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RECTOR'S MESSAGE



Congratulations Faculty of Business and Management of Universiti Teknologi MARA Cawangan Kedah, Kampus Sungai Petani on the publication of the 6th Volume of FBM Insights!

I am very pleased to know that there are more than 40 authors and more emerging issues are being presented in this latest volume of FBM Insights. This portrays that UiTM Kedah Branch is actively involved in disseminating business related information and knowledge to the public.

I hope this bulletin can provide an opportunity for the Faculty of Business and Management staff to produce more academic materials and develop their skills in academic and creative writing. Furthermore, more initiatives should be launched to support this life-long process.

Again, well done to the Faculty of Business and Management and those who were involved directly and indirectly with the publishing of FBM Insights Vol.6. I wish FBM Insights all the best and continue to grow and move rapidly forward in the future.

Prof. Dr. Roshima Haji Said
Rector
Universiti Teknologi MARA (UiTM)
Cawangan Kedah



السلام عليكم ورحمة الله وبركاته

Assalamualaikum warahmatullahi wabarakatuh

Welcome to the 6th Edition of FBM Insights 2022. This edition boasts 40 articles by the academics of Faculty of Business and Management UiTM Kedah Campus. The topics involved a broad range of business and management knowledge. Congratulations to all authors for your endless support and valuable contribution to the newsletter.

FBM Insights was mooted in 2020 and it came about with the intention to encourage and improve research writing activities among the lecturers of UiTM Kedah's Business and Management Faculty. As the editions progressed, the support from the academics has not faltered. I hope the support continues in editions to come.

I would like to congratulate the editors and the committee for the hard work and perseverance in managing the newsletter. All the best to everyone and thank you again.

Dr. Yanti Aspha Ameira Mustapha
FBM Insights Advisor

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REINFORCEMENT THEORY ANALYSIS ON TRAINING AND DEVELOPMENT

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ABSTRACT

According to the reinforcement theory, an organisation's success is determined by its people's knowledge, skills, training, and development. The effectiveness of employees in learning new skills and information is influenced by their learning practices. Thus, the focus of this paper is on individual's learning theories and implications. A literature review was carried out, as well as logical justifications and explanations. This paper found that cognitive-based techniques, non-cognitive approaches, and needs-based approaches can help reduce and modify undesired behaviours. By promoting behaviour through positive training and growth, the reinforcement theory can improve an individual's performance.

Keywords: Reinforcement theory, training, development, employee behaviour

1.0 INTRODUCTION

The cornerstone for forecasting and influencing human behaviour is the reinforcement theory, which uses contingent rewards to reinforce and boost the frequency of behaviour. According to the reinforcement theory, people pick up new behaviours by connecting their actions to their environment. The theory emphasises the importance of observable and quantifiable behaviour. Environmental contingencies serve as the fundamental unit of analysis (behaviour and its associated outcomes). In contrast to the reinforcement theory, cognitive learning theories try to analyse and explain how human behaviour develops through internal mental processes and deductive evaluations of thoughts, feelings, and actions.

The classical (S-R) conditioning of Ivan Pavlov, the law of effect of Edward L. Thorndike, the human conditioning experiments of John B. Watson, the operant conditioning (R-S) of B. F. Skinner, and the organisational behaviour modification of Fred Luthans and Robert Kreitner all have their historical roots in the reinforcement theory (Isai Amutan, 2014).

The fundamental tenet of the theory is that an individual's activities are determined by their results. The development of behaviourism was spurred by dissatisfaction with the introspective methods of humanism and psychoanalysis, in which certain researchers were unsatisfied with the absence of directly visible events that could be studied and experimented with. To better understand human behaviour, Skinner adopted a new strategy. He related his theories on shifting motivation to a range of stimuli and industries, including business, government, education, imprisonment, and mental institutions (Isai Amutan, 2014).

Skinner believed that a person's motivations or objectives have no bearing on why they acted in a particular way (Banaji, 2011). According to Skinner, external behaviour and its context are significant. The idea of reinforcement, which Skinner formalised in his operant conditioning principles, was his main contribution to psychology. Researchers can examine how the environment affects human behaviour by utilising the reinforcement theory. The four most significant methods in the reinforcement theory are positive reinforcement, negative reinforcement, extinction, and punishment.

2.0 APPLICATION OF REINFORCEMENT THEORY IN TRAINING AND DEVELOPMENT

The principles of behaviour modification put forward by Skinner state that actions are dictated by their results. Management specialists claim that several company issues can be resolved using applied psychology strategies. To trigger the desired behavioural response, Skinner (Isai Amutan, 2014) emphasised the significance of understanding the desired aim. Since Skinner's discovery of the reinforcement theory in 1969, it has been extensively studied and applied in the industrial setting to decrease the frequency of undesirable behaviour and increase the frequency of desired behaviour.

Studies using the applied reinforcement theory have shown how well these approaches work to improve employee productivity, while addressing management problems like tardiness and absenteeism (Raj et al., 2006; Ismail & Oluwaseyi, 2017).

However, compared to other forms of reinforcement, punishment (also known as applied reinforcement theory of positive punishment) has been used more frequently (Hockenbury & Hockenbury, 2008). Punishment can be used to diminish unwanted behaviour rather than encourage it, and this approach has been employed for a very long time. Punishment, on the other hand, turns into a reward when used consistently to improve performance (Wiard, 1972). Rewarding behaviour is when an employee is not penalised for not engaging in undesirable behaviour, but the behaviour that is promoted reduces undesirable behaviour rather than genuinely attempting to modify the desired behaviour. In the workplace, positive reinforcement is utilised to reward productive behaviour.

2.1 REINFORCEMENT THEORY IN THE WORKPLACE

To safeguard this critical sector from collapsing because of the COVID-19 pandemic, the government and non-government organisations (NGOs) have provided different forms of support to MSEs. For instance, the Malaysian Government has put various policies in place that lessen the adverse effects of the pandemic (Khan, et al., 2021). The government has approved revenue and the use of reinforcement theory in the workplace, often known as "organisational behaviour modification" or "training and development", which has been demonstrated by Luthans and others. The training and development technique attempts to predict and manage workplace behaviour through five specific steps of application: (1) identify key performance-related behaviours, (2) quantify their frequency, (3) investigate the antecedents and implications, (4) act using positive reinforcers, and (5) evaluate the results. Over the course of more than three decades of experimental workplace studies, Luthans and colleagues as well as many other behavioural management researchers have been able to clearly show consistent findings regarding various types of reinforcers that can be used effectively in workplace settings to increase performance.

When gone through the five-step training and development process, it has been discovered that money, performance evaluation, and social recognition lead to significant improvements in job performance (Stajkovic & Luthans, 2003). According to data from meta-analytical studies conducted over the years, putting training and development into practice at work enhances performance by an average of 17%. Surprisingly, while having little or no direct cost, feedback and recognition can offer advantages that are comparable to, if not greater than, monetary rewards.

Additionally, remarks and accolades last a lifetime, unlike money. In other words, excessive adulation or gratitude rarely leaves workers feeling "overwhelmed" or "fatigued." Unfortunately, non-monetary rewards are frequently disregarded and taken advantage of in today's human resource management across all organisational levels and industry sectors. As previously mentioned, rewards must be given in response to behaviour for reinforcement to be successful.

To reinforce the desired behaviour, monetary rewards, for instance, must vary in size and timing in a manner that is closely related to performance (i.e., those that help achieve performance goals). Performance is rarely linked to a paycheque with a predetermined monthly amount. Effective performance feedback needs to be positive, quick, graphic, and exact. Employees' annual performance reviews are frequently insufficient to determine whether they will receive a raise. Recognising performance calls for personalised attention and compliments (Fu, 2013). Workers need to be aware that their supervisor see and approve of their desired behaviour.

3.0 CONCLUSIONS

The fundamental objective of employee development and training is to influence employee behaviour (work performance and organisational citizenship) to enhance personal and organisational performance and support the achievement of both parties' goals. Thus, it has been found that the aforementioned concept has a particularly strong impact on how employees behave. To give appropriate training and development, academics and researchers have examined these ideas in relation to organisations. They have concluded that these theories are very effective at influencing employee behaviour, which enhances organisational performance. Studies based on the applied reinforcement theory have demonstrated the effectiveness of these strategies in enhancing worker productivity.

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