

**MANAGEMENT TRAINING METHODS:  
RELATIVE EFFECTIVENESS AND FREQUENCY  
OF USE IN MALAYSIAN CONTEXT**

Veeriah Sinniah and Sharan Kaur  
Faculty of Business and Accountancy  
University of Malaya  
Kuala Lumpur, Malaysia

**ABSTRACT**

This study examines the relative effectiveness and frequency of use of modern and conventional training methods in a Malaysian context. While literature from many of these studies commonly suggests that there is no significant difference, others maintain that significant differences do exist because removing instructor feedback and human interaction, characteristics of conventional instructor-led training methods and classroom setting, deprives trainees of a critical dimension that is necessary for meaningful learning. Thus the debate is clearly not settled. The application of technology in both its “hard” (for example through computing technology) and “soft” (for example through instructional design) forms has enhanced the range of training methods available to practitioners. Today, much rhetoric has surrounded the use of techniques such as distance learning and computer-based training methods. Therefore, this study aims to investigate the perceptions of employees on modern training methods as compared to conventional training methods. This study also explores significant differences in terms of size of organizations. A questionnaire survey of 200 employees in organizations of all sizes and from a range of sectors is conducted. The data suggests that there is no significant difference with respect to frequency of use, but there is a significant difference in terms of effectiveness. The result shows that at-job training methods are widely used and is also

perceived as being the most effective method, whereas distance learning is not widely used as it is perceived as less effective. An analysis in terms of firm's size reveals more similarities than differences between larger and smaller firms.