UNIVERSITI TEKNOLOGI MARA

THE INFLUENCE OF INDIVIDUAL FACTORS, TRANSFER CLIMATE, AND TRAINING DESIGN ON TRAINING TRANSFER: THE MEDIATING ROLE OF MOTIVATION TO TRANSFER

SHARRIFAH BINTI ALI

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

Faculty of Business and Management

March 2016
CONFIRMATION BY PANEL OF EXAMINERS

I certify that a panel of examiners has met on 13th January 2016 to conduct the final examination of Sharrifah Binti Ali on her Doctor of Philosophy thesis entitled “The Influence of Individual Factors, Transfer Climate, and Training Design on Training Transfer: The Mediating Role of Motivation to Transfer” in accordance with Universiti Teknologi MARA Act 1976 (Akta 173). The Panel of Examiners recommends that the student be awarded the relevant degree. The panel of Examiners was as follows:

Anizah Zainuddin, PhD
Associate Professor
Faculty of Business and Management
Universiti Teknologi MARA
(Chairman)

Saridan Abu Bakar, PhD
Associate Professor
Faculty of Business and Management
Universiti Teknologi MARA
(Internal Examiner)

Ilham Sentosa, PhD
Associate Professor
UniKL Business Management
University of Kuala Lumpur
(External Examiner)

Togar M. Simaputang, Dr
Professor
Bandung Institute of Technology
Indonesia
(External Examiner)

SITI HALIJJAH BT SHARRIF, PhD
Associate Professor
Dean
Institute of Graduates Studies
Universiti Teknologi MARA
Date: 18th March, 2016
AUTHOR'S DECLARATION

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

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student : Sharrifah Binti Ali
Student I.D. No. : 2008517189
Programme : Doctor Philosophy of Business Management
Faculty : Faculty of Business and Management
Thesis Title : The Influence of Individual Factors, Transfer Climate, and Training Design on Training Transfer: The Mediating Role of Motivation to Transfer

Signature of Student : 
Date : March 2016
ABSTRACT

Both organizations and employees in recent decades have increasingly focused their attention on lifelong and continuous training. This phenomenon is strongly related to the extension of working life which leads to socio-economical effects and new challenges for employees specifically in knowledge, skills, and attitudes (KSA). In order to improve employees’ KSA, and to create an intellectual capital that perfectly fits the organization’s culture, most organizations provide learning opportunities (training) to their employees. Although training is not the only way for employees’ learning to occur, the investment made in training requires an analysis of certain evidence to determine if, indeed, training pays off in organizational effectiveness. Specifically, training alone will do little to increase employees or organizational performance unless what is learned as a result of training is transferred into on-the-job behaviour. Review of related international literatures revealed the importance of training transfer, nevertheless, there is lack of empirical evidence to support this in the Malaysian context and this study contributes a deeper understanding of some of the critical aspects of training transfer. Using a research framework constructed from an adaptation of two key training evaluation models: Training Transfer Process (Baldwin & Ford, 1998), and Kirkpatrick’s Training Evaluation Model – Level 3 (1994), this study explores the argument that motivation to transfer and training transfer are influenced by training transfer determinants (individual factors, transfer climate, and training design). In particular, this study seeks to investigate the role of motivation to transfer in a relationship between training transfer determinants and training transfer. Thus, it presents and discusses empirical findings from a data collected using administered self-reported survey instrument from 286 support staff of University Teknologi MARA applying Structural Equation Modeling (AMOS Version 20) and Statistical Package for Social Science (SPSS Version 20). The data was analyzed adopting two-step model-building approach of SEM – Measurement Model, and Structural Model. In checking the model fit, Chi-square ($\chi^2$), Goodness-of-Fit (GFI), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA) were performed. Findings of this study indicated that Performance Self-Efficacy, Opportunity to Use, and Transfer Design support the mediating role of motivation to transfer which indicates a final model with acceptable level of Goodness-of-Fit: GFI = .812, CFI = .939, TLI = .934, and RMSEA = .046. This study represents a more accurate methodological process, attempting to clearly define each of the underlying constructs. Assessments of the reliabilities and validities of each construct using Confirmatory Factor Analysis (CFA) strengthen the correspondence rules between both empirical and theoretical concepts. Results of this study signify that training practitioners must consider how to optimize trainees’ interest and motivation to transfer prior to training to ensure learning effectiveness and the transfer of training in post-training stage. Hence, management should discover training strategies and instructional techniques that can be utilized to maximize the degree to which classroom learning matches and concepts practiced related to real life situations on the job. Finally, there is also a necessity for the organizations to formalize the goal-setting procedures and the follow-up programs in ensuring the transfer of training to workplace is successful.
TABLE OF CONTENTS

CONFIRMATION BY PANEL OF EXAMINERS ii
AUTHORS'S DECLARATION iii
ABSTRACT iv
ACKNOWLEDGEMENT v
TABLE OF CONTENTS vi
LIST OF TABLES xiii
LIST OF FIGURES xvi
LIST OF ABBREVIATIONS xviii

CHAPTER ONE: OVERVIEW OF THE RESEARCH
1.1 Introduction 1
1.2 Background of the Study 1
1.3 Statement of the Problem 8
1.4 Research Objectives 9
1.5 Research Questions 10
1.6 Significance of the Study 11
1.6.1 Theoretical Significance 12
1.6.2 Managerial Significance 13
1.7 Scope of the Study 14
1.8 Operational Definition of Terms 15
1.9 Structure of the Thesis 18

CHAPTER TWO: LITERATURE REVIEW
2.1 Introduction 20
2.2 Employees Training and Development 20
2.3 Employees Training Transfer 23
2.4 Concepts and Theories of Training Transfer 27
  2.4.1 Supporting Theories Related to Training Transfer 28