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## **Determinant of Training Transfer Factors Towards Employees' Performance: A Case Study At Federal Agriculture Marketing and Authority (FAMA) Kelantan**

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### **ABSTRACT**

*This research was intended to study and identify which factors of training transfer that contributes towards the employee's performance among employees at FAMA Kelantan. There were two objectives in this research which were to identify the influencing factors of training transfer towards employees' performance and to explore which influencing factors of training transfer that have strong potential contribution towards employees' performance. Furthermore, in this research, three factors of training transfer were revealed in literature reviews which are individual characteristics, training design or training characteristics and organizational characteristics or work environment. Under each of three factors of training transfer, there are another two elements that contribute to and have relationship with the employees' performance. This research was conducted at Federal Agriculture Marketing and Authority (FAMA) Kelantan. The total population is 168, while the sample size is about 50. The respondents were selected by using convenience sampling technique. The questionnaire consist of five sections which are demographic data (Section A) and determinant factors of training transfer towards employees' performance (Section B, C, D, E). The data was analyzed using Pearson*

*Product Moment Correlation, Descriptive Statistics and Multiple Regression Analysis of Statistical Package for Social Science, (SPSS) version 16.0.*

**Keywords:** Organizational Characteristics, Training Transfer, Employees' Performance, Individual Characteristics, Training Characteristics

## **INTRODUCTION**

As time changed, there must be new challenges to be faced by an organization or company. Hence, in order to deal with those challenges, organizations need to send their employees for training program to enable them to adapt to new environment and situation. The main issue facing by Federal Agriculture Marketing and Authority (FAMA) is due to its new transformation approach. As regard of the process in transforming the traditional method, small scale farming into business oriented and commercially operated farming activities, it requires a strong effort by FAMA and other agencies to make it a success. According to Ministry of Agriculture, they want to transform the agriculture industry into a modern, dynamic and competitive. According to the Head of FAMA Management Department at Kelantan, the issues arise that forced the organization to send their employees for training is because of the transformation in agriculture introduced by government (Encik Azhar Jamaludin, interview). From the marketing perspective, FAMA send their employees for training in order to improve their competencies in marketing since FAMA's core business is to market agriculture based products. Hence, it is crucial for FAMA to send their employees in order to acquire new skills, knowledge, and information.

The literature review revealed the relationship between the training transfer and employees' performance in an organization. According to Lyons (2008), performance is a sense of "getting it right" the first time with regard to quantity, quality, fluency, level of knowledge and skilled applied, is more likely deceptive. Performance can be referred as something that must be enhanced and improved over time, and usually incremental adjustment (Lyons, 2008). According to Wexley and Latham (1991), transfer of training can be defined as the degree to which individuals

effectively apply the skills and knowledge gained from a training program to a job situation. Baldwin and Ford (1988) had established a framework defining transfer of training as a function of three sets which are trainee or individual characteristics, training design or training characteristics and organization characteristics or work environment. These variables have the potential to influence the likelihood of employees' performance.

First individual characteristic is motivation to learn, it can be defined as trainees' desire to learn the content of training programs (Noe, 2008). Some studies also suggested that motivation played a more determinant role than other individual factors in regard to training performance (Wei-Tao Tai, 2004). Colquitt et al. (2000) cited from Wei-Tao Tai (2004), suggested that even if trainees possess the ability to learn the content of a course, they might fail to benefit from training because of low motivation. According to Alvarez Baldwin and Ford's (1988), model suggested that an individual characteristic which is motivation is directly related to the employees' performance. Second individual characteristic is self-efficacy. There are some evidences to suggest that in the early stages of training, the positive effects of self-efficacy and the negative effects of self-deception (unrealistically positive self-image) may cancel each other out, whereas later, trainees appear to develop more accurate self perception that help to overcome the influence of self-deception (Lee and Klein, 2002). According to Cheng (2000), self-efficacy had shown to be positively associated with training performance.

Meanwhile the first element of training characteristics is training content. Training content is the syllabus involved in developing training program. Training content is one of the crucial elements to be considered since the appropriate training content in accordance to the respective job description will give impact to the employees' performance. For example, as proposed by Noe (2008), said that "one's performance and achievement will be achieved when they attend the appropriate training session. The second element is instructional style. The efficiency of an instructional style or method in conducting training program is very crucial in order to ensure the success of training program. This is due to the relationship between the instructional style and trainee ability and confidence in applying back their

skills gathered on the job. Furthermore, activities that attend to transfer, such as action plans, coaching, a variety of instructional techniques, and participant involvement with the planning, seem to make a difference in ensuring for some transfer (Sharan B. Merriam & Brendan Leahy, 2005). According to Sharan B. Merriam & Brendan Leahy (2005), using a variety of instructional techniques, such as simulations, group work, portfolio construction, practice of new learning, anticipating and planning for application problems, active learning, providing feedback, and making certain that the learning is relevant and useful.

The third factor of training transfer is organizational characteristics. The first element is organizational climate. It refers to the positive organization environment that provides the employees space to learn the content of the training and transfer the knowledge from the training to be applied into their daily job activities (Noe, 2008). To ensure the trainees have the opportunity to perform, the organization environment is favorable for learning, thus the organization attempts to become a learning organization and concerned with knowledge management (Noe, 2008). Second element is management support. According to Noe(2008), it refers to the degree to which trainees' managers emphasize the importance of attending training programs and stress application of training content to the job. Basically, the levels of support for training activities can be varied. The greater the level of support, the more likely that transfer of training will occur. According to Richman-Hirsch (2001) cited from Philip Huint, Alan M. Saks, an important factor in the work environment is supervisor support, which, along with other forms of support, it plays a central role in the transfer of training.

Meanwhile, the dependent variable is employees' performance. Performance in an organizational setting aspire more than just activity or effort from trainees or employees. According to Holton et al (2007), it is meant also to contribute to the realization of the organization's goals. Hence, employees' performance refers to two elements which are the activities or behavior of trainees and the results or outcomes of that activities or behavior. In addition, according to Cascio, 2006, employees' performance

can be defined as what is expected of them and that they stay focused on effective performance.

## **METHODOLOGY**

The sample will be taken from the employees of four different departments at Federal Agricultural Marketing and Authority (FAMA), Jln Dato' Lundang, Kota Bharu, Kelantan. Target population is 168 employees. About 50 out of 168 employees will be formed as the sample for this study. The study of this research will be conducted for each individual at Federal Agricultural Marketing and Authority (FAMA), Jln Dato' Lundang, Kota Bharu, Kelantan. The individuals refer to the employees from four different departments in FAMA Kelantan. Each of the respondents will identify the determinant factors of training transfer towards employee's performance. This research is to identify the relationship between individual characteristics, training characteristics and organizational towards employees' performance and to explore the most influencing factors of training transfer that has strong potential contribution towards employees' performance.

### **Data Collection**

The questionnaire consists of five sections which are demographic data (Section A) and determinant factors of training transfer towards employees' performance (Section B, C, D, E). The data was analyzed with Pearson Product Moment Correlation, Descriptive Statistic and Multiple Regression Analysis of Statistical Package for Social Science, (SPSS) version 16.0.

### **Data Analysis**

The statistical procedure in conducting the data analysis is by using statistical software tools (SPSS 16.0). The Cronbach's Alpha will test the reliability coefficient of three independent variables and dependant variable. The researchers use Pearson correlation to measure the inter-relationship between variables. For example, in order to know the relationship between training transfer variables and employee's performance variable, Pearson

correlation can be used to analyze it whereby the value of  $P > 0.05$ . The researchers will be discussing the background of the respondents that consist of gender, age, race and also position in the organization by using descriptive statistics. The researchers might want to know the relation among the variables with one another in order to determine whether there is any different between two or more groups and other. The researchers will be using standard and stepwise regression analysis to obtain the most influencing factor in the training transfer variables.

## **RESULT**

This research aims to provide more information about training transfer that contributed towards employee's performance. Besides, this research also can be a platform to analyze how far the training transfer had contributed towards employee performance. The findings show there is significant relationship between individual characteristics, training characteristics and organization characteristics. In addition results obtained show organization characteristics is the most influencing factor towards employees' performance.

## **CONCLUSION**

As a conclusion, training transfer can be influenced by various factors such as individual characteristics, training characteristics and organizational characteristics. Each of these factors has different elements that have relationship with employees' performance. Each of these elements has different tendency in influencing the employees' performance level.

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