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**A THESIS FOR THE DEGREE MASTER OF BUSINESS ADMINISTRATION
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**通過培訓和推廣系統提高員工忠誠度和組織承諾的研究
THE RESEARCH ABOUT INCREASING EMPLOYEES' LOYALTY AND
ORGANIZATION COMMITMENT THROUGH TRAINING AND PROMOTION
SYSTEMS**

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本校企業管理學系管理科學碩士班研究生 Nguyen Thi Hong Tam 君在本系修業 1.5 年，已經完成本系碩士班規定之修業課程及論文研究之訓練。

1、在修業課程方面：Nguyen Thi Hong Tam 君已修滿 39 學分，其中必修科目：研究方法、決策專題、管理科學、經營專題等科目，成績及格(請查閱碩士班歷年成績)。

2、在論文研究方面：Nguyen Thi Hong Tam 君在學期間已完成下列論文：

(1)碩士論文：The Research about Increasing Employees' Loyalty and Organization Commitment through Training and Promotion Systems

(2)期刊論文：

本人認為 Nguyen Thi Hong Tam 君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：The Research about Increasing Employees' Loyalty and Organization Commitment through Training and Promotion Systems，以參加碩士論文口試。

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ABSTRACT

Nowadays, in the revolution of economic, Human Resource plays a crucial part in attaining their organization's achievement. Although in the era of Technology and Internet System, and from that people receive huge support, but the main function always belongs to human being factor- every single person invariably is the key let everything work properly. Concerning having experienced, skill, knowledged employees and let them contribute more and longer to their companies, actually become an important mission of Human Resource Management. Human Resource Department has a prerequisite role in planning, fulfilling the development and treatment policies. Talent people have tendency cohere with an organization where they can contribute a lot their ability, enrich their knowledge and moreover their career path will be delineated by the organization where they are serving in. Therefore, this research refers some perspectives and research about improving employees' loyalty and their commitment to Organization through training and internal promotion system.

Key words: Human Resource Practice; HR Training; HR Promotion; Employees' Commitment

TABLE OF CONTENTS

| | |
|---|----|
| CHAPTER ONE: INRODUCTION | 1 |
| 1.1. Research Background: | 1 |
| 1.2. Research Objectives: | 3 |
| CHAPTER TWO: LITERATURE REVIEW | 5 |
| 2.1. Theory of the Hierarchy of needs: | 5 |
| 2.2. Other Motivation Theories: | 7 |
| 2.2.1. Need- based Motivation Theories: | 7 |
| 2.2.2. Process- Based Motivation Theories: | 7 |
| 2.2.3. Learning- based Motivation Theories: | 8 |
| 2.3. Human Resource Management: | 8 |
| 2.4. Human Resource Management Practices (HRM Practices): | 10 |
| 2.5. Training in HRM Practices: | 10 |
| 2.5.1 Training Definition: | 10 |
| 2.5.2 Training Objective: | 11 |
| 2.5.3 Training Proceed: | 12 |
| 2.5.4. Training types: | 13 |
| 2.5.5. Effect of training on performance: | 13 |
| 2.6. Promotion in Human Resource Management: | 15 |
| 2.7. Job Satisfaction: | 16 |
| 2.8. Employees' Performance: | 17 |
| 2.9. Organizational Commitment and Employees' Loyalty: | 18 |

| | |
|--|----|
| CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY | 20 |
| 3.1. The Conceptual and Proposed Model:..... | 20 |
| 3.2. Construct measurement: | 21 |
| 3.3. Questionnaire Design and Sampling Plan: | 22 |
| 3.4. Data Analysis Procedure: | 23 |
| CHAPTER FOUR: FINAL RESULT AND DISCUSSION | 24 |
| 4.1. Factor Analysis and Reliability Test: | 24 |
| 4.1.1. Training System: | 24 |
| 4.1.2. Promotion System: | 25 |
| 4.1.3. Improvement in Performance:..... | 27 |
| 4.1.4. Employees' Loyalty and Commitment: | 28 |
| 4.2. Multiple Regression Analysis: | 30 |
| 4.2.1. The relationship between “ Training System” and “ Internal Opportunities”: | 30 |
| 4.2.2 The relationship between “ Training System” and “ Promoted Sense”: | 31 |
| 4.2.3. The relationship between “ Training System” and “Improvement in Performance”: | 32 |
| 4.2.4. The relationship between “ Promotion System” and “ Improvement in Performance”: | 32 |
| 4.2.5. The relationship between “Promotion System” and “Employees’ Loyalty and Commitment”: | 33 |
| 4.2.6. The relationship between “ Training System” and “ Employees’ Loyalty and Commitment”: | 33 |
| 4.2.7. The relationship between “ Improvement in Performance” and “ Employees’ Loyalty and Commitment”: | 34 |

| | |
|---|----|
| 4.3. Logistic Regression Analysis: | 35 |
| 4.3.1. Predict the Relationship between Independent Construct of “Traning System” and Dependent Construct of “Employees’ Loyalty and Commitment.” | 35 |
| 4.3.2. Predict the Relationship between Independent Construct of “Improvement in Performance” and Dependent Construct of “Employees’ Loyalty and Commitment.” | 36 |
| 4.3.3. Predict the relationship between independent construct of “Promotion System” and dependent construct of “Improvement in Performance” | 37 |
| 4.4. Canonical Analysis: | 38 |
| 4.5. Manova: | 42 |
| CHAPTER FIVE: CONCLUSION | 45 |
| 5.1. Conclusion: | 45 |
| 5.2. Managerial Implications: | 45 |
| 5.3. Limitation of Research: | 46 |
| REFERENCES | 47 |
| APPENDIX | 50 |

LIST OF TABLES

| | |
|--|----|
| Table 3-1 General Information of Respondents..... | 22 |
| Table 4-1 The Result of Factor Analysis and Reliability Test of Construct “Training System” | 25 |
| Table 4-2 The Result of Factor Analysis and Reliability Test of Construct “Promotion System” | 26 |
| Table 4-3 The Result of Factor Analysis and Reliability Test of Construct “Improvement in Performance” | 28 |
| Table 4-4 The Result of Factor Analysis and Reliability Test of Construct “Employees’ Loyalty and Commitment” | 29 |
| Table 4-5 The Influence of “ The Training System ” on “ Internal Opportunities” | 30 |
| Table 4-6 The Influence of “ The Training System ” on “Promoted Sense” | 31 |
| Table 4-7 The Influence of “Training System ” on “Improvement in Performance” | 32 |
| Table 4-8 The Influence of “ Promotion System” on “ Improvement in Performance” | 32 |
| Table 4-9 The Influence of “ Promotion System” on “Employees’ Loyalty and Commitment” | 33 |
| Table 4-10 The Influence of “Training System” on “Employees’ Loyalty and Commitment” | 34 |
| Table 4-11 The Influence of “Improvement in Performance” on “Employees’ Loyalty and Commitment” | 34 |
| Table 4-12 The Relationship between Constructs of “Traning System” and “Employees’ Loyalty and Commitment” | 36 |

| | |
|---|----|
| Table 4-13 The Relationship between Constructs of “Improvement in Performance” and “Employees’ Loyalty and Commitment” | 37 |
| Table 4-14 The Relationship between Constructs of “ Promotion System” and “Improvement in Performance” | 38 |
| Table 4-15 The Interrelationships among Constructs of “ Training System”, “ Promotion System”, and “ Employees’ Loyalty and Commitment” | 41 |
| Table 4-16 Manova Result | 43 |
| Table 4-17 Classification Result | 44 |



LIST OF FIGURES

| | |
|--|----|
| Figure 1-1 The number of Leaving Jobs due to Layoffs and Self- Quitters between years of 2009 and 2013..... | 4 |
| Figure 2-1 Maslow Hierarchy (1954) | 6 |
| Figure 2-2 Training Process | 13 |
| Figure 2-3 Indicators for Employee Loyalty Index | 19 |
| Figure 3-1 The Conceptual Model | 20 |
| Figure 3-2 The Proposed Model | 21 |



CHAPTER ONE: INRODUCTION

1.1. Research Background:

As the influence and vital of air for the human being, people factor is actually the significant resource of any association. For Human Resource, managers evaluate people as an asset- not a cost (it's quite different from Personel Management). People in any company is definitely a valuable resource. A firmly, thriving company definitely has capable, strong and hard- working staffs. But how a company can recruit the talent employees? How to let them stay longer with the organization? How to deal with their needs? How to develop them to match with organization's orientation? Still are tough questions for any Human Resource Managers.

An organization's capacity and strength are mostly decided by their personnel- who not only perform any activity to pursuit the organization's goal but also create the competing advantages for their company which is inimitable by others. About this aspect, Mosadeghrad (2003) stated that: “ Considering this fact organization's success is mostly based onthe commitment of their employees and their focus towards achieving the organization's prime goal”. Organizations determine goals and achievements, and their achievement in obtaining them depends on their personnels' performance (Beheshtifar, et al. 2011). Human resource (HR) is the most essential resource in any association and it is obviously that there is non factor could replace HR. Accordingly, facing the task of achieving organizational goals, superiors need recognize human capital properly and use them effectively.

With the severity of labor market, nowadays, capable employees have so many choices and chances for their careers. They could straightforwardly leave an organization to work for another because the latter can provide their better conditions. So keeping talented staffs stay longer with organization always quite a difficult task for HRM. Concerning to gain the desiration of high profitability level and other aspect of organizational advantages, as a function of Human Resource Managment Practices- an excellent and systematic training structure has strong link. From the result of oustanding training program, employees could clearly know what and the way they could perform their work, and develop their strengths. With a dominat training system, an organization can actually being an interesting place for employees- where they can learn, can work, prove their self and make improvements.

Bartlett (2001) explored consequences of training on commitment to organization and found that perceived access to training produced the highest correlations with Organization Commitment. The conclusion indicated that employees perceived the opportunities of training as support from their employer, which strengthen their warranty to stay longer with the company. A strong positive interrelation was also reported between Organization Commitment and perceived support for training from colleagues and managers also. The results implied those employee perceptions, that the management strongly supports training programs, influence employee attitude and their participation in training.

Besides that, the internal opportunities always are motivation for staffs. Getting higher position in a company where they are working in usually a lot simpler than in other companies- where they need to prove themselves from the beginning. But in reality, competitors not only compete with us in the commercial market but also in resource market- on this spot is competing for talent people. They would endeavor to provide sound more interesting things to attract our employees. With the purpose of how to constitute a promotion system which could be an absolute motivation for staff become an essential task. Dessler (2008) stated that Promotion is assumed to happen when an employees make a movement in the ascending order in position and then have greater responsibility. Follow to this event, the income of employees has significant increase and the scope of authority and self- control are inclusive. To be the most productive employee and being distinguished by superiors, the employees feel as a sufficient contributor themselves and so will lead to more delighted with their job. And therefore can showing their tighter connection with the organization, in this case, means Organization Commitment

About this matter, Salancik (1977) mentioned “ Commitment is a state of being in which an individual becomes bound by his actions to beliefs that sustain his activities and his own involvement”. Three features of behavior are important in mandatory individuals to their acts: the visibility of the acts, the extent to which the outcomes are immutable, and the degree to which the individual undertakes the action voluntarily. Therefore Salancik also stated that “ Commitment can be increased and harnessed to obtain support for organizational ends and interests through such ploys as participation in decisions about actions”. The employees’ performance absolutely presents an essential role in express their commitment. The way to

recognizing the results of employees and the solution to let them always be willing to do tasks absolutely plays a very crucial role in determining the attitude of employees towards the commitment to organization. Therefore one firm could not have the probability of attaining efficiency if without the faith of their members.

In most cases, leaving organization is the signature of low commitment causes members and in contrary, joining to an organization in which means the latter could provide them better benefits and conditions. simultaneously, all associations in general need have individuals who help them with their objectives.

1.2. Research Objectives:

However, nowadays any organization often encounters with the reality of definition about employees' loyalty, the one that is intrinsically complicated. Employees' loyalty – used to interpret as a lifetime relationship with a particular employer – relevant in the current situation of layoffs, mergers and talent wars nowadays. To explain in other way, having longer holding position employees indicates high loyalty toward an organization.

Some statistical number that was collected by “The Empower Group for The Manpower” about International Employee Loyalty, suggests that employee loyalty continues to rise around the world. According to the data, Human Resource Managers in the group of 8 countries: United States, France, Germany, Italy, Japan, Mexico, the Netherlands, and the United Kingdom- not only say that employees' loyalty has increased in the past three years but they also are so optimistic about employee loyalty over the near future as well. The figure of 42% expect their employees' loyalty will increase over the next three years while there is only 10% assume it will be on the decline. There was almost three-quarters of staffs (with the percentage of 72%) who were interviewed in the UK and US stated that they feel loyal to their organization. This survey also detects that among UK and US employees there is over twice the number of people who predict that their loyalty toward their firms will grow over in the next few years (up to 25%) compare to the percentage of people who expect it in the converse- only 25%. And the percentage of people who assume that their loyalty remain the same is 57%. This research also found that the employees' loyalty, as evaluated by the retention rates- which is measured by the number staff who stay remain with organization over total the number of personnel at the beginning of the same period, were the highest in Mexico, then the Netherlands, and the USA.

The lowest levels were detected in Japan and Italy. People with three to five years of tenure with one employers were the most liable to turnover. Loyalty percentage among female personnel were 76%, compared with the percentage of 68 percent for male personnel .

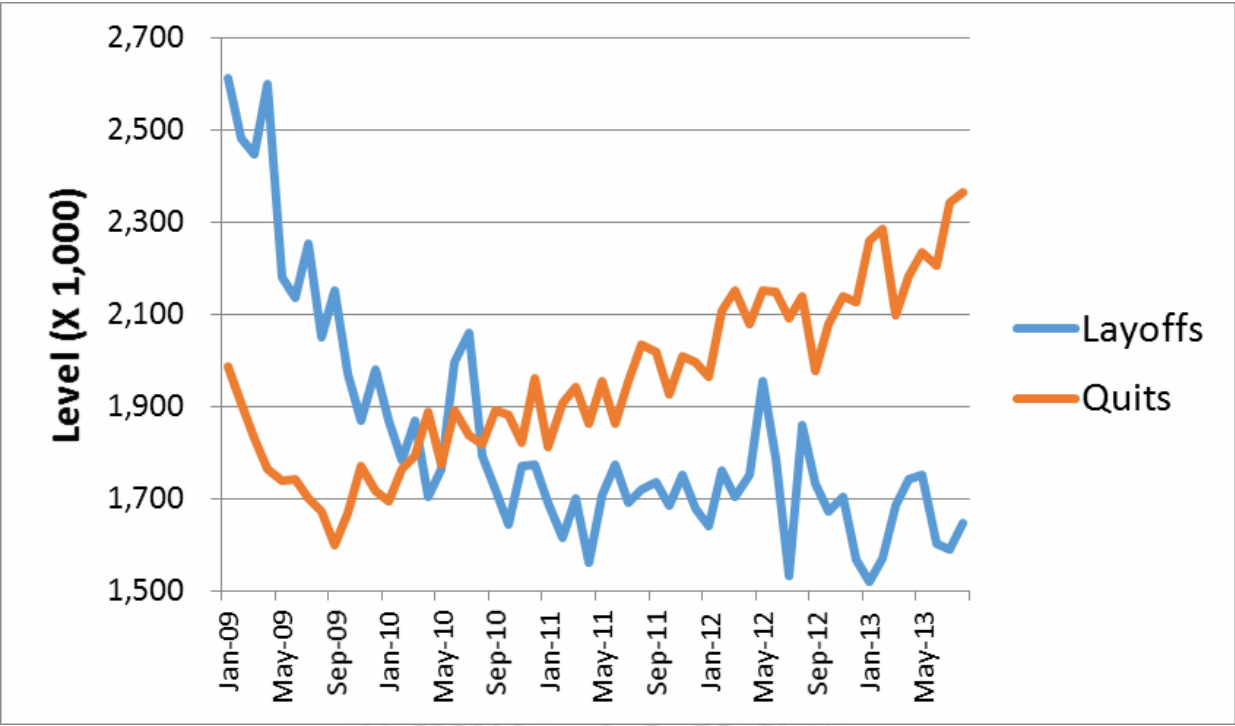


Figure 1-1 The number of Leaving Jobs due to Layoffs and Self- Quitters between years of 2009 and 2013

CHAPTER TWO: LITERATURE REVIEW

2.1. Theory of the Hierarchy of needs:

In 1943, a Psychologist named Abraham Maslow affirm the “Theory of Human Motivation” for the first time with his paper “A Theory of Human Motivation”. This theory then was wholly deliberated in Maslow’s 1954 book named “Motivation and Personality”. In so many of behavioural researches, this hierarchy always persist as a highly popular framework, the researches applied such as social research, leadership, training in organization and secondary and higher psychology guidances.

When referring to human motivation, Maslow Hierarchy of Needs is constantly be one of the most suitable and broadly cited. As mentioned above, the Maslow's theory is formed on Hierarchy of Human Needs. People behaviors are recognized always related to their needs. In the Maslow’s pyramid, there are total of five sets of individual’s need that are orderred according to their essence and priority. As the theory reffered, if there any human nature level of need has satisfied then people will move toward the second one. And later, if there is satisfaction of the next demand, the intrinsical demand of any individual is ready for the higher level. For this reason this chain is constantly moving forward. Maslow hierarchy of need operates step by step. First is physiological needs- that includes all basical physiology needs, for example: eating, drinking, sleeping; in the next second level are security needs just as shelter, employment, family, health; in higher level covers the social relationships such as friendship, teamwork; in the next fourth of dignity, inner strenth, respected from other and in the highest level contains of people’ creativity, problem-solving, uprightness, experience purposes are embraced. There are a lot of comprehensive definitions contained in the theory; could explain the reason why this theory is very appropriate and useful in many research objectives to enhancing employee motivation. With the condition of all levels is achieved by the organization for the employees in their time working for them to pursuit the organization’s goals, the employers can be confident of retaining the employees for a considerable time of dedicating. And more importantly, this psychologist came to the conclusion of when a set of need is satisfied, it is no longer to be a motivating factor anymore. And the next compound of the needs will take place to become a motivating element. The basic sets of need are placed at the basic level and then

followed by others. But one thing here that we know the human] brain are so complicated and has parallel processes operating at the same time, so that many different motivations from different levels in Maslow's hierarchy could be presented simultaneously. Maslow expressed very clear views around the interpretation of the level of demand and they should have the consistency of terminology such as "relative", "general" and "mainly". Instead insisted that people always focus on a specific demand in a certain time, he said that a certain demand on particular moment of time is "dominated" the human organism. Thus this author confirmed the possibility that the different levels of the engine can arise any time in the human mind, but he was more focused on the identification of the main types of motivation and stuff order that they can be met.

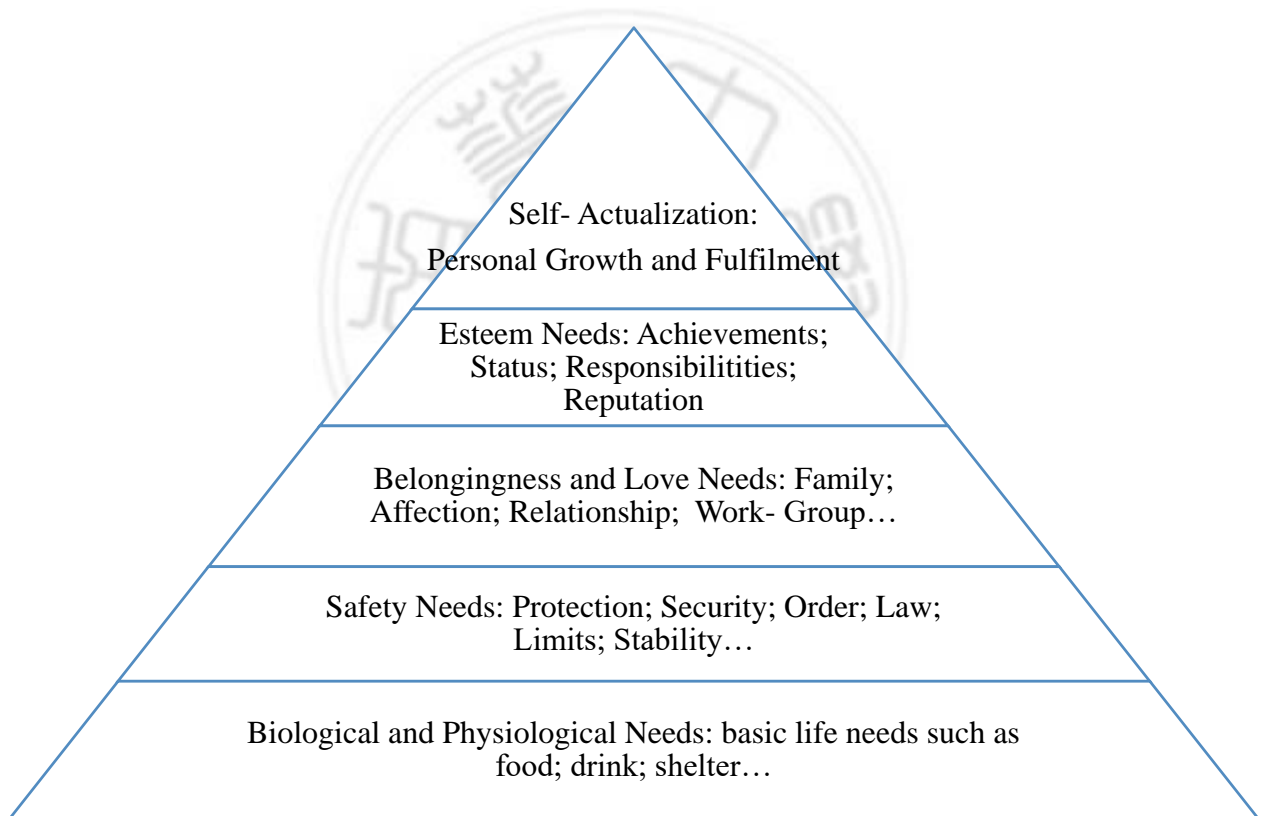


Figure 2-1 Maslow Hierarchy (1954)

In Human Resource Management, there are some very remarkable and quite important applications of Maslow's theory. There are many ways to create the motivation for employees via leadership or management style, job design, company policies, compensation packages, some examples of which follow: (1) Physiological needs: Provide meals during the working

time, and lunch breaks, rest breaks, the minimum wages that could be affordable in terms of purchasing the essential goods for human life; (2) Safety Needs: Catering the safety working environment, retirement benefits, other insurances or the job security; (3) Social Needs: Providing the atmosphere community via team-based projects and social events; (4) Esteem Needs: Being recognized when they have achievements could lead to the results of employees feel appreciated and valued. Establishing job titles system that can convey the importance and responsibility of any position; (5) Self-Actualization: Delivering to employees challenges and the opportunities to reach their full bright career path and could achieve top positions in their life. In Human Resource Management, they have applied this theory to clarify the motivation of any personnel to deeply understand their intrinsic desire and therefore create the proper policies and promotion that can appeal and prompt them.

2.2. Other Motivation Theories:

2.2.1. Need-based Motivation Theories:

The ideology is that motivation arises from personal needs which are not met or satisfied. These needs could be both extrinsic or intrinsic. Taylor (1947) uses the principles that people supposed to be motivated in case that the external economic reward is linked to their performance. Mayo (1949) also put the concentration on the importance of human relationship by highlighting the human needs of being recognized, secured, and the sense of belonging. Therefore this theory assumes the desire could arise from internal factors. The Maslow hierarchy of needs released in 1954 identifies that external and internal elements contribute to human being motivation. This suggests that the manager should try to build the right environment for their employees and reveals that many human motivations are outside the formal organization controlled by management.

2.2.2. Process-Based Motivation Theories:

Process-based theories view motivation as a rational process. Any single personnel often evaluate their working environment, have their own thoughts and feelings, and react in certain ways. Process theories try to have the explanation about the thought processes of individuals who demonstrate the motivated behavior. The ideology here is the motivation is quite complicated when compared to the simple intrinsic or extrinsic need incentives. McGregor (1960)

had figured out that the managers' behavior towards staff is an important element that could affect on the behavior of staff.

2.2.3. *Learning- based Motivation Theories:*

Argyris (1992) and Schon (1996) distinguished between "model I type behavior" and "model II type behavior" in organizations. The model I type, supported by most traditional motivated methods, concerns personal goals fulfillment rather than learning with others and involves defensiveness, self-fulfilling, ascending error-behavior which is resistant to change. While Model II type behavior concerns using valid information, free and informed choice, internal commitment, an invitation to confront one's views, in order to bring real learning and the solving of problems. The concept is that this model II type of motivation culture is more beneficial for the organization and therefore for the individual.

2.3. *Human Resource Management:*

According to Amstrong (2006): "Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives". Any department of a company is operated by a human being. Many new challenges and obstacles that firms facing within the competitive and severe global market nowadays. If firms don't have a well- trained and competitive labor force, businesses will lose the ability to compete with not only national and but also international competitors, and therefore have dreadful results in the expectation of economic success (Tomaka, 2001). With the huge changes in technology and scientific, the possibility to adapt for each individual to let the company catch up the pace and striving, attract more investors, shareholders, customers are important than ever.

For Weightman (1993), HRM starts by recognizing that the human beings are the most value asset of any firm. HRM is involved in the process of selection, training, rewarding, explaining expectations of management, and explaining the actions of management. Foot and Hook in 1999 referred that HRM clarified the importance of a strategic access to management so that managerial policies are integrated and united. Human Resource Management involved to the policies, practices, and systems that affect to employees' behavior, attitude, and performance (Noe, Hollenbeck, Gerhart and Wright- 2012).

Generally, Human Resource Management related to managing personnel who are needed by a firm and being acquired, maintained for purposes of attaining the organization's vision, strategy, and objectives. In almost every firm or company, HRM focuses on recruiting, maintaining, utilizing, and developing an effective workforce, which is crucial for both organization's short but also long-term survival in the market. About HRM functions, Caldwell (2004) divides into policy goals like below: (1) Managing people as assets that are the principal to the vying dominance of an organization to their competitors: Despite any latest technologies or machines, the human being always the paramount element to utilize any other resource; (2) Aligning HRM policies with firm's practices and corporate strategy also: HRM policies need be constructed to get along with corporate strategy concerning attain the final objectives. Every single person like a cell in an organization, they need be trained and developed to stick with their corporate strategy to work as a whole and achieve the common target; (3) Developing an appropriate fit of HR policies, procedures and systems with one another: Any term and policy that is be released should not only fit to the requirement of system but also suitable to staffs' desire; (4) Creating a grordied and more flexible organization capable of reacting more rapidly to any change: with global condition nowadays, flexibility and adaptability are the core for success. Any organization needs ready for facing changes; (5) Encouraging team working and co-operation within the internal organizational scope: Company or firm which has succeeded with the working of coherent individuals and departments. To attaining final target, the whole of company should work together, therefore the team-work and united spirit are needed than ever; (6) Empowering employees to encourage their own self-development and learning: If someone wants to do something, they always find out the way to fulfill it. People seem to work more productively in case they feel they be trusted, so empowering could enhance the internal strength of staffs in any firm; (7) Developing reward strategies designed to support a performance-driven culture: any employee will have no motivation to get a new idea if they always receive the same thing as when they just do basic required in work. So the reward strategy considered to be developed to inspire employees having improvement in their performance and contribute more to their organization; (8) Improving employee involvement through better internal communication: Research shown that each working people spend more time every day with their colleagues and at their working place than spend time for their own

family at their own house. It seems obvious because every single day we work from dawn to dusk, hence the better internal communication, the more efficiency we have in doing our tasks;

(9) Building greater commitment of staff to their organization: One thing very important here is people will be connected in case they have same ideology and same target.

2.4. *Human Resource Management Practices (HRM Practices):*

There are several ways to defined Human Resource Management Practices. Like Minbeava (2005) viewed HRM practices is a set of practices applied by any organization to their personnel resources by facilitating the development of competence, produce more social relation and create organization knowledge for employees to generate and preserve firm's competitive advantages. And before that, Delery and Doty (1996) also gave the definition of HRM Practices as a set of internally consistent policies and practices of an organization, which is constructed and then applied to ensure that organization's human capital contribute to the success and achievement of its business goals. Or according to Schuler and Jackson (1987), HRM Practices was interpreted as a system that have the functions of drawing the attention of talents, developing them, motivating and finally keeping capable employees to ensure the adequate application of HRMs and the survival of Organization and their members. According to those former researchers, we can conclude that HRM practices relate to specific practices, organization policies, and philosophies that are designed to attract, develop, motivate, and maintain talent employees who have the power of ensuring the effective functioning, successful and survival of the organization. Because of that, this research mainly focuses on the Training (develop) and Promotion (Motivation)- two essential parts of Human Resource Practices in Organization.

2.5. *Training in HRM Practices:*

2.5.1 *Training Definition:*

According to the Michel Armstrong (2006): "Training is the use of systematic and planned instruction activities to promote learning. The approach can be summarized in the phrase 'learner-based training'". Training itself associates with the use of official processes attain the purpose of convey knowledge and therefore benefit people in acquiring the skills which are required in perform their jobs properly and satisfactorily. It could also be understood as one of the several solutions an organization can undertake to promote learning within working

environment. Training often is judged as one of the most important HR practice which has a huge effect on competitive power. Armstrong also stated that “Human resource training is recognized as the application of the formal process to impart knowledge and help employees to acquire the skills necessary for them to perform their jobs satisfactorily”. Basically, the employees need be trained to know how to fulfill their initial tasks properly and show off more skills to improve productivity.

Other ways of defining Training, like Edwin B Flippo, “Training is the act of increasing knowledge and skills of an employee for doing a particular job”. With this definition, the term “Training” include the progress of improving knowledge, expertise of employees to implement specific jobs. As Aswathappa refers in the book Human resource and Personnel Management: “Successful candidates placed on the jobs need the training to perform their duties effectively”.

2.5.2 *Training Objective:*

To ensure the availability of a talent, knowledgeable, an always willing workforce for an organization is dominant target of training. More detailly, there are total of four training objectives: (1) Individual Objectives: These objectives are helpful to employees in the purpose of obtaining the individual’s goals, which could enhances the personal contribution to their organization; (2) Organizational Objectives: training could assists the organization to attain its primary objectives by providing individual productive and effectiveness; (3) Functional Objectives: Functional objectives are maintaining the department’s contribution with a leverage suitable to the requirements of an organization; (4) Social Objectives: Social objectives could secure that the organization is doing ethical business and socially responsibilities, and afford to the needs and challenges of the society. Further, the additional objectives are as follows: Preparing for all the staffs regardless new and old, unexperienced or experienced to meet the present situation as well as the changing condition of the market in general and the organization’s specific tasks; Preventing obsolescence to minimize the mistake could happen during the implementing tasks; Imparting the fundamental knowledge and expertise for the new personnel that they desire for an intelligent performance of a distinct job; Preparing for the personnel to higher level tasks, this will become an intrinsic encouragement for every employee; Assisting the employees to function more productively in their present positions.

According to Wognum (2001, 408), training and development needs may occur at three organizational levels which the order of decreasing complexity as follow: The first is so-called “Strategic level”- where needs are determined by top management while considering organization's goals, mission, strategy and problems, which should be resolved or fixed. The second is “Tactical level”- where needs are determined by middle management while considering developments needs to the coordination and cooperation between organization units. The third level is “Operational level”- where needs are determined by lower executive management and other employees while considering problems related to operations such as performance problems of every single worker and departments in a subject.

In order to facilitate an organization in formulating Human Resource Training and Development goals that will enable both formal and informal Human Resource Training and Development methods and programs create a workforce that enables effectiveness and competitiveness, it is worth giving consideration to, providing proper coordination likewise the proper incorporation of the demand of the three levels. The first issue is to identifying the needs relevant to the organization's objectives. Also according to Wognum (2001) and Torrington et al. (2005), there are three categories of identifying Training System needs include: Resolving problems- this focuses on workers’ performance; Improving certain working practices- this focuses on improvement regardless of the performance problems. Changing or renewing the organization situation: which may arise because of innovations or changes in strategy. It is worth putting in mind that during the identification of training needs, there is the need to create, develop, maintain and improve any systems relevant in contributing to the availability of workforce with required skills. Moreover, training programs should be designed to cater for the different needs. Further still, the training program, content and the trainees' chosen depend on the objectives of the training program (Milkovic & Bordereau 2003).

2.5.3 *Training Proceed:*

Armstrong in his book published in 2006 “ A Handbook on Human Resource management” refer training should be systematic in that it is specifically designed, planned and simple- mounted to meet defined needs. It is provided by people who know how to train and the impact of training is carefully evaluated”. He relied on the concept that was originally developed for the industrial training boards in the 1960s and consists of a simple four-stage model: identify

training needs; select the type and content of training is required to meet these needs; looking for experienced trainers and specialized training to implement the training program; Monitor and evaluate the results after training to ensure that it is effective.

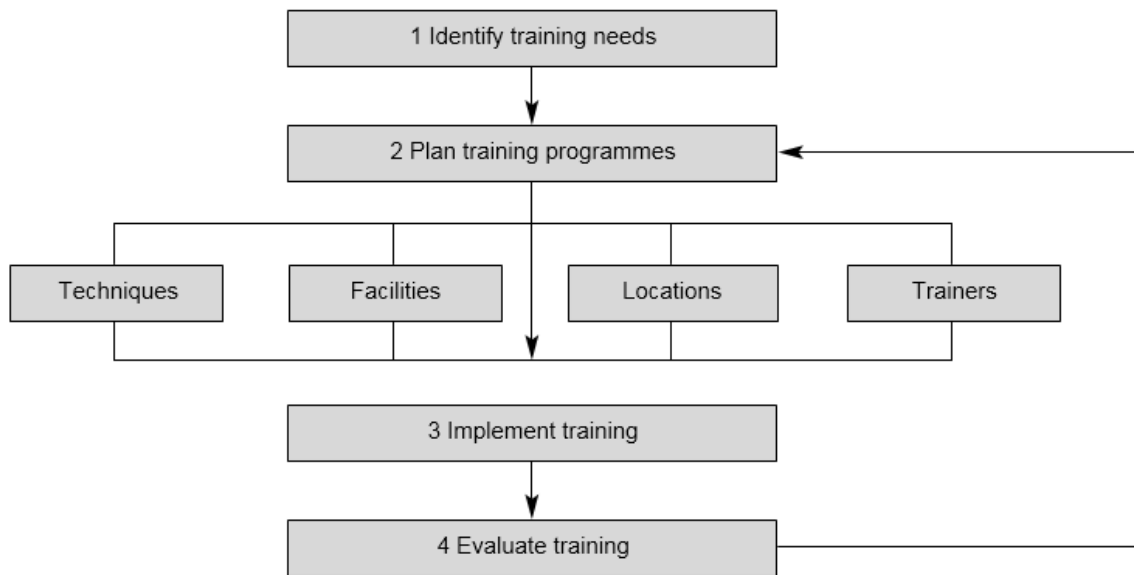


Figure 2-2 Training Process

2.5.4. Training types:

Training programs or events can be concerned with any of the following: Manual skills: the Basic skill that the crucial task required; Personal skills, for example assertiveness, coaching, communicating, time management; Training in organizational procedures or practices, for example induction, health, and safety, performance management, equal opportunity or managing diversity policy and practice; IT skills: The more developed technology be installed in working process, the more need employees should be trainee; Team leader or supervisory training; Management training; Interpersonal skills, for example leadership, team building, group dynamics, neuro- linguistic programming; These kinds of training give the potential, capable, talent personnel has clearer path for their development in the organization.

2.5.5. Effect of training on performance:

Training and development are often used to close the gap between current performance and expected future performance. Training and development fall under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005). Through training

programs, employees could know better what they should do and how they do? Talent employees immerse and develop the knowledge they gain after training and apply it to their working process.

With the fact that organizational growth and development is affected by a number of factors, during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This, in turn, leads to placing organizations in the better positions to face competition and stay at the top. Therefore, implies there exists a significant difference between the training staff held a basically comparable with organizations not serious about it. The previous studies have provided proof of the existence of evidence of the effects of training and development of staff performance. Some studies have been carried out by looking at the performance of the performance of particular employees (Purcell, Kinnie & Hutchinson, 2003; Harrison 2000), while other researchers have extended to a general expectation of the organization performances (Guest 1997; Swart et al 2005). In most cases, these two concepts have close links referring to the employee's performance is a function of the organizational performance since employee performance influences general organizational performance. In relation to the above, Wright & Geroy (2001) note that employee competencies change through effective training programs. It therefore, not only improves the overall performance of the employee to perform more effectively in their current jobs, but the strengthening of the knowledge, skills and attitudes of employees is also essential for their future work, contribute significantly superior performance organization.

The previous team training and performance of staff discovered the interesting findings of this relationship. Training system has been proven to generate benefits related to improving the performance of employees as well as for the organization by a positive impact of workers through the development of knowledge, skills , capabilities, capabilities and behavior of each employee (Appiah 2010; Harrison 2000; Guest 1997). Moreover, other studies give examples of each Swart et al. (2005) to build enterprise platform based training as a means to deal with the lack of employee skills and gaps in activities as a way of improving the performance of employees. According to Swart et al., (2005), narrowing the performance gap is understood as the implementation of an appropriate training interventions for the benefit of employees to help them develop skills and abilities in particular and raising labor performance in general. He

continued to give the concept by saying that the training allows for the organization's staff realized that it does not work well yet and therefore they need more knowledge, skills and attitudes need to be adjusted to the needs of the company. It is always such that employees have a certain amount of knowledge related to different jobs. However, it is important to note that this is not enough and the staff need to constantly adapt to new requirements arising in the implementation of the work. In other words, the organization should have policies for continuous training in order to develop and retain employees and therefore do not have to wait for the discovery of skills shortages and gaps in the performance of employees. According to Wright & Geroy (2001), the performance and capacity of staff positive change through effective training programs. training programs not only improve the overall performance of the employee to perform the job effectively but also enhance existing knowledge, skills and attitudes of employees needed for the future, contributing to superior performance organization. Through training, capacity of staff can developed and help them perform work, training has related to efficiency and achieve company goals, create a competitive advantage for businesses. Moreover, the well-trained staff will lead to a significant decline in dissatisfaction with the policies of other enterprises, and they can experience the satisfaction is directly related to the meaning of the achievements and knowledge they are developing their inherent ability (Pigors & Myers 1989).

2.6. *Promotion in Human Resource Management:*

When an employee has a movement in the upward order in organizational hierarchy and get a of greater responsibility, it is supposed that a promotion is happened (Dessler, 2008). Therefore, getting promotions in career path could make an important increase significantly not only in an employee's incomes, but also about his the scope of authority and autonomy. This type of improvement mean this staff being recognized, clarified and be considered as the most productive personnel in the working place. With opportunities of developing in career path, the employees themselves feel they are effective contributors and thus will be more satisfied with their current job. Promotion acts as a synchronization system of organization goals with individual goals, it could be considered as a tool to reward and motivate employees to meet organizational objectives(Lazear & Rosen , 1981). Like Rosen (1982) reffered, the determined element for the placing of any person in the hierarchy of the organization is their

competence, the higher competence is, the higher of position this individual could reach in the Organization hierarchy. Another side for point of view about the benefit that Promotion could bring to employees, (Murphy, 1985) expressed on its importance nature due to the fact that it involves in it a significant change in an employee's salary package. Therefore, an ascent change in salary was also mentioned as a promotional value (Baker et al., 1994). Promotions often follows a set pattern definitions that is clarified set out in the employment contract from the beginning of start working for the company (Doeringer & Piore, 1971). In the global competitive situation of the company today, the promotion can help companies compete to keep track of the participants and the most effective contribution to an organization's valuable for other organizations hire (Bernhardt & Scoones, 1993). In a way that promotes be highlighted is employees from the internal environment and realize their value in their current working place. According to Carmichael (1983) promotion could express the productivity of an organization when a worker climbs a ladder to advance on the basis of their seniority and as a result he received a salary increase. Beside, Baker (1988) had an opposing views and said that the promotions were not believed to be a motive device, so that optimum results can not be created by promoting the organization's internal staffs. But reacting for that point of view, Kelly-Radford (2001) supposed that there is a more failure rate when the employees are hired externally than when they are promoted internally. Effect of salary increase, the result of a promotion, were found to be significantly more than fixed income (Clark & Oswald 1996). According to Pergamit and Veum (1989) set up the hypotheses of the organizations with greater opportunities for advancement will get employees' satisfaction. Similarly with that point, Shields and Ward (2001), the employee is not satisfied with advancement opportunities at their organization is expected to have greater intention of leaving the organization.

2.7. *Job Satisfaction:*

The Origins of the research concerned with job satisfaction began in 1911 when Taylor scholars develop ways to train the workers on the basis of job duties and the attitude of staff (Taylor, 1911). Later, other researchers have continued to grow, and dig deeper into this topic. From the perspective of Lawler and Hall (1970), job satisfaction will make up the difference between the input made by an employee and the results received from the employee's job. If the answer is in the way that is positive for the employees satisfied with work and vice versa.

Wexley and Yukl (1984) formed the view that job satisfaction is not only influenced by the individual characteristics of the employees but also the impact from the relevant attributes of the current workplace job. Mitchell and Lasan (1987) suggested that job satisfaction employees have played a role increasingly important when it comes to the field of organizational behavior. Luthans (1998) discuss job satisfaction in a multi-dimensional perspective. first hand, he postulated that job satisfaction is a feeling and so it can not be measured as a tangible entity. Second, he said that the expectations of employees, are rewarded for their efforts for the organization, can be assessed as a determinant of job satisfaction. Thirdly, he claimed that some work is characterized as pay, promotion and the nature of work are factors that may be related to employee job satisfaction. Locke and Lathan (1990) gives a broader definition of job satisfaction and see it as an emotional state brought joy and positive energy to the employees by the realization that they are getting what they think are important to them. The staff can be retained and satisfied when they are satisfied with their work include the challenges, opportunities, scope, and much work (Fried & Ferris, 1987; Parisi & Weiner, 1999; Weiner, 2000). besides a challenging job, there are several other factors that contribute to improving the satisfaction level of employees (Shan, 1998). A satisfied employee is the dedication and commitment they more for their work, employees may be retained by the organization for a long time, to improve the productivity of companies (Bravendam, 2002).

2.8. *Employees' Performance:*

According to Afshan et al (2012) he has given the definition of employees' performance as the achievement of some specific job that evaluated against predetermined or identified standards of preciseness, integrity, cost and speed. And for the group of researchers Herbert, John, and Lee (2000), employee performance is the outcome or contribution of employees which is resulted in helping their organization pursuit their goals. Hence employee performance could simply understand as the outcome, result of personnel in doing their tasks. Besides that, it can also be looked at in terms of behavior (Armstrong 2006). Kenney et al. (1992) stated that employee's performance is weighted towards the performance criteria set officially by their organization. There are some standards which are used to measure employees performance, like using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja 1992). Profitability is the ability to earn profits consistently over a period of

time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster 2002). Efficiency and effectiveness - efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner 1996). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong 2002).

Generally, it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high-performance levels. So the desired levels of performance for any individual in an organization or any period of working are set by managers. These are setting goals and standards against which can measure individual's performance. Companies ensure that their employees are contributing to producing high-quality products and or services through the process of employee performance management. This management process encourages employees to get involved in planning for the company and therefore participates by having a role in the entire process thus creating motivation for high-performance levels. It is important to note that performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner. Performance management can focus on the performance of the employees, a department, processes to build a product or service.

Research on the productivity of workers has shown that employees who are satisfied with their job will have higher job performance, and therefore reach high job retention, than those who are not happy with their jobs. Kinicki & Kreitner (2007) stated that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets.

2.9. Organizational Commitment and Employees' Loyalty:

The organizational commitment focuses on a multi-dimensional concept that represents the relationship between an employee and employer. With the current increasing speed and scale of change in organizations, managers are constantly seeking ways to generate greater employees' commitment as a competitive advantage (Kazlauskaitė, Buciuniene, & Turauskas, 2006; Labatmediene, et al., 2007).

Abbott, White and Charles (2005); Kristof-Brown, Zimmerman and Johnson(2005) have indicated that employees will be more committed when their values are more aligned with those of the organization and employees are more likely to remain in organizations that provide a positive match. Armstrong referred to Loyalty of Employees the book “Handbook of Management and Leadership “ also based on “The meaning of organizational commitment” was defined by Porter et al (1974), commitment refers to attachment and loyalty. This point of view supposed individual’s identification with, and involvement in, a particular organization. It consists of three factor: a strong desire to remain a contributor of the organization; a strong belief , truth, and acceptance with the values and goals set by organization; a willingness to express considerable effort to the organization’s mission. If employees’ loyalty has developed, the result will be the increasing in satisfaction. Satisfaction therefore resulted from a process of internal evaluation, then satisfaction will grow if an employee’s expectation level is exceeded.

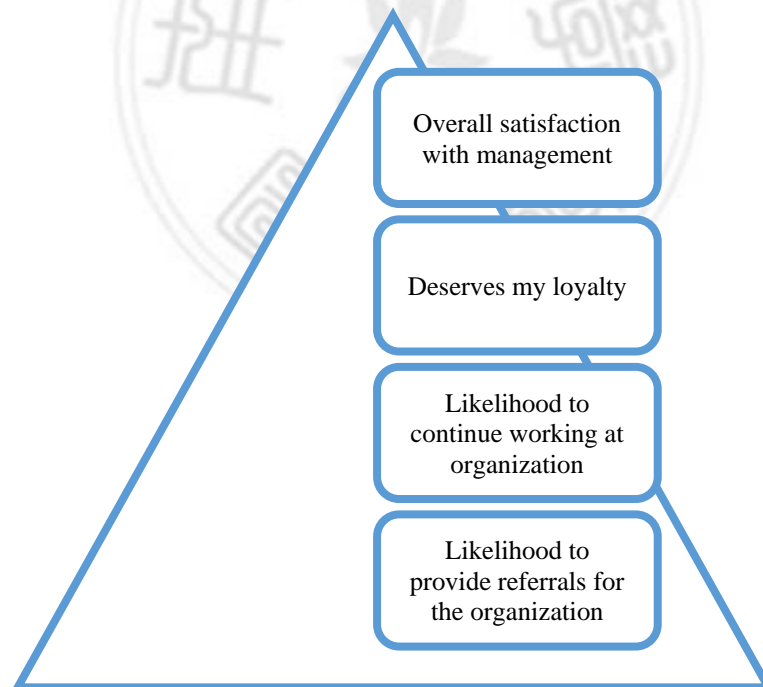


Figure 2-3 Indicators for Employee Loyalty Index

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. *The Conceptual and Proposed Model:*

When discussing about the topic of motivation for Employees in Human Resource Management, there are quite a lot of conceptual model were used to analyse and test the relationship among related construct. In this research, the author relied on former model research of group researchers: Bader, Masa'deh and Ayman Bahjat Abdallah (2014). The conceptual model showed in Figure 3-1 like below.

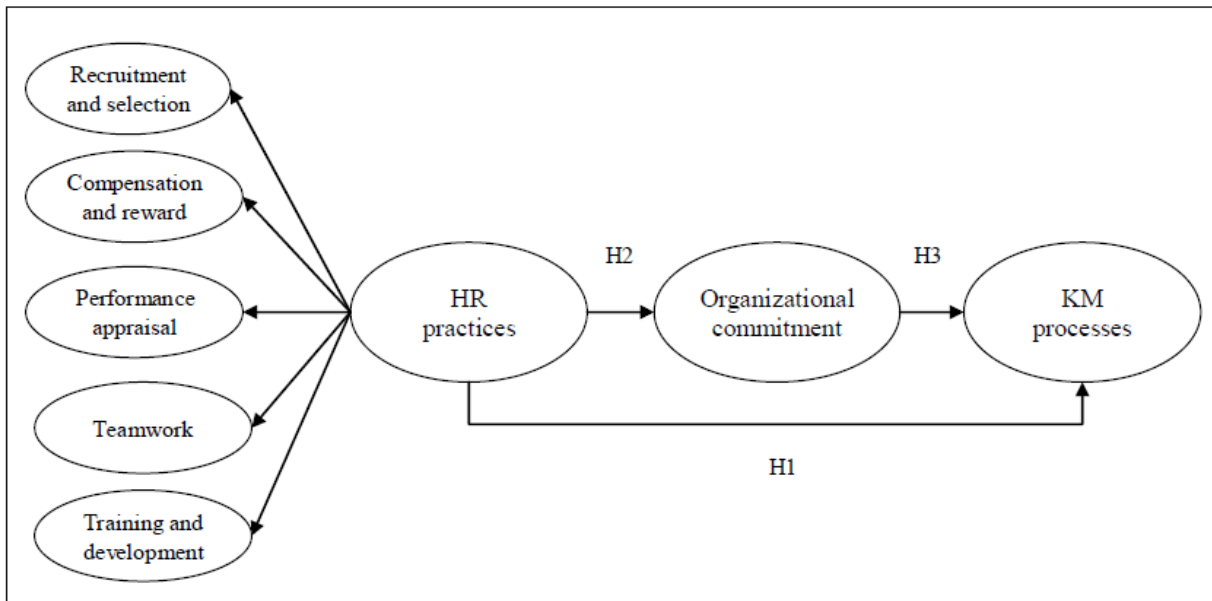


Figure 3-1 The Conceptual Model

But since this research has purpose of focus on Training and Promotion System like the leverage for Employees' Loyalty, I develop from the conceptual model to form the Proposed Model, shown in Figure 3-2. This model include 4 constructs: Training System; Promotion System; Improvement in Performance; Employees' Loyalty and Commimeten. 6 hypotheses were developed and they would be tested by using quantitative research methods by applied SPSS software version 23.

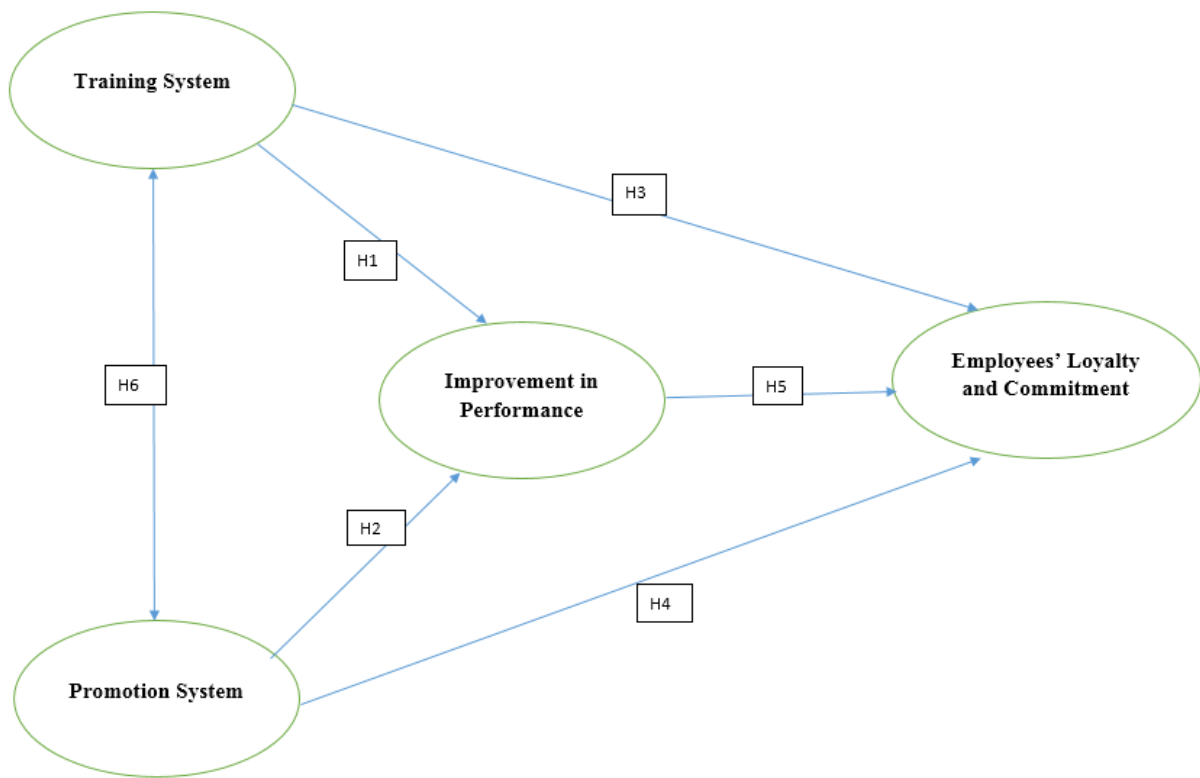


Figure 3-2 The Proposed Model

HYPOTHESIS 1: Training System with higher effective tend to have positive impact on Improvement in Employees Performance.

HYPOTHESIS 2: Promotion System which clear and fair has positive effect improvement in Employees Performance.

HYPOTHESIS 3: Training System with higher effective tend to have positive impact on Employees' Loyalty and Commitment.

HYPOTHESIS 4: Promotion System which clear and fair has positive impact on Employees' Loyalty and Commitment.

HYPOTHESIS 5: Improvement in Employees Performance has strong relationship with Employees' Loyalty and Commitment.

HYPOTHESIS 6: Training System and Promotion System have strong correlation on each other.

3.2. Construct measurement:

In addition to the measurement of research constructs, personal demographic information on gender, monthly income, the number of working experience year and their current position at their company is obtained. Numerous past researches have explored the effect of

demographic variables on their organization behavior. Although different results are generated, demographics are still an important influencer to be taken into account.

3.3. Questionnaire Design and Sampling Plan:

Based on the construct measures as discussed above, a survey questionnaire is developed to obtain the responses from the personnel who are working in various industries. The questionnaire consists of 5 sections: (1) genetic personality (4 items); (2) Training System (11 items); (3) Promotion System (10 items); (4) Improvement in Performance (9 items); (5) Employees' Loyalty and Commitment (7 items).

The questionnaire is filled out by 200 people who are working in variety companies in many different industries such as Banking; Consultant; Information and Technology; Education; Trading..., from levels of Staff to Senior Manager. 143 valid respondents finally be collected and used to analysis. A survey questionnaire is designed for this study. All the items were be measured on a five-point Likert scale. Respondents were asked to show their level of agreement toward each question, from 1 = strongly disagree to 5 = strongly agree.

Table 3-1 *General Information of Respondents*

| Descriptive | Number in Samples | Percentage |
|--------------------------------------|-------------------|------------|
| Gender | | |
| Male | 44 | 30.8 |
| Female | 99 | 69.2 |
| Current Position | | |
| Staff | 107 | 74.8 |
| Team Leader/ Supervisor | 28 | 19.6 |
| Manager/ Senior Manager | 8 | 5.6 |
| Experience in Current Company | | |
| Under 1 year | 39 | 27.3 |
| From 2 years to under 5 years | 82 | 57.3 |
| From 6 years to under 10 years | 21 | 14.7 |
| Over 10 years | 1 | 0.7 |
| Monthly Income | | |
| Under 200 USD | 19 | 13.3 |
| From 201- 500 USD | 64 | 44.8 |
| From 501- 1,000 USD | 40 | 28 |
| Over 1,000 USD | 20 | 14 |

3.4. *Data Analysis Procedure:*

In order to achieve the purposes of this research and test the hypotheses, SPSS Statistic 23 software is employed to analyze the collected data. Data analysis procedures are conducted to investigate the Interrelationship between Research Constructs, and Multiple, Logistic Regression; Canonical and Manova Analysis are used to analyze and test.



CHAPTER FOUR: FINAL RESULT AND DISCUSSION

4.1. Factor Analysis and Reliability Test:

Factor Analysis:

- KMO > 0.50 & Bartlett's test Sig < 0.05
- Factor loading > 0.5
- Eigenvalue > 1
- Explain variance (accumulative) > 60%

Reliability Test:

- Item -to-total correlation > 0.50
- Cronbach alpha (α) > 0.60 exploratory & > 0.70 confirmatory

4.1.1. Training System:

At first, 11 items were selected to measure the construct of Training System. After doing the Factor Analysis, 2 items were deleted and therefore 9 items remain, assigned into 2 factors- "Sense of Training Need" (stn)- 4 items and "Training Effectiveness" (tef)- 5 items.

Table 4-1 presents the factor loadings for the construct "Training System". The cumulative variance here is explained by the factor 61.335% and 73.683%. Each item had significantly high loading scores (higher than 0.7). Concerning the internal consistency of Training, this table also shows that each item within this factor had item-to-total correlation coefficient from 0.673 to 0.788. These figures denoted a high degree of internal consistency among items belonging to the factor of Training System. Eigen Value of Sense of Training Need is 5.520 and Training Effectiveness is 1.111, both pass the condition of Eigen Value >1. In terms of the reliability of a factor, the value of Cronbach's α for Sense of Training Need, 0.881, and the value of Cronbach's α for Training Effectiveness, 0.894, surpassed the generally accepted standard of 0.70 (Hair et al., 2006).

Table 4-1 *The Result of Factor Analysis and Reliability Test of Construc “Training System”*

| Research Construct | Research Item | Factor Loading | Eigen Value | Accumul ative Explaine d | Item to Total Correlati on | Cronbach 's α |
|--|--|----------------|-------------|--------------------------|----------------------------|----------------------|
| Training System KMO= 0.882 BTV=0.000 | Sense of Training Need (stn) | | 5.520 | 61.335 | | 0.881 |
| | ts9. I am willing to take part in training courses | 0.844 | | | 0.673 | |
| | ts7. I interested in the Company training programs | 0.808 | | | 0.770 | |
| | ts11. After take part in the training courses, I apply a knowledge to your daily working and our life also | 0.796 | | | 0.788 | |
| | ts10. The environment inspire me to study and practise a lot | 0.744 | | | 0.740 | |
| | Training Effectiveness (tef) | | 1.111 | 73.683 | | 0.894 |
| | ts2. I have received follow- up training within the first year of my current job | 0.887 | | | 0.668 | |
| | ts1. Company often have training programs to support my tasks | 0.806 | | | 0.792 | |
| | ts3. The training programs have effectiveness for my job | 0.779 | | | 0.771 | |
| | ts6. The objectives of Training programs are practical and close to the demand of tasks | 0.660 | | | 0.769 | |
| | ts5. I feel employees are properly trained to do their job | 0.598 | | | 0.694 | |

4.1.2. *Promotion System:*

Table 4-2 presents the factor loadings for Construct “Promotion System”. The cumulative variance explained by the factor 54.486% and 70.167%. Each item had significantly high loading scores (higher than 0.7). Concerning the internal consistency of Promotion System, this

table also shows that each item within this factor had item-to-total correlation coefficient from 0.678 to 0.786. These figures denoted a high degree of internal consistency among items belonging to the factor of Promotion System. Eigen Value of Internal Opportunities is 4.359 and Promoted Sense is 1.254, both pass the condition of Eigen Value >1.

Table 4-2 *The Result of Factor Analysis and Reliability Test of Construc “Promotion System”*

| Research Construct | Research Item | Factor Loading | Eigen Value | Accumulative Explained | Item to Total Correlation | Cronbach's α |
|---|--|----------------|-------------|------------------------|---------------------------|---------------------|
| Promotion System KMO= 0.822 BTV = 0.000 | Internal Opportunities (ino) | | 4.359 | 54.486 | | 0.882 |
| | pms2. Internal candidates always be priorities whenever there is a vancancy in high position | 0.869 | | | 0.709 | |
| | pms1. My Supervisor has given me advice on how I can developpe my career at the Company | 0.777 | | | 0.681 | |
| | pms4. I think I can grow in this Company | 0.773 | | | 0.786 | |
| | pms3. Leaders are developed from within the Company | 0.763 | | | 0.678 | |
| | pms5. I have career opportunities available to me in this company | 0.726 | | | 0.726 | |
| | Promoted Sense (prs) | | 1.254 | 70.167 | | 0.801 |
| | pms7. I am more efficient in my job now compared to when I started | 0.835 | | | 0.669 | |
| | pms6. I am continuously learning and trying to improve myself | 0.826 | | | 0.623 | |
| | pms8. I have been given more responsibilities since when I started | 0.774 | | | 0.644 | |

At first, 10 items were selected to measure the construct of Promotion System. After doing the Factor Analysis, 2 items were deleted and therefore 8 items remains, assigned into 2 factors- “ Internal Opportunities” (Ino)- 5 items and “ Promoted Sense” (prs)- 3 items. In terms of the reliability of a factor, the value of Cronbach’s α for Internal Opportunities, 0.882, and the value of Cronbach’s α for Promoted Sense, 0.801.

4.1.3. Improvement in Performance:

Nine items were selected to measure the construct of Improvement in Performance. Table 4-3 below presents the factor loadings for construct Improvement in Performance. The cumulative variance explained by the factor 57.149%. Each item had significantly high loading scores (higher than 0.6). Concerning the internal consistency of Improvement in Performance, this table also shows that each item within this factor had item-to-total correlation coefficient from 0.567 to 0.729. These figures denoted a high degree of internal consistency among items belonging to the factor of Improvement in Performance. Eigen Value of Improvement in Performance is 5.143, surpass the condition of Eigen Value >1 . In terms of the reliability of a factor, the value of Cronbach’s α for Improvement in Performance, 0.905, surpassed the generally accepted standard of 0.70 (Hair et al., 2006).

Table 4-3 *The Result of Factor Analysis and Reliability Test of Construct “Improvement in Performance”*

| Research Construct | Research Item | Factor Loading | Eigen Value | Accumulative Explained | Item to Total Correlation | Cronbach's α |
|--|--|----------------|-------------|------------------------|---------------------------|---------------------|
| Improvement in Performance KMO = 0.880 BTV = 0.000 | Improvement in Performance (imp) | | 5.143 | 57.149 | | 0.905 |
| | imp3. I know clearly how to do my tasks | 0.814 | | | 0.729 | |
| | imp4. I confidence in doing these tasks | 0.813 | | | 0.736 | |
| | imp1. I feel I have a positive attitude toward change and am looking forward to doing new things | 0.805 | | | 0.732 | |
| | imp2. I know exactly what to do in my tasks | 0.794 | | | 0.710 | |
| | imp6. I have more ideas and contribution for current job | 0.784 | | | 0.715 | |
| | imp7. If I did a good job, my supervisor always highly evaluate my contribute | 0.742 | | | 0.668 | |
| | imp9. I willing to coordinate with others | 0.706 | | | 0.632 | |
| | imp8. I willing to do more tasks | 0.682 | | | 0.608 | |
| | imp5. I think my tasks be more smooth after I gain knowledge from training courses. | 0.644 | | | 0.567 | |

4.1.4. *Employees' Loyalty and Commitment:*

7 items were selected to measure the construct of Employees' Loyalty and Commitment. Table of result below presents the factor loadings for Employees' Loyalty and Commitment. The cumulative variance explained by the factor 74.446 %. Each item had significantly high loading scores (higher than 0.7). Concerning the internal consistency of Employees' Loyalty and Commitment, this table also shows that each item within this factor had item-to-total correlation coefficient from 0.669 to 0.872.

Table 4-4 *The Result of Factor Analysis and Reliability Test of Construct “Employees’ Loyalty and Commitment”*

| Research Construct | Research Item | Factor Loading | Eigen Value | Accumulative Explained | Item to Total Correlation | Cronbach's α |
|---|--|----------------|-------------|------------------------|---------------------------|---------------------|
| Employees' Loyalty and Commitment KMO = 0.909 BTV = 0.000 | Employees' Loyalty and Commitment (Io) | | 5.211 | 74.446 | | 0.942 |
| | Io6. I have desire continuous working in this company in future | 0.911 | | | 0.872 | |
| | Io5. I am proud to tell others that I am part of this organisation | 0.906 | | | 0.866 | |
| | Io1. I would recommend the Company as a good place to work | 0.900 | | | 0.860 | |
| | Io3. I have committed to the success of the company | 0.885 | | | 0.838 | |
| | Io7. I want to develop my career path in this organization | 0.844 | | | 0.784 | |
| | Io2. I would recommend working at the Company to my friends | 0.834 | | | 0.772 | |
| | Io4. I have concerned about improving quality of Services/Products of my company | 0.748 | | | 0.669 | |

These figures denoted a high degree of internal consistency among items belonging to the factor of Employees’ Loyalty and Commitment. Eigen Value of Employees’ Loyalty and Commitment is 5.211 surpass the condition of Eigen Value >1. In terms of the reliability of a

factor, the value of Cronbach's α for Employees' Loyalty and Commitment, 0.942, surpassed the generally accepted standard of 0.70 (Hair et al., 2006).

4.2. Multiple Regression Analysis:

Multiple regression analysis was used to investigate the relationship between dependent variable and independent variables.

Condition:

- $R^2 > 0.1$
- F- Value ≥ 4
- T- Value > 1.96 , $p < 0.05$
- Durbin- Watson between 1.5- 2.5
- Tolerance > 0.5
- VIF < 2

4.2.1. The relationship between " Training System " and " Internal Opportunities ":

Table 4-5 The Influence of " The Training System " on " Internal Opportunities "

| Independent Variables (Training System) | | The Dependent Variable- Factor 1 of Promotion System (Internal Opportunities- ino) |
|---|-----------------------------|---|
| | | Model 1 |
| | | β |
| Training System | Sense of Training need- stn | 0.362*** |
| | Training Effectiveness- tef | 0.320** |
| R- Square | | 0.398 |
| Adjust R- Square | | 0.390 |
| F- Value | | 46.327 |
| P- value | | 0.000 |
| D-W | | 1.947 |
| VIF Range | | 1.000~ 1.925 |

The Model in Table 4-5 of Multiple Regression result shows that the multiple correlation coefficient (R), using all the predictors simultaneously, is 0.362 and 0.320 ($R_2 = 0.398$ and the adjusted R_2 is 0.390, meaning that 39% of the variance in Factor 1 of Promotion System (Internal Opportunities- ino) can be predicted from *Training System*. Note that $F= 46.327$ and is significant. This indicates that when *Training System* is entered by itself, it is a significant predictor of Factor 1 of Promotion System (Internal Opportunities- ino). The next important part of the output to check is the Tolerance and VIF values for the existence of multicollinearity.

In this model, we do not need to worry about multicollinearity because the Tolerance value is well over 0.5 and the index of VIF is $1.000 \sim 1.925 < 2$.

4.2.2 The relationship between “ Training System ” and “ Promoted Sense ”:

Table 4-6 The Influence of “ The Training System ” on “Promoted Sense”

| Independent Variables (Training System) | | The Dependent Variable- Factor 2 of Promotion System (Promoted Sense- prs) |
|---|-----------------------------|---|
| | | Model 1 |
| | | β |
| Training System | Sense of Training need- stn | 0.404*** |
| | Training Effectiveness- tef | 0.084 |
| R- Square | | 0.217 |
| Adjust R- Square | | 0.206 |
| F- Value | | 19.455 |
| P- value | | 0.000 |
| D-W | | 1.938 |
| VIF Range | | 1.000~ 1.925 |

The Model in Table 4-6 of result shows that the multiple correlation coefficient (R), using all the predictors simultaneously, is 0.404 and 0.084 ($R_2 = 0.217$ and the adjusted R_2 is 0.206, meaning that 20.6% of the variance in Factor 2 of Promotion System (Promoted Sense- prs) can be predicted from *Training System*, and mostly by the factor “ Sense of Training Need”- stn. Note that $F = 19.455$ and is significant. This indicates that when *Training System* is entered by itself, it is a significant predictor of Factor 2 of Promotion System (Promoted Sense- prs). The next important part of the output to check is the Tolerance and VIF values for the existence of multicollinearity. In this model, we do not need to worry about multicollinearity because the Tolerance value ($= 1 - R_2$) is well over 0.5 and the index of VIF is $1.000 \sim 1.925 < 2$.

4.2.3. The relationship between “ Training System ” and “ Improvement in Performance ”:

Table 4-7 The Influence of “ Training System ” on “ Improvement in Performance ”

| Independent Variables (Training System) | | The Dependent Variable-Construct of Improvement in Performance- imp |
|---|-----------------------------|---|
| | | Model 1 |
| | | β |
| Training System | Sense of Training need- stn | 0.569*** |
| | Training Effectiveness- tef | 0.055 |
| R- Square | | 0.370 |
| Adjust R- Square | | 0.361 |
| F- Value | | 41.040 |
| P- value | | 0.000 |
| D-W | | 1.932 |
| VIF Range | | 1.000~ 1.925 |

The Model in table shows that the multiple correlation coefficient (R), using all the predictors simultaneously, is 0.569 and 0.055 ($R_2 = 0.370$ and the adjusted R_2 is 0.361, meaning that 36% of the variance in Construct of Improvement in Performance- imp can be predicted from *Training System*. Note that $F = 41.040$ and is significant. This indicates that when *Training System* is entered by itself, it is a significant predictor of Construct of Improvement in Performance- imp. The next important part of the output to check is the Tolerance and VIF values for the existence of multicollinearity. In this model, we do not need to worry about multicollinearity because the Tolerance value ($=1 - R_2$) is well over 0.5 and the index of VIF is $1.000 \sim 1.925 < 2$.

4.2.4. The relationship between “ Promotion System ” and “ Improvement in Performance ”:

Table 4-8 The Influence of “ Promotion System ” on “ Improvement in Performance ”

| Independent Variables Promotion System) | | The Dependent Variable-Construct of Improvement in Performance- imp |
|---|-----------------------------|---|
| | | Model 1 |
| | | β |
| Promotion System | Internal Opportunities- ino | 0.263*** |
| | Promoted Sense- prs | 0.603*** |
| R- Square | | 0.601 |
| Adjust R- Square | | 0.596 |
| F- Value | | 105.654 |
| P- value | | 0.000 |
| D-W | | 1.805 |
| VIF Range | | 1.000~ 1.393 |

The Model in table 4-8 has shown that the multiple correlation coefficient (R), using all the predictors simultaneously, is 0.263 and 0.603 and 0.320 ($R_2 = 0.601$ and the adjusted R_2 is 0.596, meaning that 59.6% of the variance in Construct of Improvement in Performance- imp can be predicted from *Promtion System*. Hence the F- Value = 46.327, so it is significant. This indicates that when *Promotion System* is entered by itself, it is a significant predictor Construct of Improvement in Performance- imp.

4.2.5. *The relationship between “Promotion System” and “Employees’ Loyalty and Commitment”:*

The Model in table 4-9 below shows that the multiple correlation coefficient (R), using all the predictors simultaneously, is 0.445 and 0.359 ($R_2 = 0.496$ and the adjusted R_2 is 0.489, meaning that 48.9% of the variance in Construct of Employess' Loyalty and Commitment- lo can be predicted from *Promotion System*. With F- Value = 46.327 and so it is significant. This indicates that when *Promotion System* is entered by itself, it is a significant predictor of Construct of Employess' Loyalty and Commitment- lo. The next important part of the output to check is the Tolerance and VIF values for the existence of multicollinearity. In this model, we do not need to worry about multicollinearity because the Tolerance value is well over 0.5.

Table 4-9 *The Influence of “Promotion System” on “Employees’ Loyalty and Commitment”*

| Independent Variables (Promotion System) | | The Dependent Variable-Construct of Employess' Loyalty and Commitment- lo |
|--|-----------------------------|---|
| | | Model 1 |
| | | β |
| Promotion System | Internal Opportunities- ino | 0.445*** |
| | Promoted Sense- prs | 0.359*** |
| R- Square | | 0.496 |
| Adjust R- Square | | 0.489 |
| F- Value | | 68.990 |
| P- value | | 0.000 |
| D-W | | 2.151 |
| VIF Range | | 1.00 1.393 |

4.2.6. *The relationship between “Training System” and “Employees’ Loyalty and Commitment”:*

The Model in table shows that the multiple correlation coefficient (R), using all the predictors simultaneously, is 0.497 and 0.201 ($R_2 = 0.426$ and the adjusted R_2 is 0.418, meaning

that 41.8% of the variance in Construct of Employess' Loyalty and Commitment- lo can be predicted from *Training System*. Note that $F= 52.046$ and therefore, is significant. This indicates that when *Training System* is entered by itself, it is a significant predictor of Construct of Employess' Loyalty and Commitment- lo. The next important part of the output to check is the Tolerance and VIF values for the existence of multicollinearity. In this model, we do not need to concern about multicollinearity because the Tolerance value is well over 0.5.

Table 4-10 *The Influence of “Training System” on “Employees’ Loyalty and Commitment”*

| Independent Variables (Training System) | | The Dependent Variable-Construct of Employess' Loyalty and Commitment- lo |
|---|-----------------------------|--|
| | | Model 1 |
| | | β |
| Training System | Sense of Training need- stn | 0.497*** |
| | Training Effectiveness- tef | 0.201** |
| R- Square | | 0.426 |
| Adjust R- Square | | 0.418 |
| F- Value | | 52.046 |
| P- value | | 0.000 |
| D-W | | 2.047 |
| VIF Range | | 1.000~1.925 |

4.2.7. *The relationship between “Improvement in Performance” and “Employees’ Loyalty and Commitment”*:

Table 4-11 *The Influence of “Improvement in Performance” on “Employees’ Loyalty and Commitment”*

| Independent Variables (Improvement in Performance) | | The Dependent Variable-Construct of Employess' Loyalty and Commitment- lo |
|---|--|--|
| | | Model 1 |
| | | β |
| imp | | 0.712*** |
| R- Square | | 0.506 |
| Adjust R- Square | | 0.503 |
| F- Value | | 144.627 |
| P- value | | 0.000 |
| D-W | | 2.188 |
| VIF Range | | 1.000 |

The Model in table shows that the multiple correlation coefficient (R), using all the predictors simultaneously, is 0.712 ($R_2 = 0.506$ and the adjusted R_2 is 0.503, meaning that 50.3% of the variance in Construct of Employees' Loyalty and Commitment- lo can be predicted from *Improvement in Performance*. With F- Value = 144.627 and is significant. This indicates that when *Improvement in Performance* is entered by itself, it is a significant predictor of Construct of Employees' Loyalty and Commitment- lo.

4.3. Logistic Regression Analysis:

Logistic regression analysis is a tool for determining the relationship in regards to possible binary outcomes. In this study, the constructs of “Improvement in Performance” and “Employees’ Loyalty and Commitment” is divided into two groups, excellent (1) and poor (0), using K mean cluster in order to conduct this test. The logistic regression results to test on Hypothesis 1, Hypothesis 2, Hypothesis 3..

Condition:

- Small value of the -2Log Likelihood
- Logistic coefficients are significant if achieving the level of significance < 0.05
- Cox and Snell $R_2 > 0.15$
- Nagelkerke $R_2 > 0.15$
- Significant value of Wald-statistics, $p < 0.05$
- Hit ratio $> 62.5\%$

4.3.1. Predict the Relationship between Independent Construct of “Training System” and Dependent Construct of “Employees’ Loyalty and Commitment.”

The Model 1 in table 4-12 shows that the logistic regression was conducted to assess whether the predictor variable, Sense of Training Need- stn, significantly predicted whether the “Employees' Loyalty and Commitment” is excellent or poor, where the “Employees' Loyalty and Commitment” is on the logit scale. The result is that there is the β coefficient value 0.823, for predicting the “Employees' Loyalty and Commitment” from the Sense of Training Need. The Sense of Training Need significantly predicts whether the “Employees' Loyalty and Commitment” is excellent or poor, Chi Square = 38.801, $p < .001$. The -2Log Likelihood

(146.307) can be used in comparisons of nested models. This table also includes two different ways of estimating R^2 as was done in multiple regression. These “pseudo” R^2 estimate (0.238 and 0.327) indicate that approximately 23.8% or 32.7% of the variance in whether the “Employees' Loyalty and Commitment” is excellent or poor can be predicted from the linear combination of the variable Sense of Training Need- stn.

Table 4-12 *The Relationship between Constructs of “Traning System” and “Employees’ Loyalty and Commitment”*

| Independent Factors of " Training System" | Dependent Factor " Employees' Loyalty and Commitment" | | |
|---|---|-----------|---------------|
| | Model 1 | Model 2 | Overall Model |
| Sense of Training Need- stn | -0.823*** | - | |
| Training Effectiveness- tef | - | -0.780*** | 5.218*** |
| Cox and Snell R2 | 0.238 | - | |
| Nagelkerke R2 | 0.327 | - | |
| -2Log Likelihood | 146.307 | - | |
| ChiSquare (Sig.) | 38.801 | 38.801 | 38.801 |
| | 0.000 | 0.000 | 0.000 |
| Wald Statistic (sig.) | 6.656 | 6.490 | 21.079 |
| | 0.010 | 0.011 | 0.000 |

The Model 2 in table 4-12 also shows that the logistic regression was conducted to assess whether the predictor variable, Training Effectiveness- tef, significantly predicted whether the “ Employees' Loyalty and Commitment” is excellent or poor, where the “ Employees' Loyalty and Commitment” is on the logit scale. The result is that there is the β coefficient value 0.780, for predicting the “Employees' Loyalty and Commitment” from the Training Effectiveness- tef.

Finally, we have the Model Overall in table 4-12 reveal that the logistic regression was conducted to assess whether the predictor variable, Training System, significantly predicted whether the “Employees' Loyalty and Commitment” is excellent or poor, where the “Employees' Loyalty and Commitment” is on the logit scale. The result is that there is the β coefficient value 5.218, for predicting the “Employees' Loyalty and Commitment” from the Training System. The hit-ratio is high, and thus suggests a good model fit.

4.3.2. *Predict the Relationship between Independent Construct of “Improvement in Performance” and Dependent Construct of “Employees’ Loyalty and Commitment.”*

All of the model in table 4-13 shows that the logistic regression was conducted to assess whether the predictor variables, 9 items of construct “Improvement in Performance”, significantly predicted whether the “Employees' Loyalty and Commitment” is excellent or poor, where the “Employees' Loyalty and Commitment” is on the logit scale. The “Improvement in Performance” significantly predicts whether the “Employees' Loyalty and Commitment” is excellent or poor, Chi Square = 63.556, $p < .001$. The -2Log Likelihood (121.552) can be used in comparisons of nested models. This table also includes two different ways of estimating R^2 as was done in multiple regression.

Table 4-13 *The Relationship between Constructs of “Improvement in Performance” and “Employees’ Loyalty and Commitment”*

| Independent Factors of "Improvement in Performance" | Dependent Factor "Employees' Loyalty and Commitment" | | | | | | | | |
|---|--|---------|---------|---------|---------|----------|----------|---------|---------|
| | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 | Model 7 | Model 8 | Model 9 |
| imp1 | -0.766* | - | - | - | - | - | - | - | - |
| imp2 | - | 0.147 | - | - | - | - | - | - | - |
| imp3 | - | - | 0.096 | - | - | - | - | - | - |
| imp4 | - | - | - | 0.350 | - | - | - | - | - |
| imp5 | - | - | - | - | -0.342 | - | - | - | - |
| imp6 | - | - | - | - | - | -0.747** | - | - | - |
| imp7 | - | - | - | - | - | - | -0.994** | - | - |
| imp8 | - | - | - | - | - | - | - | -0.152 | - |
| imp9 | - | - | - | - | - | - | - | - | -0.605 |
| Cox and Snell R2 | 0.359 | - | - | - | - | - | - | - | - |
| Nagelkerke R2 | 0.494 | - | - | - | - | - | - | - | - |
| -2Log Likelyhood | 121.552 | - | - | - | - | - | - | - | - |
| ChiSquare (Sig.) | 63.556 | - | - | - | - | - | - | - | - |
| Wald Statistic (sig.) | 3.493 | 0.079 | 0.031 | 0.559 | 1.700 | 4.074 | 7.654 | 0.195 | 1.806 |
| | 0.062 | 0.779 | 0.860 | 0.455 | 0.192 | 0.044 | 0.006 | 0.659 | 0.179 |

4.3.3. *Predict the relationship between independent construct of “Promotion System” and dependent construct of “Improvement in Performance”*

The Model 1 in table 2-14 below has shown that the logistic regression was conducted to assess whether the predictor variable, Internal Opportunities- ino, significantly predicted whether the “Improvement in Performance” is excellent or poor, where the “Improvement in Performance” is on the logit scale. The result is that there is the β coefficient value 0.985, for predicting the “Improvement in Performance” from the Internal Opportunities- ino. The Internal Opportunities- ino significantly predicts whether the “Improvement in Performance” is excellent or poor

Table 4-14 *The Relationship between Constructs of “Promotion System” and “Improvement in Performance”*

| Independent Factors of "Promotion System" | Dependent Factor "Improvement in Performance" | | |
|---|---|----------|---------------|
| | Model 1 | Model 2 | Overall Model |
| Internal Opportunities- ino | -0.985*** | - | - |
| Promoted Sense- prs | - | -2.350** | - |
| Cox and Snell R2 | 0.373 | - | 13.367*** |
| Nagelkerke R2 | 0.497 | - | - |
| -2Log Likelihood | 131.420 | - | - |
| ChiSquare (Sig.) | 66.645 | - | - |
| | 0.000 | - | - |
| Wald Statistic (sig.) | 8.224 | 24.092 | 34.163 |
| | 0.004 | 0.000 | 0.000 |

The Model 2 in table 4-14 indicate that the logistic regression was conducted to assess whether the predictor variable, Promoted Sense- prs, significantly predicted whether the “Improvement in Performance” is excellent or poor, where the “Improvement in Performance” is on the logit scale. The result is that there is the β coefficient value 2.350, for predicting the “Improvement in Performance” from the Promoted Sense- prs.

And the Model Overall in table 4-14 shows that the logistic regression was conducted to assess whether the predictor variable, Promotion System, significantly predicted whether the “Improvement in Performance” is excellent or poor, where the “Improvement in Performance” is on the logit scale. The result is that there is the β coefficient value 13.367, for predicting the “Improvement in Performance” from the Promotion System. The hit-ratio is high, and thus suggests a good model fit. Chi Square = 66.645, $p < .001$. The -2Log Likelihood (131.420) can be used in comparisons of nested models. This table also includes two different ways of estimating R^2 as was done in multiple regression. These “pseudo” R^2 estimate (0.373 and 0.497) indicate that approximately 37.3% or 49.7% of the variance in whether the “Improvement in Performance” is excellent or poor can be predicted from the linear combination of the variable Promotion System.

4.4. Canonical Analysis:

To test the interrelationships among construct “Training System”, “Promotion System”, and the construct “Employees’ Loyalty and Commitment”.

- The first test is the hypothesis H1: Training System - Independent set and Employees' Loyalty and Commitment - Dependent set.
- The second test is the hypothesis H2: Promotion System - Independent set and Employees' Loyalty and Commitment - Dependent set.
- The third test is the hypothesis H3: Training System - Independent set and Promotion System - Dependent set.

The condition of Canonical Analysis:

- Canonical Loading $\lambda > 0.3$
- $R^2 > 0.1$
- F-value is big enough _ P-value < 0.05
- $RI > 5\%$

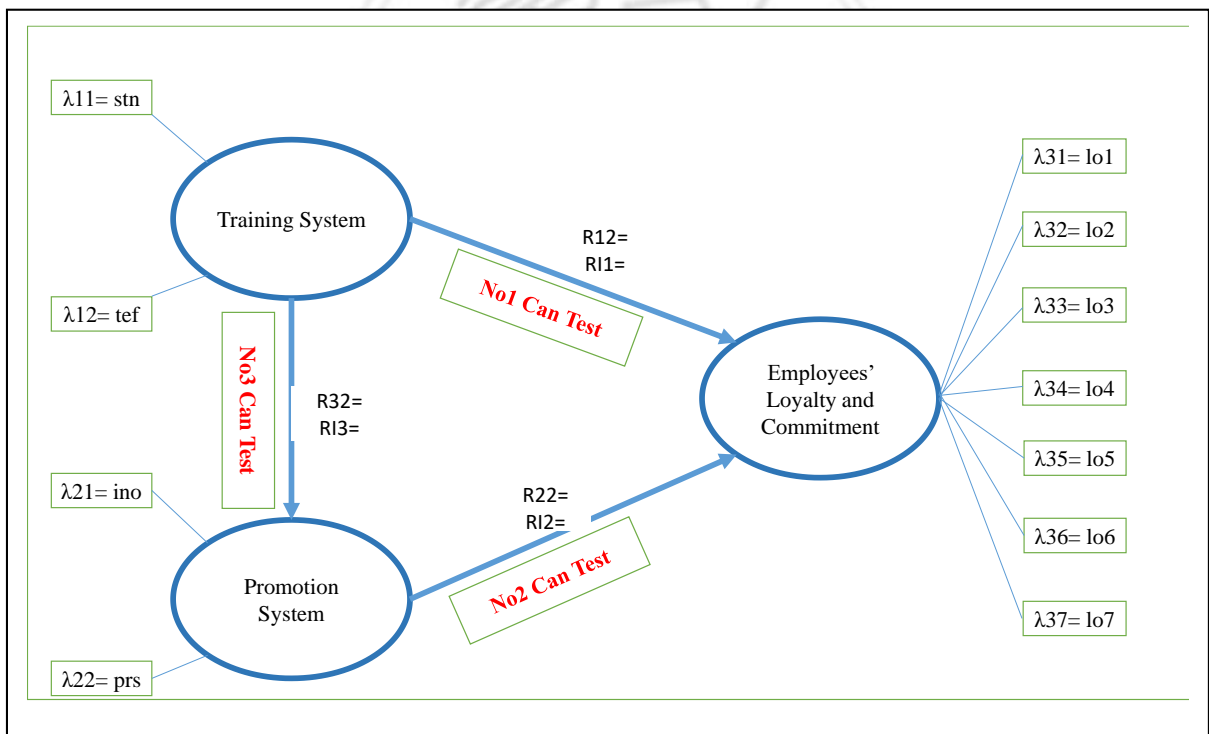


Figure 4. 1 The Cannonical StructureTest

From the figures in Table 4-15 we can conclude the analysis as below: The highest R^2 value we can see from the result of analysis is 0.518. This indicates the highest canonical correlation coefficient between variables of Promotion System and Employees' Loyalty and Commitment as a comparison to all other R^2 value of the 3 analyses. This showed strongest correlation of the linear combination of Promotion System variables with linear combination of Employees' Loyalty and Commitment and resulted highest percentage of explained variance compared to the other 2 canonical analyses.

The Redundancy index, RI measures variance in one set of variables that is explained by the other set of variables. The detailed percentage of coverage by the Independent set to Dependent set is explained as below: The 3rd Canonical Test indicated up to 72.49% variance of Promotion System (Dependent set) is explained/covered by Training System (Independent set); in the 2nd Canonical test, Promotion System (Independent set) explained a total of 39.673% variance in the Employees' Loyalty and Commitment (Dependent set). The 1st Canonical Test had the lowest explained variance coverage from Training System to Employees' Loyalty and Commitment, which is down to 37.86%. As the Redundancy Index in the third Canonical Test is highest compare to other two tests, it refers that the correlation between the independent variables set and dependent variables set in that Test are relatively stronger than the rest.

Table 4-15 *The Interrelationships among Constructs of “ Training System”, “ Promotion System”, and “ Employees’ Loyalty and Commitment”*

| Canonical Loading | | |
|--|---|--|
| Training System ↓ Employees' Loyalty and Commitment | Promotion System ↓ Employees' Loyalty and Commitment | Training System ↓ Promotion System |
| No 1. Canonical Test | No 2. Canonical Test | No 3. Canonical Test |
| $\lambda_{11}= 0.989^*$ | $\lambda_{21}= -0.88^*$ | $\lambda_{11}= 0.947^*$ |
| $\lambda_{12}= 0.791^*$ | $\lambda_{22}= -0.87^*$ | $\lambda_{12}= 0.888^*$ |
| | | |
| $\lambda_{31}= -0.736^*$ | $\lambda_{31}= -0.885^*$ | $\lambda_{21}= 0.975^*$ |
| $\lambda_{32}= -0.725^*$ | $\lambda_{32}= -0.78^*$ | $\lambda_{22}= 0.707^*$ |
| $\lambda_{33}= -0.913^*$ | $\lambda_{33}= -0.882^*$ | |
| $\lambda_{34}= -0.790^*$ | $\lambda_{34}= -0.843^*$ | |
| $\lambda_{35}= -0.851^*$ | $\lambda_{35}= -0.826^*$ | |
| $\lambda_{36}= -0.892^*$ | $\lambda_{36}= -0.885^*$ | |
| $\lambda_{37}= -0.828^*$ | $\lambda_{37}= -0.806^*$ | |
| | | |
| | | |
| $R_1^2= 0.472$ | $R_2^2= 0.518$ | $R_3^2= 0.418$ |
| $RI_1= 37.86$ | $RI_2= 39.673$ | $RI_3= 72.49$ |
| F- Value= 8.47 | F- Value= 9.47 | F- Value= 22.401 |
| P- Value= 0.000 | P- Value= 0.000 | P- Value= 0.000 |
| Eigen Value= 0.89 | Eigen Value= 1.076 | Eigen Value= 0.719 |

Note: If lambda (λ) values are greater than 0.3, type an asterisk as the superscript

Lambda value, which refers to the canonical loading measure each variable's contribution to its respective canonical variate. The larger the loading the higher correlation between that variable with its canonical variate and thus the more important it is in deriving the canonical variate. In the 1st Canonical test, λ_{11} of Training System had the highest lambda value of 0.989, which represents that the variable “ Sense of Training Need” is the most important and contributes the most in deriving the canonical variate for Employees’ Loyalty and

Commitment. In Employees' Loyalty and Commitment λ_{36} (I have desire continuous working in this company in future) has the highest value (0.896) and show the importance of it in deriving the canonical variate for its own canonical variate. In 2nd Canonical test, $\lambda_{21}= 0.88$ from Promotion System, λ_{36} from Employee' Loyalty and Commitment emerge as the most important with highest correlation within its own canonical variate.

Lastly, in the third of Canonical Test, the highest lambda value $\lambda_{11}= .947$ which represent the most important of this variable in contributing to its canonical variate (Training System) and $\lambda_{21}= 0.975$ showed as the highest canonical loading in its own canonical variate. In conclusion, based on the analysis, all 3 relationships of the Canonical Test are significant. Training System and Promotion System is significant with and $R_2 > 0.1$, p value = 0.000 and highest explained variance of up to 72.49% cover by Training System. While the relationship of Training System and Employee' Loyalty and Commitment, although it has the weakest explained variance compare to the other 2 relationships, it is still significant with p value of 0.000, achieved 37.86% of explained variance by Training System. Lastly the relationship of Promotion System and Employees' Loyalty and Commitment, it is significant with p= 0.000 and 39.673% of variance explained by Promotion System. Therefore, all 3 Hypotheses (H1, H3, H5) are well supported by this test results.

4.5. Manova:

Hair et al 2010 describe MANOVA as “ a statistical technique that can be used to simultaneously explore the relationship between several categorical independent variables and two or more metric dependent variables.”

Conditions:

- Members of cluster should be quite similar.
- F-value should be big enough for significant P-value $p < 0.05$

Table 4-16 *Manova Result*

| Factors | Improvement in Performance and Employees' Loyalty and Commitment | | | F- Value | P- Value | Duccan |
|-------------------------------------|--|--------------------|--------------------|----------|----------|---------|
| | Cluster 1 n= 2 | Cluster 2 n= 63 | Cluster 3 n= 78 | | | |
| Training System | | | | | | |
| Sense of Training Need (stn) | 2.000 | 3.381 | 4.324 | 39.382 | 0.000 | (123) |
| Training Effectiveness (tef) | 1.900 | 3.130 | 4.031 | 28.264 | 0.000 | (1,2,3) |
| Promotion System | | | | | | |
| Internal Opportunities (ino) | 1.800 | 3.254 | 4.018 | 29.067 | 0.000 | (1,2,3) |
| Promoted Sense (prs) | 1.500 | 3.91 | 4.457 | 45.540 | 0.000 | (1,2,3) |

The MANOVA test results are shown in the table above. All is significant because P-value < 0.05 and F- values >4. In order to know which group contributes to the differences, we refer to the Duncan post-hoc result. Based on the Duncan test result, we can see the pattern value of (1,2,3), indicates that three groups of variable – Training Effectiveness, Internal Opportunities, Promoted Sense different from the others factors in term of Employees’ Loyalty and Commitment. For the variable – all values are significant because F-value > 4 and P-value < 0.05. We will conclude that there are differences in those variables among different group of Employees’ Loyalty and Commitment.

For the Table 4-18, based on the hierarchical cluster analysis and K-means cluster result, for test the fitness of the classification, I use discriminant analysis to calculate the hit ratio. It showed in the table 5- 34 that the Hit ratio is 100% and classification of this experiment is admissible. Besides using the Hit ratio to confirm if the clustering result is good, with value of Press Q = 270 > $\chi^2 = 98.010$ (df = 1) as shown in below calculation, it is concluded that the discriminate function had high discriminating efficiency and it is good in discriminating the 3 groups.

Percent correctly classified = (Number correctly classified/Total number of observation) ×100

Ratio is: Hit ration = (2 + 68 + 73)/143 *100 = 100.0%

Table 4-17 Classification Result

| Classification Results ^a | | | | | | |
|--------------------------------------|-------|---|----------------------------|-------|-------|-------|
| Number of Cluster/Cluster of K-means | | | Predicted Group Membership | | | Total |
| | | | 1 | 2 | 3 | |
| Original Count/Actual Group | Count | 1 | 2 | 0 | 0 | 2 |
| | % | | 100 | 0 | 0 | 100 |
| | Count | 2 | 0.0 | 63.0 | 0.0 | 63.0 |
| | % | | 0.0 | 100.0 | 0.0 | 100.0 |
| | Count | 3 | 0 | 0 | 78 | 78 |
| | % | | 0.0 | 0.0 | 100.0 | 100.0 |

Hit Ratio= (2+63+78)/143*100= 100%



CHAPTER FIVE: CONCLUSION

5.1. *Conclusion:*

Commitment within the workplace typically results from the interaction and the relationship that an employee has with an organization (Scholl, 2003). Most personnel wants to grow themselves in the organization that provide them opportunities to develop their career path and create the wholesome environment for them to expand their knowledge and skills.

Training has the enormous effect on employees' performance. Patrick Owens' (2006) study on the relationship between training and organizational outcomes found just that to be true. Investment on Training System can be a worthy tool for a company to have strong, high-quality labor force. This study was investigated to more deeply understand the relationship between training and performance and therefore its influence on "Employees' Loyalty and Commitment" to their organization. And through the results, we can see the factor "Sense of Training Needs" has a closer relationship to "Improvement in Performance" and "Employees' Loyalty and Commitment" than factor "Training Effectiveness". Hence, the need of Training in individuals seems necessary and always exist, but the training programs sometimes still don't match with the reality need. The researcher also found out that some variables of training had an influence on employee performance most. Employees should be trained to equip them with positive attitudes towards work.

5.2. *Managerial Implications:*

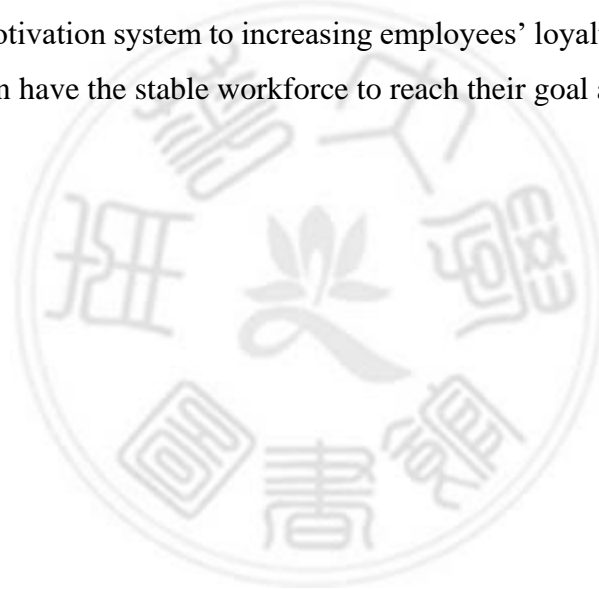
Training should also be done with an objective of building the answer how, when, where, what and who for employees so they can know exactly the way to perform their tasks. For them perform well, they should be trained and positioned for any personal growth opportunities available in the company. This makes them feel recognized therefore are satisfied with what they have done and the company could get better performance from their staffs. Follow to the training process, companies should investigate the training need first, to make sure about the training content and avoid of wasting resource in providing training programs.

Besides, a clear and without bias Promotion System could be a strong motivation for any employee. Through this research we can see there is still a part of respondent think that there is unfair when referring to career opportunities in their company – which can lead to stress and pressure during their working and of course the decrease in loyalty and commitment from them

to their companies. So this research can suggest that making a coherent Promotion System and let the staff know it from the beginning of their working, therefore they could have the motivation in developing their career path, increasing their commitment to organization and raising the performance also.

5.3. *Limitation of Research:*

This research has some limitations such as the size of samples is still not big enough and the variety of working fields lack of production fields. Since most of the respondents working in service fields such as banking, consultant firms, law firms...- where the effect of training and promotion system are clearer than other firms. But with the results that most of the hypotheses are supported, the author still hope that the research has some contributions when refer about establish motivation system to increasing employees' loyalty and commitment, and from that, any firms can have the stable workforce to reach their goal and mission.



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APPENDIX

Survey Questionnaire

| The Questionnaire | | | | | | | | | | |
|---|----------|---------|-------|----------------|---|-------------------|----------|---------|-------|----------------|
| Gender | | | | | | | | | | |
| <ul style="list-style-type: none"> • Male • Female | | | | | | | | | | |
| Your experience in company until now | | | | | | | | | | |
| <ul style="list-style-type: none"> • Staff • Team Leader / Supervisor • Manager / Senior Manager | | | | | | | | | | |
| Kinh nghiệm làm việc? | | | | | | | | | | |
| <ul style="list-style-type: none"> • Under 1 year • From 2 to 5 year • From 6 to 10 year • Above 10 years | | | | | | | | | | |
| Your monthly Income | | | | | | | | | | |
| <ul style="list-style-type: none"> • Under 200 USD • From 201- 500 USD • From 501- 1,000 USD • From 1,000 USD | | | | | | | | | | |
| Please choose the number (1 for Strongly Disagree; 3 for Neutral and 5 for Strongly Agree) | | | | | | | | | | |
| Mức độ đồng ý | | | | | | | | | | |
| <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; text-align: center; vertical-align: middle;">Strongly Disagree</td> <td style="width: 15%; text-align: center; vertical-align: middle;">Disagree</td> <td style="width: 15%; text-align: center; vertical-align: middle;">Neutral</td> <td style="width: 15%; text-align: center; vertical-align: middle;">Agree</td> <td style="width: 15%; text-align: center; vertical-align: middle;">Strongly Agree</td> </tr> </table> | | | | | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | | | | | | |
| Training System | | | | | | | | | | |
| ts1: Company often has training programs to support my tasks | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts2: I have received follow- up training within the first year of my current job | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts3: The training programs has effectiveness for my job | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts4: I received a proper orientation for my current job | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts5: I feel employees are properly trained to do their job | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts6: The objectives of Training programs are practical and close to the demand of tasks | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts7: I interested in the Company training programs | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts8: I absorb the knowledge of the training course | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts9: I am willing to take part in training courses | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts10: The environment inspires me to study and practise a lot | 1 | 2 | 3 | 4 | 5 | | | | | |
| ts11: After taking part in the training courses, I apply a knowledge to your daily working and our life also | 1 | 2 | 3 | 4 | 5 | | | | | |
| Promotion System | | | | | | | | | | |
| ps1: My Supervisor has given me advice on how I can develop my career at the Company | 1 | 2 | 3 | 4 | 5 | | | | | |
| ps2: Internal candidates always be priorities whenever there is a vacancy in high position | 1 | 2 | 3 | 4 | 5 | | | | | |
| ps3: Leaders are developed from within the Company | 1 | 2 | 3 | 4 | 5 | | | | | |

| | | | | | |
|--|---|---|---|---|---|
| ps4: I think I can grow in this Company | 1 | 2 | 3 | 4 | 5 |
| ps5: I have career opportunities available to me in this company | 1 | 2 | 3 | 4 | 5 |
| ps6: I am continuously learning and trying to improve myself | 1 | 2 | 3 | 4 | 5 |
| ps7: I am more efficient in my job now compared to when I started | 1 | 2 | 3 | 4 | 5 |
| ps8: My Supervisor has given me advice on how I can develop my career at the Company | 1 | 2 | 3 | 4 | 5 |
| ps9: I have been given more responsibilities since when I started | 1 | 2 | 3 | 4 | 5 |
| ps10: There is equal opportunity for advancement at the Company | 1 | 2 | 3 | 4 | 5 |
| ps11: Job promotions are awarded fairly and without bias | | | | | |
| Improvement in Performance | | | | | |
| imp1: I feel I have a positive attitude toward change and am looking forward to doing new things | 1 | 2 | 3 | 4 | 5 |
| imp2: I know exactly what to do in my tasks | 1 | 2 | 3 | 4 | 5 |
| imp3: I know clearly how to do my tasks | 1 | 2 | 3 | 4 | 5 |
| imp4: I confidence in doing these tasks | 1 | 2 | 3 | 4 | 5 |
| imp5: I think my tasks be more smooth after I gain knowledge from training courses. | 1 | 2 | 3 | 4 | 5 |
| imp6: I have more ideas and contribution for current job | 1 | 2 | 3 | 4 | 5 |
| imp7: If I did a good job, my supervisor always highly evaluate my contribute | 1 | 2 | 3 | 4 | 5 |
| imp8: I willing to do more tasks | 1 | 2 | 3 | 4 | 5 |
| imp9: I willing to coordinate with others | 1 | 2 | 3 | 4 | 5 |
| Employees' Loyalty and Commitment | | | | | |
| lo1: I would recommend the Company as a good place to work | 1 | 2 | 3 | 4 | 5 |
| lo2: I would recommend working at the Company to my friends | 1 | 2 | 3 | 4 | 5 |
| lo3: I have committed to the success of the company | 1 | 2 | 3 | 4 | 5 |
| lo4: I have concerned about improving quality of Services/Products of my company | 1 | 2 | 3 | 4 | 5 |
| lo5: I am proud to tell others that I am part of this organisation | 1 | 2 | 3 | 4 | 5 |
| lo6: I have desire continous working in this company in future | 1 | 2 | 3 | 4 | 5 |
| lo7: I want to develop my career path in this organization | 1 | 2 | 3 | 4 | 5 |