

UNIVERSITI TEKNOLOGI MARA

**THE INFLUENCE OF SOCIAL
NETWORK IN MODERATING THE
RELATIONSHIP BETWEEN
TRAINING TRANSFER
DETERMINANTS AND GOAL
SETTING OF MALAY WOMEN
OWNERS OF SMALL BUSINESSES**

NORLINA MOHAMED NOOR

Thesis submitted in fulfillment
of the requirements for the degree of
Doctor of Philosophy


Faculty of Business Management

November 2014

AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as reference work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualifications.

I, hereby acknowledge that I have been supplied with the academic rules and regulations for post graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of student : Norlina Mohamed Noor
Student I.D No : 2008424882
Programme : Doctor of Philosophy (BM999)
Faculty : Faculty of Business Management
Dissertation : The Influence of Social Network in Moderating the Relationship between Training Transfer Determinants and Goal Setting of Malay Women Owners of Small Businesses
Signature of Student : 
Date : November 2014

ABSTRACT

The main objective of this research is to investigate the moderating effect of social network in terms of the interaction between trainees and primary stakeholders to establish its influence on training transfer determinants and Malay women owners of small businesses' goal setting. The majority of the studies on training transfer have focused on the individual and situational factors in contributing towards training transfer but a very small number concentrated on the role of social network especially among Malay women owners of small businesses. The instrument used for this research is a modification of Training Transfer Model by Baldwin and Ford (1988) and Model of Excellence by McLagan and Bedrick (1983). Three factors: training content, training delivery and opportunity to use as training transfer determinants were taken from the Model of Training Transfer and trainer competency, which was taken from Model of Excellence, formed the conceptual framework for this research. Social network as moderating variable was added in this framework. Interaction of Social Network before, during, after and four months after training between trainees with organizer, trainer and colleagues were included as part of the items asked in the questionnaire. Women attending basic training programs organized by INSKEN (National Institute of Entrepreneurs), MARA (Council of Trust for Bumiputera) and JPW (Department of Women Development) were selected as the respondents for this research. Multiple and hierarchical regressions were used to analyze the data. The findings have confirmed that the interactions between the trainees that exist in the network structure do play a very important role in enhancing training transfer and helping trainees to achieve their goal setting.

TABLE OF CONTENT

	Page
AUTHOR'S DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS	xvii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.2 Research on Training Transfer and Social Network	3
1.3 Problem Statement	4
1.4 Research Objectives	8
1.5 Research Questions	9
1.6 Scope of the Study	9
1.7 Significance of the Study	10
1.7.1 Theoretical Implication	11
1.7.2 Methodology Implication	11
1.7.3 Practical Implication	12
1.8 Definition of Key Terms	13
1.8.1 Social Network	13
1.8.2 Goal Setting	13
1.8.3 Training Transfer	13
1.8.4 Kirkpatrick's Model Four Level of Evaluation	14
1.8.5 Women Owners of Small Businesses	14
1.8.6 Primary Stakeholders	14
1.8.7 Interaction of Social Network Before Training	15
1.8.8 Interaction of Social Network During Training	15
1.8.9 Interaction of Social Network Immediately After Training	15
1.8.10 Interaction of Social Network Four Months After Training	15

CHAPTER ONE

INTRODUCTION

This chapter outlines the background and rationale for the study. First, it gives an overview of human resource development and emphasizes on one of the components that is training and development. Second, it details the significance of social network and training transfer determinants among Malay women owners of small businesses and justifies the problems that lead to this research.

1.1 BACKGROUND OF THE STUDY

Swanson and Holton (2001, p. 4) have defined human resource development “as a process of developing and/or unleashing human expertise through organizational development and personnel training and development for improving performance.” One of the components in human resource development is training and development.

Training refers to “a planned effort by a company to facilitate learning of job-related competencies, knowledge, skills and behavior by employees.” On the other hand, development is similar to training except it tends to be more future-focused. Through training and development, human resource personnel need to ensure that employees receive the right training programs in order to contribute towards organizational and individual performance. In addition, the right training programs can help the organization fulfill its vision and mission (Aminuddin, 2008).

As emphasized by Au, Altman and Roussel (2008), training has become one of the essential elements that contribute to organizational success. Through suitable and planned approaches to training, focusing on skills and knowledge development among employees, improvement on the productivity among the workers can be achieved. The government acknowledged the importance of human resource as an asset in the rapid growth of the economy, and placed a great emphasis on the expansion and investment in education and training when announcing the 6th Malaysian Plan (1991). This effort was continued in the 10th Malaysian Plan, whereby skill training was given a “special emphasis on developing human capital in order to meet the industry’s requirement and drive productivity improvements to move up the value chain” (Tenth Malaysian Plan, 2011). The government hoped that this effort can help the nation produce