ukpere, 2009). As we are concern that this training and development will help businesses to adapt to a new technology by increasing the efficiency of employees (Kennedy, 2009).

Every company they will have underperforming employees – the key is to recognize them, try to motivate and help them and if they do not improve their work performance. Human resource management's majoring function in implementing training and development. The HR playing a role to recognize the employees who take part in these programs feel motivated and this will help them improve their performance. HR can analyze their employee performance has been improved or remain and identify to those who show no or less interest in training and development programs they involved (Javaid et al., 2014).

Work practices are kept on changing, if the employees are not provided with adequate knowledge and they don't get the chances of learning new things they may facing hurdles in related to skills and capabilities in

performing their job. Training is a continuous process so the employees may respond and alert to changes happening around them in an effective way (Imran & Tanveer, 2015). Management investing a lot in training programs, so, the employees must see this as an opportunity to develop and flourish their skills. With the changing of technology, the management and human resources department can recognize skills and training required due to investing in training and development programs (Mansour, 2013).

## **1.9 DEFINITION OF TERMS**

**Training:** It is defined as the process of enhancing knowledge, developing the skills, bringing about attitude, behavioral changes and boosting the potentiality of the employees to perform tasks effectively and efficiently in organization.

**Performance Management:** It is defined as the combination process of information gathering through monitoring goal completion, feedback and discussions. It is done by analyzing success, strengths, learning from previous mistakes and examining potential for growth and development to enhance the individual or employee's performance.

**Employees Development:** It can be defined as the process where the employees with a good support of their employer in implementation and undergoes training programs to enhance employee's skills and develop new knowledge.

## **PART 2: CASE ANALYSIS**

### **2.1 CASE SYNOPSIS**

Training and Development are vertical in HR domain and it is crucial updating of methods with respect to change in business activities. Training is one of the parameters for enhancing the ability of workforce for achieving the organizational activities. It is one of the crucial functions in human resource management which refers to capacity and capability building on employee or organization to meet standard performance level. Every organization can develop and enhance the quality level of employees by providing comprehensive training and development. Employee's ability changes based on the effectiveness of training program and it not only improves the performance of the employees, but also it enhances their knowledge, skills and attitude of the workers for future job. The success of the training program is based on the desired results achieved by organization.

In PPZ-MAIWP, they are carrying out training programs both in-house and outdoor for developing employee skills, also encouraging the employees for learning outside the work environment. These outdoor training programs expected to create awareness and promotes out of the box thinking. Even though the company and a responsibility of Human Resources Department to give the best training for employee's performance, they are significantly facing problem due to implementation.

According to the interviewing session with the respective management of PPZ-MAIWP, they occasionally invest approximately RM400 thousands of yearly expenditure purposely to implement training to the staff. Apparently, this amount nowadays is not enough to cover all the expenditure and IT technologies due to the increasing the number of prices of every equipment and other sources. PPZ-MAIWP will increase and expend more budget starting the year of 2021.



*Figure 10: Virtual Interviewing session with PPZ-MAIWP Academy and HR Team*

No doubt, the purpose of the training and development activities at PPZ-MAIWP is to achieve individual and organizational performance precisely. In order to sustain organization growth and effective of the performance, it is important to optimize the contribution of employees towards the company's mission and goals. However, the training and

development activities at PPZ-MAIWP facing some failure and this impact to the employee's performance and productivity.

## **2.2 PROBLEM RECOGNITION**

Based on the input from the interviewing session with PPZ-MAIWP written in Part 1 of the Case Description, including the Weaknesses and Threats matrices from the SWOT Analysis, there are 2 major problems has been recognized and it has been clustered and listed as below:

- The effectiveness on Training among employees

Well trained works will help PPZ-MAIWP increased the productivity and gain profit. The companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. Investing in employee training improve worker retention of leaving the job, build customer satisfaction and employees can contribute their creativity for new product ideas to compete with their competitors in the market.

Well trained employees in both quantity and quality performance will have more chances and eligible for promotion as we know that training is a method of learning and development to expand the efficiency not only for individual but a team and the organization as well (Goldstein and Ford 2002). A well-trained employee may

result to the excellent with the job and will need less of supervision. From the perspective of employee's development, it can be defined as the accomplishments leading to gaining of new abilities and skills for personal growth of employees.

- Non-performing Employees

From the interviewing session from the case study, it found that even though PPZ-MAIWP providing a training to the employees frequently. It is founded that there is a case that the employees aren't performing at their best. Why is this happened? There are findings that some employee's performance did not develop even though a few and same training conducted for them. From the cases study their performance stagnant to the demotivational. There is a case found that underperformance staff feel burden of their job, lack of innovative, energy and the job did not fulfill with their interest and satisfaction. In a long term, it will affect both morale of the employees and the productivity of the organization and in the scope of customers service it will give a negative impact to the customers receive.

## **2.3 PROBLEM DEFINITION**

Generally, every company provides training and development program to their employees for the improvement of their skills and abilities. Training program has framed and developed to the employees in order to line up, polished their skills with changing jobs and also to ensure

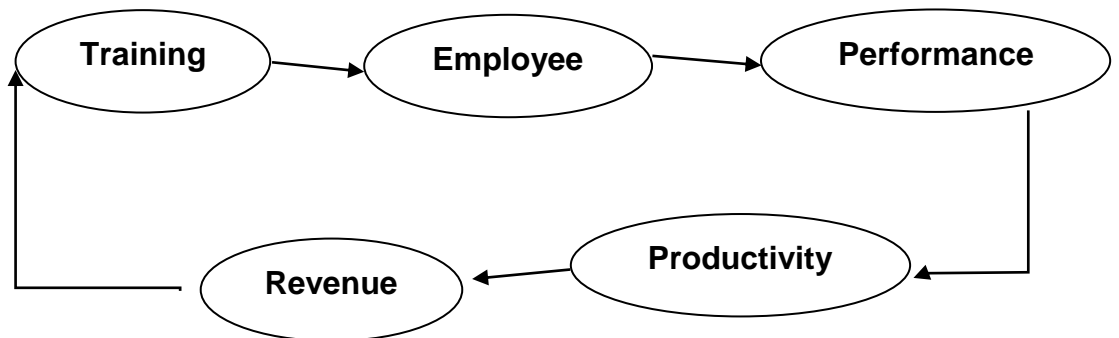


that the program implement will add the value for the growth of the organization. Companies allocating career opportunities to their employees with acquaintances and employees' ability to get benefit from these opportunities (O'Herron and Simonsen 1995). A perfect employee training and development program must be the mixture of knowledge, career development and goal setting

To achieve the objectives, human resources must classify employee working experience, work priorities and current skills they have in accomplished their task. Therefore, employees can identify the jobs that would require their future and set of skills to completed those jobs (Moses 2000). Employees should improve understanding to their work descriptions for a better accountability for career path and strategy action to attain upcoming goals.

Employee training and development programs should be created not only accomplishes its goals but it must consequences to the employees and organization. Employees should take an initiative to use those opportunities for the betterment of their future career from the training provided by the organization (Garger 1999).

### 2.3.1 Advantage of Training



*Figure 11: Relationship Cycle, Source: Rohan & Madhumita (2012).*

The above training relationship cycle can describe the efficiencies of training process resulting the good performance to the employees, increased efficiencies of productivity resulting the financial gain and revenue to the company.

On the other words, training influences the organization performance with a greater employee performance and it is the key factor in achieving the corporate goals. The way of implementing training program will provide the solution to the performance issues of employee in an effective way. Employee's ability to change is based on the effectiveness of the training implemented and it not only improves the performance of the employees, but also to enhances their knowledge, skills and attitude of the workers for future job. The competency level among employees developed through the training programs and enable them to implement their task efficiently and to achieve the companies' objectives.

## **2.4 PROBLEM DIAGNOSIS**

According to the case study and swot analysis, there are a few majoring problem identifications among employees in PPZ-MAIWP. Quite numerable cases among employees found that their performance still remain unchanged even though the training has been given frequently. There is also a case found that the representative at the front office counter unable to perform well and unable to provide good customer services. The numerable problem found as follows: -

### **2.4.1 Training and the Effectiveness**

For employees who give services at front office/counter, they should deliver consistent customer service. Willingness to learn in providing good customer service is a continuous learning process. To build the sustain and consistency, they have to build a two-way communication and charismatic within employees and customer in a way to deliver excellent customer service and keep people feel happy and satisfied.

Every customer walks in with a different type of perception, front counter customer service must smart to handle surprises and alert to the sense of customer's mood and adapt to handle it nicely and accordingly. This is where work of ethics and sense of humor is needed. Customers feel appreciate to the representative who will see their problem through to its resolution. At the same time, representative must have a good time management skill and try

not to spend too much of time in handling one customer while others are waiting.

Customer service staff should understand the product knowledge when facing inquiries from the customers and know where to turn if the questions become too detailed or technical for representative to answer. The organization which had front counter as part of their business, should have the best customer service representatives with best customer service skills. It won't valuable if the representative 'checked out' or demotivated. Best customer service skills represent the image of the organization.

#### 2.4.2 Encountered on non-performance employees

For decades, corporate training systems have been put in place to make sure employees know how to undertake a specific task. Unfortunately, in every organization, there is an issue for underperformance. This issue encountered when an employee's unable to perform their duties and they are failing to performed their duties to a higher level of expectation required by the company. No managers or superiors wants to deal in relation to performance problem, however, as a leader or superior, it is important to deal with when facing with the underperforming employee in effective ways as they are beneficial to the organization and to the future of employees itself.

Underperforming employee will affect not only to the individual but the major impact will affect to the organization performance.

To retain the underperforming employee may costly to the company as they need to spend time and money to train the employee to fulfil the requirements of the job. The management need to recognize and identify the problem that effected the employee performance. From my observation, the common causes effected to the underperformance employees from the case study comprises:

- No career visions – it is happened when employee have no vision to achieve. For other reason, the lack of performance is due to the job and the employee did not match for each other. Employee should have a clear vision and analyze what they want to achieve in the long term.
- Negative self-talk - it can be described as inner dialogue within themselves and it may cause the limitation of the ability to self-believing and believe on their own ability. Negative self-talk is something that most of us experience from time to time, and it comes in many forms. The employees may think that they are not good at this task and at the end of action they might avoid attempting the task and responsibilities. The effect of negative self-talk it will creates

a significant stress not only at a workplace but it is also affected body, mind, life of people. Negative self-talk not only be made stressful but it can really stunt individual success in their career path.

- Repetitive tasks produce boredom - these factors mainly situated at the front counter of customer service. To avoid dwelling on the aspects of repetitive tasks, job rotation may help to keep employee a positive attitude.
- Lack of settling the duties in period – shortening time framed process for example, can affect their ability to perform tasks effectively.
- Personal issues – some employees bring down the outside issues to his work. This will affect their ability to concentrate in completing their duties.

#### 2.4.3 Implication to the employee's development and job satisfaction

Job satisfaction has a collation with the employee performance, if the employee satisfied with their job, it will give the positive impact on their performance. Employees will naturally tend to perform well and they are feeling happy in contributing their service towards the organization goals achieve successfully.

However, facing to the issue of underperforming employee, HR have to observed and lead the underperforming by explaining how

a positive change will improve their career development. Explanation on the impact of underperformance is important to make the employee aware that any disciplinary action can be implemented if there is no improvement is made. Poor work performance tarnishes the image of the organization and the work place and finally spread demotivate to other members that are hard workers. The management cannot leave behind this issue as it will give an impact to the organization.

Managing the underperformance staff is a challenge to the team and the management especially if the employee continually fails to produce acceptable results. In the case of PPZ-MAIWP, during the interviewing session said that termination of employment is out of their practices as it will not resolve the problems. If the performance of the employee has not improved sufficiently, HR and team managers will re-evaluate underperformance employee progress and a few actions has been taken into consideration such as providing additional coaching, training and mentoring, moving the underperformance employee into another role of duties suitable to their skills, transfer the said employee to another department and continue monitoring their performance.

Motivation to the employees contribute to the job satisfaction and will give a good attitude towards his job and career path. A person who is highly satisfied of his job will looks positively at his job and

a person who is dissatisfied of his job will get demotivated. As adapted from (Swanepoel et al 2000:353), motivation is one of the interventions to encourage high level performance. (Cascio, 1998.299-300) stated that, managing for maximum performance as the need to manage performance effectively at the level of either individual or the for the teamwork lessons is to stay focused on the overall objectives of the performance that are builds on the foundation of the earlier lessons.

For this purpose, it is necessary to figure out the effective training program. Before conduct the training, the team managers/superior need to conduct a meeting with their employees and listening their problem and provide the solution to their problems. By listening to their problems, employees may feel satisfaction that their superior are paying to their problems, as a result, employees feel appreciated managed to perform well to their task. They will feel that the organization is taking care of the problems encountered which stopping them to enhance their performance.

## **2.5 ANALYSIS**

In order to develop the abilities of employee's satisfaction on their present and future needs, a strategic method of training and development should be introduced and implement. This is to ensure good execution of tasks and behavioral changes in the part of workers



and to enhance their skills and abilities in performing their job and duties.

To apply in the organization of PPZ-MAIWP, a general business tools, assessment and techniques and a comprehensive analysis has been taking into consideration.

#### 2.5.1 The Best Practice in PPZ-MAIWP

The concept of corporate governance of PPZ-MAIWP is based on trust that reports every activity carried out for the Minister's information at the Prime Minister's Department (Religious Affairs), the Chairman of the Federal Territory Islamic Religious Council (MAIWP) and other stakeholders. In the corporate governance structure, the Chairman and Chief Executive Officer, together with the Board of directors and the management level, are responsible for the supervision and role of PPZ-MAIWP employees. In regards to this, Human Resources is responsible to design the best practice for administrating matters relating to all staff, performance management, outline the service scheme, training, and the organization's operations. It is a framework for success, faster and more efficiently with fewer problem and minimization of mistakes. The essence of an organization's success is perseverance and being professional in all tasks. "Quality of service based on integrity, trust, willingness to help, dedication can

convince the community”. These, among the qualities and best practice of PPZ-MAIWP.

### 2.5.2 Theoretical Frameworks

In the case study, the method of The Kirkpatrick Taxonomy Model can be considered in applying the successful of employee development in PPZ-MAIWP.

Kirkpatrick Taxonomy is one of the most commonly used methods to rectify the effectiveness of corporate training programs. It was designed and developed by Don Kirkpatrick which offers four level of strategy to the effectiveness of training program:



*Figure 11: The Kirkpatrick Taxonomy Model*

- **PS 1: Reaction** - This is the level where PPZ-MAIWP gauge how the participants responded to the training given to them. To be able to identify if the conditions for learning were present, ask the participants to complete a short survey or feedback forms and gauge their reactions to training.
- **PS 2: Learning** -In the second stage, the idea is to understand what the participants learned from the training. In most cases, practical tests or short quizzes before and after the training are used to assess this.
- **PS 3: Behavior** - This is the stage that takes place a while after the training. PPZ-MAIWP should try to assess whether the participants actually put what they have learned into practice into their job roles. This can be done either by asking participants to complete self-assessments or asking their supervisor to formally assess them.
- **PS 4: Results** - In the final stage, PPZ-MAIWP need to evaluate whether the training meet the stakeholders' expectations by determining the return on the expectations, also known as ROE.

In every organization, training and development programs are an effective way to motivate employees. The management can

incorporate new methods of training to increase employee engagement. Such as mobile training, the management can design compelling training modules with multiple interactive elements which will keep them engaged in the course. If it's a classroom style training, PPZ-MAIWP have to assure that it involves the whole team in activities or use augmented reality to generate interest among learners. From this element of analysis, we can find out from the employees which skill would they want to learn or enhance.

This makes it easy for learning and development teams to arrange for those specific training programs. PPZ-MAIWP can also develop a program through which employees can demonstrate their leadership skills and move higher in their career. Providing an appropriate on career development will retain employee valuable resources.

### 2.5.3 External Factors Evaluation (“EFE”) Matrix

Opportunities		Weight	Rating	Weighted Score
1	Training involves a lot of team work; this is the great way to know fellow staff members. A happy team work will produce a brilliant working environment.	0.04	3	0.12
2	Employees feel valued and appreciate by the company. This is the great opportunity to give them an incentive and provide them with great motivation to carry out their job to the best of their ability and to express their “thank you” to	0.04	2	0.08

	the company.			
3	To prepare the employees both new and old to meet the current situation based on changes in the requirements of job and organization.	0.04	3	0.12
4	With the training provided, it helps to assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular sector.	0.07	4	0.28
5	Increased job satisfaction and morale, increased motivation, increased efficiencies in all process, financial gain, increased capacity to adopt new technologies and methods, innovation in products and reduced employee turnover.	0.03	3	0.09
6	By implementing training program, it will provide the solution to cover performance issues such as filling the gap between standard and actual performance of employee in effective way	0.05	4	0.2
7	Training enhances the overall performance of an organization in various ways such as soft skill development, personality development, interpersonal relationship, problem solving techniques, quality improvement programs, time management skills, goal setting and workplace communication.	0.03	1	0.03
8	Good reward system from the performance appraisal such as high salary increment, yearly bonuses and a lot of attractive remuneration package.	0.07	4	0.28
9	Job satisfaction - There are some expectations of employees towards the company and their management that	0.08	4	0.32

	when they make policies, their opinion will be included and such policies beneficial for employees, but when the policies made by company does not involves employees and it against the interest of employee's satisfaction, there might have conflict between employee and supervisor and it will lead to the dissatisfaction of employee			
10	Training would provide and developed a good opportunity to the employees to make a better career life and get better position and increased efficiency in organization	0.04	3	0.12

Threats		Weight	Rating	Weighted Score
1	Employees feel unsatisfied and feel demotivated – this may result of average performance appraisal and no improvement	0.03	1	0.03
2	Reduced productivity – the company still give an opportunity to the unperformed staffs by providing training frequently to give a chance for employee to improve.	0.04	1	0.04
3	Increased staff turnover	0.07	3	0.21
4	Neglecting what happens after training. The effectiveness after training.	0.08	2	0.16
5	Information overload due to intensive day(s) long training programme. - The reality is that people simply can't absorb and remember all of that information in that amount of time, meaning even more than usual of what's taught will be quickly forgotten and lost.	0.04	2	0.08
6	Lack of interest - Many employee training programs struggle with a lack of interest from workers who fail to see the value or benefits of training courses to their personal success. Other employees may leave sessions early or simply skip classes outright if they perceive it to be	0.04	4	0.16

	boring or low-value.			
7	Limited Budget and Training Resources - the management may increase their focus on training, yet budgets remained the same from the previous year. To make the training successful, HR should design a proper implementation and it may increase the cost.	0.03	4	0.12
8	Additional of new theory and policies that may cause confuse to the employees.	0.03	1	0.03
9	Employees may leave for a better new job.	0.06	2	0.12
10	Increased stress among staffs. With the up to date, latest trends and knowledgeable in their specific area, HR will implement the training courses to share the knowledge but yet not every of the staff accept the training and this may cause stressed to the staff itself.	0.09	2	0.18
	<b>Total EFE Score</b>	<b>1.00</b>		<b>2.77</b>

*Table 3: External Factors Evaluation (“EFE”) Matrix*

#### 2.5.4 Internal Factors Evaluation (“IFE”) Matrix

Based on the SWOT analysis presented on Part 1: Case Description, the internal factors – strengths and weakness – were evaluated, examined and tabulated in this subsection, objectively to identify the key strengths that can be relied on and the weakest areas that can be converted or defended. Each key factor was assigned a weight ranging from 0.0 (low importance) to 1.0 (high importance). The ratings refer to how strong or weak each factor

is in PPZ-MAIWP. The numbers range from 4 to 1, where 4 means a major strength, 3 – minor strength, 2 – minor weakness and 1 – major weakness. In the other words, strengths receive ratings 3 and 4 only, whereas weaknesses receive ratings 2 and 1 only.

	Strengths	Weight	Rating	Weighted Score
1	Competitive remuneration package, employee reward such as attractive bonuses, yearly increment provided to the employees.	0.10	4	0.40
2	Vestibule training to fresh graduate employees leads to high level of performance	0.08	4	0.32
3	Ability to handling multiple assignment is attributed to the special skills of an employee.	0.06	4	0.24
4	Training of an employee contribute to the employee functionality, speed and efficiency in delivering the job and task. This will improve their performance and make them work more efficiently and effectively.	0.02	3	0.06
5	Outdoor training activities and retreat mostly conducted outside Kuala Lumpur such as Negeri Sembilan, Penang	0.10	4	0.40
6	Improve quality of work and increase productivity as it will reinforce employees to think and targeting the necessity of meeting goals.	0.03	3	0.09
7	From the training it will help PPZ-MAIWP to attract talented and valued staff and help employees to better understanding on what is the mission and goals of the company.	0.04	3	0.12
8	Training programs will help HR to test the efficiency and effectiveness of their performance management	0.07	4	0.28



	system.			
9	The implementation of training programs will help employees feel the organization is invested in them. As a result, they will become a better worker and more productive in contributing their skills to the company	0.05	3	0.15
10	From the training programs it will help employees to learn new and updated software system and new technologies in order to provide more comprehensive understanding in computer and system technologies to improve their efficiency.	0.02	3	0.06

Weaknesses		Weight	Rating	Weighted Score
1	Employee might not have any goal in their personal or work life, Therefore, it will decrease their attention on goal attainment.	0.01	1	0.01
2	Employees don't like the teaching methods – some people cannot adapt learn in a classroom, others can't do self-paced and others still need exercise or goal-oriented training.	0.06	2	0.12
3	Training provided and given to the employees particularly incorrect with their skills and interest	0.04	2	0.08
4	Comparison the performance with another employees. Even though the employees aren't meeting the management expectations particularly in related to the job description, the superior should not compare the performance of other colleagues.	0.06	2	0.12
5	Unclear the objectives for each training program they participate in.	0.06	2	0.12

6	Employees did not perform even though they participate the same training several times	0.06	1	0.06
7	Employee getting stress in the case of new leader with new system and management. New learning to accept for employees.	0.06	2	0.12
8	Too much of theory – not all employees have same level of talent.	0.04	1	0.04
9	Time requirement – employees may not enough time for staff training and in addition of daily working schedule outstanding.	0.03	1	0.03
10	Intention to leave – proper employee trained and updated with the latest skills may cause some employee take for granted to leave and jump to another organization.	0.01	1	0.01
<b>Total IFE Score</b>		<b>1.00</b>		<b>2.83</b>

*Table 4: Internal Factors Evaluation (“IFE”) Matrix*

#### 2.5.5 TOWS Analysis

Back in 1982, a Professor of Management named Heinz Wehrich had conceptualized and developed the TOWS analytical matrix. Extracted from his article entitled “The TOWS Matrix – A Tool for Situational Analysis”, the primary objective of this tool is to systematically identify the relationships between the external factors (Opportunities and Threats) and the internal factors (Strengths and Weaknesses) prior to basing, generating strategies on them. The strategic tactics emerge by opposing S-O (Strengths-Opportunities), W-O (Weaknesses-Opportunities), S-T (Strengths-Threats) and W-T (Weaknesses-Threats).

As the main or indicated factors of PPZ-MAIWP have been identified on the previous subsections, the following TOWS analysis on the company was conducted based on them (the main factors) only.

	Strengths	Weaknesses
<p><b>Internal Factors</b></p> <p><b>External Factors</b></p>	<p>S1: Competitive remuneration package, employee reward such as attractive bonuses, yearly increment provided to the employees.</p> <p>S5: Mentorship, Outdoor training activities and retreat mostly conducted outside Kuala Lumpur and PPZ also have their own academy called (AZKA), a collaboration with a few local universities for employees pursue their study.</p> <p>S6: Improve quality of work and increase productivity as it will reinforce employees to think and targeting the necessity of meeting goals</p>	<p>W1: Employee might not have any goal in their personal or work life, Therefore, it will decrease their attention on goal attainment</p> <p>W4: Comparison the performance with another employees. Even though the employees aren't meeting the management expectations particularly in related to the job description.</p> <p>W6: Employees did not perform even though they participate the same training several times.</p>
Opportunities	S-O Strategies	W-O Strategies
<p>O2: Employees feel valued and appreciate by the company. This is the great opportunity to give them an incentive and provide them with great</p>	<p><b>S1 – O2</b></p> <p>From the case study perspective, the combination of these two criteria may cause happiness at work. This</p>	<p><b>W1-W6-O2-O10</b></p> <p>In order to make the training successful and motivated, employees should know what the organization need as</p>

<p>motivation to carry out their job to the best of their ability and to express their “thank you” to the company</p> <p>O7: Training enhances the overall performance of an organization in various ways such as soft skill development, personality development, interpersonal relationship, problem solving techniques, quality improvement programs, time management skills, goal setting and workplace communication</p> <p>O10: Training would provide and developed a good opportunity to the employees to make a better career life and get better position and increased efficiency in organization.</p>	<p>will improve from health, productivity to career advancement and employees can consistently perks up the bottom line for the organization as a whole.</p> <p style="text-align: center;"><b>S5 – O10</b></p> <p>In coloration of this 2, employees can develop their professional skills and knowledge and it will give benefits of career life progression and advancement in their jobs. It is also help of encouraging professional development among employees can decrease in staff turnover, upskilling the workforce and promoting new ways of working.</p> <p style="text-align: center;"><b>S6 – O7</b></p> <p>Training will improve the quality of work, best practise especially for frontliners of PPZ to meet the customers comfortable and satisfactions.</p>	<p>companies essentially put the highest worth on their employees, and develop beliefs and practices that show the highest commitment of the employees. Employees required feeling like they are producing a noteworthy modification to corporate success and providing positive results and intentions to do their jobs well.</p> <p style="text-align: center;"><b>W4 – O7</b></p> <p>If the employees think that PPZ are not caring about them, PPZ will not spending fewer and investing on employee training and development to increase in revenue of each employee. This is a substantial intrinsic reward to the employee. The reliability for the reason is to feel loyalty to organization as their spending a lot for employee’s future career.</p>
Threats	S-T Strategies	W-T Strategies
<p>T1: Employees feel unsatisfied and feel demotivated – this may result of average performance appraisal and no improvement</p>	<p style="text-align: center;"><b>S1 – T1:</b></p> <p>In addition to the remuneration and attractive package, it is an incentives and reward from a company to their employees. Good</p>	<p style="text-align: center;"><b>W1 – W4-T1-T2</b></p> <p>In order to facing the unmotivated employees, the management of PPZ should look at the employees not as a major problem but shift a</p>

<p>T2: Demotivated employee reduced productivity – PPZ give an opportunity to the unperformed staffs by providing training frequently to give a chance for employee to improve</p> <p>T10: Increased stress among staffs. With the up to date, latest trends and knowledgeable in their specific area, HR will implement the training courses to share the knowledge but yet not every of the staff accept the training and this may cause stressed to the staff itself.</p>	<p>remuneration package will motivate the employees and influence employee's performance. On the other words that the attractive package that will encourage employee to perform their duties. Dobre (2003) and Ganta (2014) stated that motivation of employees will always improve the quality of work and the performance of the institution.</p> <p style="text-align: center;"><b>S5 – T2:</b></p> <p>Mentorship, sponsorship is the same mission to the company to influence employees to take these opportunities to develop their career advancement. It is also helping an employee to achieve their goals to uplift them to a higher level in the company. To be a good successful of mentorship, they need to structured and guide the process to the employees.</p> <p style="text-align: center;"><b>S6 – T10:</b></p> <p>Stress at a workplace not only effect on one staff/employee but it can affect the work of another person or their colleagues. In PPZ the case can happen for those employees in a front counter where they confront with varieties of human's behaviour. As a</p>	<p>perspective to be as a person to understood. Not all employee feel the same passion on their work they do wether it is only as hobbies or other outside interests. The best practise of judolike approach can be considered. Instead of pushing solutions on employee with the force of argument, pull solutions out of them. Turning the tables gets employees' attention at the very least; prompt employees to clear the obstacles impeding their motivation. To accomplish this, the mangement have to rethink what the problem of employees can reasonably be motivated to do. This approach may help the best from them either their abilities or skills.</p> <p style="text-align: center;"><b>W6 - T10</b></p> <p>There are a few method that PPZ can help motivate employees, such as to be an honest, one to one conversation. Rather than focusing on work, focus on their family, mental health and how they are doing personally. The purpose is to understand employee's current state of mind and what they</p>
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	team management, they can build a clear two-way communication and listen to employees' opinions and that management encourage to share the honest feelings.	need to success. Encourage a strategic thinking. This will encourage employees to share their suggestions with the team that could give the benefit to the team or even the entire PPZ.
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Table 5: TOWS Analysis

## 2.6 THE COMPETITIVE PROFILE MATRIX FOR 12 FACTORS

Critical Success Factors	Weight	SEL		N9		PAHANG		MAIWP	
		Rating	Score	Rating	Score	Rating	Score	Rating	Score
Advertising	0.06	2	0.12	2	0.12	2	0.12	3	0.18
Domestic Market Penetration	0.10	2	0.20	2	0.20	2	0.20	2	0.20
Customer Service	0.06	4	0.24	2	0.12	2	0.12	3	0.18
Product Variety	0.08	2	0.16	4	0.32	2	0.16	4	0.32
International Market Penetration	0.04	2	0.08	2	0.08	2	0.08	2	0.08
Employee Dedication	0.06	4	0.24	2	0.12	1	0.06	3	0.18
Financial Profit	0.12	3	0.36	3	0.36	3	0.36	4	0.48
Customer Loyalty	0.08	2	0.16	3	0.24	2	0.16	4	0.32
Market Share	0.09	2	0.18	2	0.18	2	0.18	2	0.18
Product Quality	0.11	2	0.22	2	0.22	2	0.22	3	0.33
Top Management	0.11	3	0.33	3	0.33	3	0.33	4	0.44
Price Competitiveness	0.09	2	0.18	2	0.18	2	0.18	2	0.18
<b>Totals</b>	<b>1.00</b>		<b>2.47</b>		<b>2.47</b>		<b>2.17</b>		<b>3.07</b>

Table 6: The competitive profile matrix for 12 factors

In the table 6 above factors identified lead to an analytical evaluation of which competitors are PPZ Selangor and PPZ Negeri Sembilan as both of this PPZ have their own advantages. In a part of product variety, there are a few subsidiary companies listed in PPZ Negeri Sembilan. As a result, PPZ

Negeri Sembilan gain profit from the said subsidiary company. In the presence of Academic Zakat (“AZKA”) give the advantage to PPZ as the only PPZ in Malaysia established their own academy for the benefits of their employees. In terms of product quality, Hartasuci Sdn. Bhd., which managed the Zakat Collection Centre (PPZ), has successfully maintained the quality management system MS ISO 9001:2015 certification, held since 2002.

## **2.7 ALTERNATIVE SOLUTIONS/OPTIONS**

### Encountered on non-performance employees

From the case study, there are a few solutions or options can be considered for PPZ-MAIWP as the alternative way to help the organization in assistance to the non-performance employees through training program. It can increase the productivity and employees efficiently and create more effective in motivating employees. It can be divided into two (2) parts of development.

- On The Job Training (“OJT”) may include:

Mentoring method – mentoring is a method developed in between a senior and junior. The advantage of using mentoring methods to the employees is that it will help the Human Resources Department/team a clear guidance and clear understanding on how the organization goes/activities to achieve its vision and mission to the junior employee.

Mentoring method can build the opportunity to develop their leadership skills and mentor will be able to recognize a good work of mentees so it will increase a teamwork performance.

Job rotation – Job rotation is a technique where particularly give the employees an opportunity to learn other job duties from different employees in the same company. The benefit of job rotation strategy will help employees develop a multi-tasking skill which will give benefit and valuable to the company.

This strategy will help HR to analysis and identify employee's strengths and weaknesses, and they can put at the right position according to their skills.

- Off The Job Training – there are many management development techniques that can apply to the employee. The popular method comprises:

Case study method- HR or the managers can stimulate case study of the situations of the organization faced off. The purpose of doing case study is to stimulate the decision-making situation that HR may find at the work place from the new employees about the ideologies, concept and ascertain.



The procedure of the case study method required new employee to explore the situation of the organization and the new employee need to do some research about the case by identifying and giving possible solutions to the problem.

The case study method usually focuses on: -

- Building decision making skills
- Assessing and developing Knowledge, Skills and Attitudes (KSAs)
- Developing communication and interpersonal skills
- Developing management skills
- Developing procedural and strategic knowledge

Management/simulation games with computerized management game – this training methods divided into few groups to compete others during the training session. These games can be focused on product knowledge or to improve productivity for example. The advantage of this methods that the employee's learn new skills specially to develop their problem-solving skills and decisions making. It is also developing the leadership skills and foster cooperation among teamwork driven the advantage to the management as they can analyze business strategy framework and techniques

From the case study, this alternative solution will give the benefits not only to the PPZ-MAIWP itself but most important is to the employees. At the individual or staff's level, it can give the improvement in performance on employee's development. By providing training, it can also be achieved in designing policies and practices to increase learning process by coaching, mentoring and self-managed learning. Martyn Sloman believes that the aim of the training method is to increase 'discretionary learning', which happens when individuals actively seek to acquire the knowledge and skills required to achieve the organization's objectives.

A combination of training and the effectiveness of performance management strategy contribute to the impact on the employee's development and aligned to the business goals. The other approach for the management to build an effective strategy can be taking into consideration as follows:

1. Select the goal – establish priority areas for next action plan.
2. Define expectations – which skills an employee need.
3. Define performance measures – what skills need to flourish in achieving the goals.
4. Plan the improvement programmed to enhance the skills and productivity.
5. Action – implement the improvement programmed aligned with the company's goals.

6. Monitor – review progress to ensure the training provided is fully integrated and analyzed the feedback and target is achieved.
7. Extend the process – continue the develop training programmed to approach talented employees as required

To improve skills of customer service team

In order to maintain PPZ-MAIWP maintained management system MS ISO/IEC 27001:2013 certification which their obtained since 2014, an improvement updated necessary technology system can be apply to enhance a digital customer service strategy.

In this case study, it is suggested the five key elements needed to build a successful customer service skill:

- i. Product knowledge - the best customer service they have a deep knowledge of the companies' products to ensure products and service provides to the maximum value.
- ii. Ability to mirror a customer's language and tone – understand to read customers' behaviour psychology in related to emotional states.
- iii. Active listening – adaptability to read and understand customer problem and needs, ensuring to respond quickly with product knowledge and confidence.

- iv. Clear communication – ability to communicate clearly and efficient can avoid to miscommunications between employee and customer which may cause customer feel disappointed and frustration.
- v. Willingness to learn - willingness to learn is the basis for growing skills as product, service, systems and procedures will continue to change.



*Figure 12: 5 Element of Customer Service Skill*

## **2.8 EVALUATION OF ALTERNATIVES/OPTIONS**

From the case study, human resource is a specialist's team for the PPZ-MAIWP's in order to determine the type of training and skills required to perform their duties properly and efficiently.

They are also responsible for administrating matters relating to all staff, performance management, outline the service scheme and the PPZ's

operations. To emphasize performance quality, the organization's responsibilities to its stakeholders; the strategic benchmarking, collaboration and innovative plan are required from senior management to top management level to develop long-term plans for the accomplishment of the organization's mission within the framework of its core values.

In collations to the case study, the alternative ways to manage underperforming employees and to improve on customers service skills are tabulated below: -

<b>Alternatives</b>	<b><u>Alternative 1</u></b>	<b><u>Alternative 2</u></b>	<b><u>Alternative 3</u></b>
	<p>To deal with underperformance employees, HR should be specific about the performance issue, having a discussion with underperforming employee.</p> <p>Highlight the aim of the meeting and to find a solution to the problem issued.</p> <p>Try the method of listen 80% and talk 20%. This approach will help employees feel valued and part of the company's development. It is</p>	<p>It is important to know what is employees targets and ask employees how they would like to improve, what they would like to achieve and what an additional new skills that they wish to learn. HR collaborate with SMART (Specific, Measurable, Achieve, Relevant, Time-Framed) performance goals for improvement. Once performance goals have been agreed, monitor the progress, if</p>	<p>Launch a comprehensive digital an improvement updated necessary technology system can be apply to enhance a digital customer service strategy.</p> <p>Improve technical skills, avoid wasting valuable time. Ability to communicate clearly with customers is an essential as they attend with different native language and expression.</p>

Criteria	automatically create a morale booster in itself. If possible, ask what are the barriers stopping them from achieved to a satisfactory level.	showing an interest in the work, congratulating employees with rewarding progress. It is important to create an opportunity to support employee pursue studying collaborating with PPZ-MAIWP Academy	A good customer service know how their products and services work and delivered to the customer clearly. Attempt to the customer qestions and explain clearly to avoid asking similar questions.  Personalising of customer service is a method to build trust with customers.
Job satisfaction	4	3	3
Improve skills and knowledge	4	4	4
Business Impact	4	3	3
<b>Total</b>	<b>12</b>	<b>10</b>	<b>10</b>

*Table 7: Evaluation of Alternative/Options*

## 2.9 RECOMMENDATION

It is reality that most organizations realize the importance of training and development programs as it increases the organization's staff efficiency, quality of skills and productivity. In order to grant the full benefits of a training initiative, it is advisable the following strategy implemented in the work place:

- i) Systematic Training - Identification of updated and systematic training needs to be done professionally in conjunction with the

team managers as well as the individuals involved together with the HR personnel. HR and trainees have to measure what are lacking, for instance, what skill is necessary and what skills need to be changed to improve the work performance.

The systematic training plans should cover the entire of PPZ-MAIWP's objectives and strategy. A proper training and development enhance the employee's ability and productivity, reduce employee turnover and will help the employee to pursue their career goals.

- ii) Objective should be SMART and unambiguous - SMART defined as (Specific, Measurable, Achievable, Realistic and Timely) should develop in of individual in the organization as well as to meet the needs of the organization goals. SMART will help the company implement their strategies into action in a way to achieve the performance targets to accomplish.
  
- iii) Provide specific information to employees - performance appraisal information system which is used yearly at the PPZ-MAIWP to assess employees' performance should provide specific information to employees about their performance problems and ways they can improve their performance. A personal discussion and conversation needed for the underperformance employees, this is how to address the problems affecting their work

performance This discussion will give a clear understanding of the differences between current and expected performance, identifying the problem and develop action plans to improve performance of employees through training and development programs.

- iv) Create more opportunities for frontline training – to educate and expose employee to new customer service trends and apply the new skillsets method to perform their tasks more effectively. Customer’s training will develop the ability of frontliner to understand the customers need and formulate the solutions accordingly.
  
- v) Career planning and development - Organizational career planning involves matching an individual’s career aspirations with the opportunities available in the organization. Career pathing is the sequencing of the specific jobs that are associated with these opportunities. For career management to be successful in PPZ-MAIWP, both the management and employees must integrate the objectives align with the business needs. With collaboration with a few Universities in Malaysia, Academy PPZ is a platform and an alternative for employee to pursue study in relation to their keen and interest to build their career development.



Employees must identify their aspirations and abilities or get advisable through counseling services to recognize what training and development are required for a particular career information. Career development and succession planning is a progression for employee to move forward to be more resilient for the organization

- vi) Develop employees through formal education – PPZ-MAIWP collaboration integrated with a few universities in Malaysia, have given the opportunities to employee to attend short courses or to pursue studies offered by university is a great idea for employee to enhance and knowledge for a potential career advancement opportunity.

Sponsorship can be given to the excellent employee in completion their studies as a reward to the employees to encourage their employee's development and excellent.

- vii) Motivation and morale - Motivation is a morale support to boost employees to work hard and increase productivity. It is recommended a proper training and development programs, PPZ-MAIWP should initiate a policy and objectives for motivation attached to training. Motivation includes both extrinsic factor, such as more pay of salary, allowance, and other benefits which gives a beneficiaries to the employees, while intrinsic factor such as recognition and rewarding, appreciation, opportunities for

promotion, career boost and development. Any management of the organization whose overlook to take the welfare of their employees as a priority are commonly facing to the experience of employee's turnover, low commitment to work, low morale, job dissatisfaction that will lead to low productivity of goods and services (Davis, 2005).

On the other hand, the benefits of morale and motivation will increase the productivity indirectly, reducing absenteeism, employee turnover as this situation will affect the company growth. This means that the workforce can never develop in an organization where there is low morale and lack of motivation because these two criteria lead to the job satisfaction, which in turn leads to development of the organization.

- viii) Enrich job experience – It is also called as job enhancement and gives extra tasking due to increasing variety of skills towards employee development through job experiences. To be successful in their job, employees in PPZ-MAIWP must stretch and multitask their skills. To be a highly skilled employees, taking an extra responsibility is an advantage for employee development in PPZ-MAIWP and these include the enlargement of current job, job rotation, transfers and promotion to positions with greater challenge.

- ix) Improve interpersonal relationships skills - An interpersonal relationship is another way for employees to develop skills, increase knowledge about the organization, good communication skills when interacting with a more experienced member or customers. It will the benefit in every aspect individual and workplace.
  
- x) Provide psychological test - Some organizations use psychological method to measure employee' skills, personality types and communication styles. The common psychological test for employees' development is the Myers Briggs Type Indicator (MBTI). This psychological test will develop the assessment about the individual employee on how they feel or prefers to behave in different situations. From the answers given, employee is identified as having one of 16 personality types. The MBTI identifies individual preferences for energy (introversion versus extroversion), information gathering (sensing versus intuition), decision making (thinking versus feeling), and life style (judging versus perceiving). MBTI is commonly used to understanding on communication, motivation, teamwork, working styles and leadership skills of its employees.
  
- xi) Evaluate training for effectiveness - evaluate training is used in order to assess the effectiveness in producing the learning outcomes when the training intervention is planned and to indicate

where improvements are required to change to make the training more effective.

There are a few approaches methods commonly used to evaluate training effectiveness such as; The Kirkpatrick Taxonomy, The Philips ROI Model and The CIPP Evaluation Model. Training evaluation will help the company to boost employee morale and improve the quality of work.

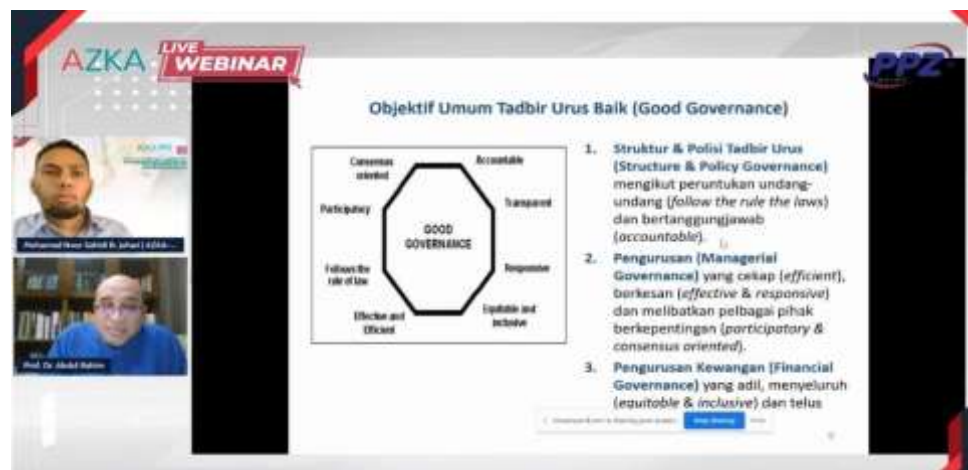


Figure 12: Virtual Webinar Challenging on PPZ-MAIWP

From the case study, the objectives of PPZ-MAIWP to implement good governance in the organization can be achieved efficiently as per webinar session attended.

## 2.10 IMPLEMENTATION PLAN

Employee productivity is the key importance from training and development implemented. It can be seen that employees who take part in effective training and development programs work more efficiently.

It also suggested that PPZ-MAIWP will organizes updated training programs from time to time for its employees to upgrade their knowledge and skills and to ensure that maximum efficiency exist in PPZ-MAIWP. Employees who realized the need for change in attitude and want to develop themselves through formal education in order to be abreast with modern technological advances self-sponsored themselves will take this challenge and opportunities acquire to these skills.

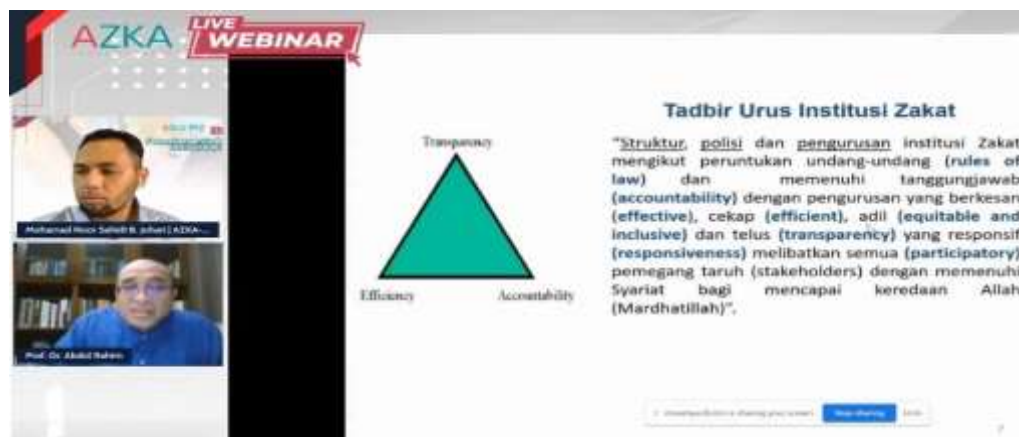


Figure 13: Virtual Webinar on Employee Development of PPZ-MAIWP

PPZ-MAIWP's administrative structured to become transparency, accountability, efficiency among employees. In coloration to this, the management team or HRD is the most creative to take this challenging of implementation. When employees trust leaders and feel they're being dealt with honestly information, they're feel motivated, more productive and more creative. Transparency is the priority to boost employee engagement and performance.

- Training and effectiveness towards employee development

To evaluate the impact of effectiveness on training among employees is successful and meet the course objectives and overall organizations goals, the training impact assessment can be provided. This assessment can be applied into the Annual Performance Management, Reporting System or selected KPIs prepared by HRD. The important of training assessment is to evaluate the effectiveness of training provided to the employees, from this evaluation HR and management will get clear picture of what material employees know well and identifies key areas for improvement in future and to determine the outcomes that PPZ-MAIWP want to review.

Quality training and development will improve the employee retention rate. It will cause employees feel more rationally and emotionally committed to their jobs. Providing a training helps employees feel more confident in their work as well as will up-levelling their skill sets. In most cases, employees feel they are being given appreciation by the company and it may case employees inclined to stay with companies that invest in their learning and development. As a result, this will improve the retention rates, company will save from high onboarding costs.

- Non-performing Employees

In every organization, facing the issue of non-performing staff cannot be avoided. Action is granted to manage non-performing employee to ensure that the company can maintain their productivity and objectives. Adding a transparency between the management and non-performing employee will bring beneficiaries for both.

Lack of transparency can threaten that need of employee development which is particularly will risk to the performance management of the organization. Lack of transparency is one of the main reasons that make employees become unhappy and they find the difficulties to place the trust in the company. As a result, employee may seek new employment opportunities.

A quickly action has to be taken by HR and the management. Having a private meeting with the employee is the best result for early action plan to discuss and diagnose the root causes either from internal factors or external factors triggered to their performance. Understanding employee aspirations for a long-term goal, so that, an appropriate training can be assigned to motivate them to improve their performance.

Rewarding employee is a way of interest and appreciation to their efforts while performing and accomplishment the task given in the

workplace. Suitable rewards for employees can help boost employee self-esteem and will improve the employee's happiness.

Responsibility, positive ambience at the workplace, good relationship engaged among employees can improve PPZ-MAIWP's business outcomes progress for a long-term success and the company objectives to be a "good governance, accountable, efficient and responsive" can be achieved.

To evaluate how effective the implementation of training provided, PPZ-MAIWP can also evaluate through several types of evaluation such as surveys, post-training quizzes and official certification exams. Instead of implementing MBTI personality assessment to measure all factors of employee personality and their strengths, The Kaufman's Five Levels of Evaluation Model another method to evaluate employee performance.

*The Kaufman's Five Levels of Evaluation Model* is one of the methods to evaluate the effectiveness of training programs. This theory of framework has been developed and designed by Kaufman's. The five levels of evaluation model are a method used to develop initial and on-job-training programs and the result of the training implementing. This measures to determine the effectiveness of training method and what are the material can be added for future learning program.



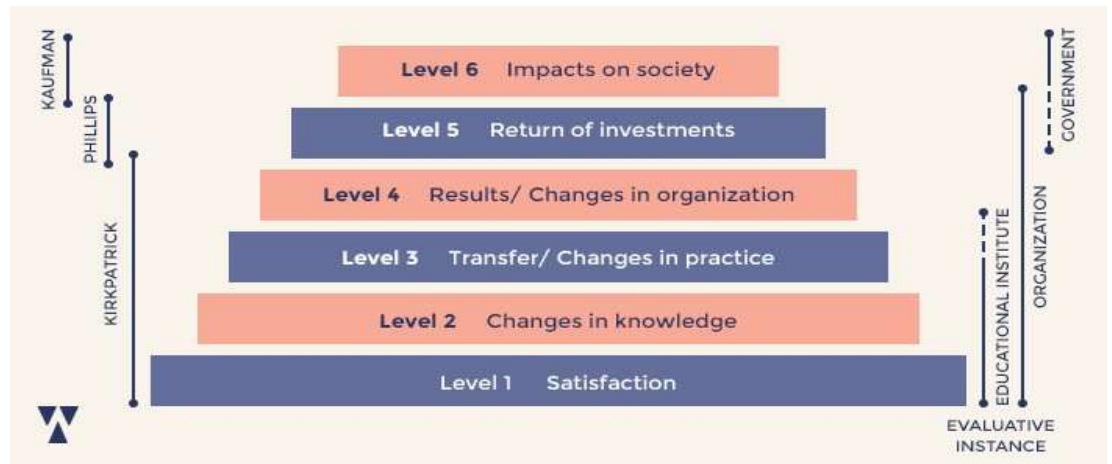


Figure 14: The Kaufman's Five Levels of Evaluation Model

The Kaufman's Five Levels of Evaluation Model divided into four categories: -

**Foundation level** focuses on *input* and *process*. At this stage is to determine of the resources needed to conduct the training and what are the method is used to deliver the training works efficiently and acceptable.

**Micro-level – focuses on the learner/employee;**

*Acquisition* – acquired the knowledge they were taught and determines if the employee applied it in their work

*Application* – this state is to determines how well the employees used the knowledge they were taught.

**Macro-level focuses on the organization;**

*Organizational payoffs* to determines how the learning and training impacted the organization.

### **Mega-level focuses on society;**

*Societal outcomes* to determine how the learning and training impacted either the company's clients or the larger society.

From the case study, in my opinion, the above model is the best evaluation model in finding the effectiveness of the training and to understanding whether the objectives reached. The improvement of the performance will be changing the skills of PPZ-MAIWP's employees.

### **2.11 CONCLUSION**

From this case study, it can be summarized that the fact of observation on training leads is important and give the benefits for individuals and to the organizations especially. Implement various levels of training and development program improve the employee performance, boost company reputation and business growth.

In this case study, also discussed the benefits of training and a few suggestion methods has been raised align with the company's business objectives. These features include giving attention to the training design, influence the communication skills, engaged with non performing employee and transform them to become productive and competent to take the challenge overcome, consistency training will help employees work more efficient and effectively at the workplace.

After completing the topic of this case study, I strongly believe that it is beneficial for the PPZ-MAIWP to develop and restructured the employee development and training programs. A systematic and updated training and development program provided, will bring the employees to a higher standard of competency in the job market. Exposing technology will help to increase efficiency and productivity in the organization.

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**APPROVAL PAGE**

**TITLE OF PROJECT : THE IMPACT ON TRAINING TO THE  
EMPLOYEES DEVELOPMENT IN PUSAT  
PUNGUTAN ZAKAT, MAJLIS AGAMA ISLAM  
WILAYAH PERSEKUTUAN**

**NAME OF AUTHOR : HASLIZA BINTI ABDUL SAMAD**

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The undersigned is pleased to certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfilment for the award of the degree of Master in Management.

**SUPERVISOR**

Signature : \_\_\_\_\_

Name :

Date :

**ENDORSED BY:**

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Dean

Graduate School of Business

Date: