

EFFECT OF TRANSFER OF TRAINING IN INCREASING ORGANIZATIONAL PRODUCTIVITY

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Abstract--The training is essential for a competent and effective workforce. Employees' training and development is the method to transfer expertise and knowledge among employees at the organizational level. Training of employees is a basic concern for management to sustain in challenging environment. Nowadays, firms are doing their best in employee training because they understand the importance of training. Sometimes, training transfer among employees is inadequate because of differences in the workplace and training environment. This study aims to gain insight into some of the factors that determine the transfer of training to the work context. The focus of this research is to indicate the relationship among transfer of training and organizational effectiveness with the context of Shah Abdul Latif University (Khairpur, Pakistan). Our findings have also supported the assumption that employees from Shah Abdul Latif University Khairpur need training because training will serve as a path road that would lead them towards better and improved productivity. This research indicates the importance of training in employees like the backbone of firms and suggests firms should focus on training to get organizational outcomes effectively and different strategic plans to overcome the problems at the time of transferring from training to work environment.

Keywords---Organizational effectiveness, Transfer of training, self-regulation of transfer, organization, culture, pre, and post-evaluation form

INTRODUCTION

The researcher (O'Meara, et al. 2000) indicated that modern business is changing rapidly, from traditional ways to selling goods and services to modern methods; the world becomes a global workplace for competitive firms. The dynamic and competitive environment needs continuous development for individuals and organizations as well, in which, firms have retained their leadership in the market by boosting employees' knowledge as well as skills by training sessions to increase the productivity of related firms. As a business enters the global world, the need to keep up and maintain a highly effective and skilled workforce becomes a vital element to survive and get a good share in the market (Chiaburu & Marinova, 2005). However, the workers' ability to perform effectively demands certain proficiency as well as knowledge at the highest if it is not at all organizational levels of firms.

Researchers Butler et al. (2013) and Paradise and Patel (2007) mentioned that transfer of training is the authentic way toward enhancing organizational sales, sustaining the skilled as well as the competent workforce as well as conveying the organizational goals to recruits. As organizations are struggling toward competition into a worldwide marketplace, firms could show uniqueness by their employees' knowledge, training, skills, experience as well as motives in their life to increase their performance. According to Lee, Dolezalek, and Johnson (2005), organizations payout each year millions of rupees on providing sessions of training to their workers together hope that their investments on training will yield improvements in productivity of the organization (Salas & Cannon-Bowers, 2001). According to estimates related that ASTD "American Society of Training and Development" into reports (Market, 2008) that among the US, organizations have invested 134.1 billion dollars on training & development of employees into 2008 that was reducer than 134.39 billion expenditure into 2007 (Butler et al., 2013; Paradise & Patel, 2007).

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Training means systematic as well as structured move towards the learning & development of employees to cover the productivity of humans, groups, as well as organizations (Goldstein & Ford, 2002). According to the views of Aguinis and Kraiger (2009), the training session is at the workplace where an employee comes for getting knowledge and development of himself toward new knowledge of training topics or job-related specifications as well as productivity of the organization as well as society in general because it makes direct benefits toward humans, groups, society as well as organizations. In short, training has been recognized as a vital component for making effective as well as a competitive place for workforce (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012).

But nowadays organizations are more concerned with the Return On Investment (ROI) particularly on tutoring due to an employee cannot get all possible solutions to challenging things which employees will face at the workplace after training (Baldwin, Ford, & Blume, 2009). As organizations spend billion rupees in T & D, therefore, an increasing worry on ROI whether funding has a positive impact on the organizational achievement (Salas & Cannon-Bowers, 2001) or not?. Further, researchers have noted that “there is an increasing concern in organizations that the investment made in training must be justified in terms of improved organizational performance, increased productivity, profitability, safety, reduced errors and enhanced market share” (p: 489).

Transfer of training

TT denotes a piece of information that employees get into training sessions, workshops, or seminars to improve their performance at the workplace (Ford, 1988). TT is a procedure through which employees utilize learned knowledge toward their tasks to cover their performance. Research studies show that external factors such as the climate of a firm, work environment as well as climate of transferring have a positive influence on transfer standard (Bates & Khasawneh, 2005; Burke & Hutchins, 2007). Without the transfer of training, training efforts are useless and cannot add value to organizational effectiveness (Klein & Kozlowski, 2000).

The researcher indicated that TT influenced by three factors; TC “trainee characteristics”, WE “work environment” as well as TD “training design”. The WE has inconsistent results, it is considered most important for understanding the transferring process. The researcher Cheng and Ho (2001) indicated connection among transfer consequences as well as organizations' support to finding better results. Some results indicated that social support influenced TT (Holton et al., 2000; Olsen Jr, 1998; Xiao, 1996), although, others indicated that SE did not influence by anything (Cheng & Hampson, 2008). Thus, from the perspective of the working environment, the transfer of training is probably considered a better understanding of the transfer process. Recently many researchers have studied the role of a colleague as well as a manager in the process of TT. However, very small famous factors that create hindrances ineffective transfer. For that reason, TT has remained major worry in organizations since several decades that an employee can get skills as well as knowledge from few days' trainings Bowers & Wilson (2001). Thus, organizations are in a paradox that whether the training interventions improve the firm's productivity or the training efforts are wasted.

Therefore keeping in view the importance of training and its effective transfer in an organization, as it increases organizational productivity, this study intends to fill the gap identified by Butler et al. (2013) that the next studies must include different methodologies to getting research best results. furthermore, a study by Scott Butler et al. (2013) rested heavily upon self-reporting instruments in a single training setting.

Problem Statement

The study aimed to look at the importance of training. The research also aimed to investigate the superiority of TT “Transfer of training” for the effectiveness of the organization. Shortly, this research crucial role in exploring the need for training to employees for organizational effectiveness in SALU University Khairpur Mir's, Sindh, Pakistan.

The objective of the Study

- To identify the nexus among transfer of training as well as organizational effectiveness.
- To identify the role of transfer of training to enhance organizational effectiveness.

Research Questions

- What is nexus among the transfer of training as well as organizational effectiveness?
- How the role of transfer of training improving organizational effectiveness.

The gap of the study

Training can impact on organizational-level outcomes, as TT is very crucial as well as a critical factor for every organization (Saks & Burke-Smalley, 2014). In brief, training workshops, seminar or sessions could not transfer skills, knowledge to improve firm productivity or effectiveness, transferring of the human mind toward learning new innovative minds (Klein & Kozlowski, 2000). Accordingly, every employee must learn about skills, knowledge as well as experience before applying for a specific job, if firms give training to employees it will influence positively on employees' tasks (Saks & Burke-Smalley, 2014). Nevertheless, there exists training, because of response from an employee in return for training is not positive in firm performance as well as effectiveness.

Therefore keeping in view the importance of training and its effective transfer in organization, as it increases organizational effectiveness and productivity, this study intends to fill the gap.

LITERATURE REVIEW

Organizational Effectiveness

Organization means two or more people invest in business independently. Effectiveness refers to complete their tasks within defined standards of firm or resources. Organizational Effectiveness (OE) means organization completes their tasks with defined resources to get desired outcome (Muhammad, et al, 2011). OE is very important in developing countries' economies (Bulent et al, 2009). OE is process of transferring inputs into outputs in efficiency as well as effectively (Matthew et al, 2005).

According to (Mary et al, 1996) indicated that OE means firms utilize certain amount of resources to accomplish a goal without wasting resources with the help of employees.

The GM "goal model" explains OE is a single way to get the desired outcome for each organization in the world. "The legitimacy model regards organizational effectiveness in terms of a background evaluation of component preferences for performance and natural limitations on performance from an external environmental perspective (Zammuto.R.F, 1982)". According to a model of the constituency, OE indicates "as a set of several statements, each reflecting the evaluative criteria applied by the various constituencies involved with the organization being evaluated with an emphasis on means criteria (Connolly, 1980)". According to firms system which defines the model for OE "in terms of its (the organization's) bargaining position, as reflected in the ability of the organization, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources and how they utilize these resources (Yuchtman.E, 1987)".

Transfer of training in an organization

The word training means to train employees to cope with challenging situations in every firm. Training word use in numerous different methods like firstly, training means shifting skills as well as knowledge to employees to improve their assigned jobs (Dessler, 2006). Secondly, training also means that to facilitate employees' job-related skills, expertise, behaviors, and knowledge (Dennis and Griffin, 2005). Thirdly, training means efforts taken via firms to foster their employees (Snell and Bohlander, 2007). Fourthly, training always refers to injecting skills and knowledge as well as abilities for increasing OE in the best environment Armstrong (2009). Fifthly, training could be the leading role in enhancing employees' skills and knowledge during a performing job (Rao, 2011). Meanwhile, training sessions include teachings of specific knowledge, abilities, behaviors, and skills. In concluding, training refers to systematic and planned behaviors of employees' influence via activities, events, as well as activities in results employees, reach at the top level of satisfaction during doing work, which he assigned to perform then it will lead to the success of organizations through training of employees. Therefore, every successful organization must focus on boosting its firm productivity as well as performance.

On the other side, not all employees can get all knowledge, skills, abilities, and behaviors just from training sessions to improve the OE. Training sessions must focus on training which assists employees in the real world, which give unlimited benefits to employees not in only at job challenging environment but also in-person to deal with home problems, stress, and anxieties and fatigue situation where the most employees did not survive in difficult situations (Dirani, 2012). Salas et al. (2012) indicated that TT has become the first result of training as the endgame of training. "However, much of the practical interest behind improving the transfer of training is that it is a necessary condition for training to improve organizational performance". Meanwhile, every firm's perception is that training influence positively in employees' personal, work-life as well as it will improve the organization's performance. Organizations think that there is not sufficient information regarding the transfer of training. Besides, organizations are spending billions of rupees on training; firms always think that their investment in employees in the form of training will positively influence firm competitive

advantage as well as organizational performance. As researchers, all researchers assist all successful organizations to tell them the importance of training and training impact on organization success. In this regard, researcher is agreed with the findings of Blume et al. (2010) that always focus on employee training to improve performance and also focus on other factors that influence the performance of employees.

Besides, researcher Alvesson (2000) indicated that firm should have the option to adapt persistently as well as apply information to be fruitful. Consequently, the capacity of getting skills, ability is not adequate to contend successfully except if information procured via training is transferred, applied as well as ensured in the firm.

In previously mentioned discussion, it is essential to take note down that in public related firms, managers play a very important role to motivate low-level staff or hire new appointment and learn the new things from training sessions which are recently joined organization (Hua, Ahmad, & Ismail, 2011; Ismail, Hasan, & Sulaiman, 2010). The basic job of managers in representative inspiration to get the hang of preparing content is chiefly because of the proximal connection among bosses and their subordinates (K. H. Ng, 2014). Further, "Supervisors act as immediate superiors to employees and so have a strong understanding of employee training needs". In this manner, bolster originating from bosses is significant for elevating representative inspiration to learn as well as their capacity toward TT.

Relationship between transfer of training & organizational productivity / effectiveness / performance

McDowall et al. (2010) contend that training importance in today's age has been increasing day-by-day and general accomplishment of firms in increasing to investing in human training due to positive results. They include that hierarchical change, as well as technological improvements, have slowly shifted to few bosses for realizing the success of organizations due to their employees' training where they get new skills, abilities as well as the knowledge that will lead toward impressive as well as nonstop interest in training and development.

Few training sessions requirements for workers raised their job satisfaction and assist to understand organizational culture as well as ethics, which will lead to firm goal achievement standards. Firms always should focus on competitive strategies too due to firms' basic work is to update their employees with current market information about product as well as competitors for becoming market leaders. Employees' performance will be best when they always get information through training time for the organizational goals (Khawaja Jehanzeb and Dr. Nadeem Ahmed Bashir, 2013).

Firm think about training impacts employees' behavior as well as their skills to boost the performance of employees and further valuable variations (Satterfield and Hughes 2007) indicates employees always work like increasing performance of employees (Kraiger 2002). Arthur et al. (2003) built up an investigation of 1152 size from 165 firms that in differentiation via pre-training or no training situations; training have always positive results on organizational effectiveness or employee performance (Khawaja Jehanzeb and Dr. Nadeem Ahmed Bashir, 2013). Training is like the backbone of every firm OE (Schuler and MacMillan, 1984). "Exploration on this topic recommends that investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness (Bartel, 2000)". Moreover, previous investigations result that always take caution in TT and OE. "Empirical evidence demonstrates the effect of employee training on organizational performance (Peteraf 1993; Houger, 2006; Niazi, 2011; Gareth, 2003)". Generally, it is a perception that the firm always give more training to employees to assist employees toward satisfaction and it will boost their performance infirm.

In any case, a few researchers moaned about that, training does not important effect decidedly on the performance of employees in the organization. This is because not all information got from training is appropriately moved and applied to the firm. Under this contention, Alvesson (2000) has additionally asserted that a firm should have the option to adapt constantly and apply the information to be fruitful, underpins this. Subsequently, the capacity of obtaining abilities (preparing) is not adequate to contend successfully except if the information gained through training is changed over, applied, and secured in the firm. To put it plainly, if there will be no employees there who want to learn new skills to facing challenging situations then there will be little influence on organization performance (Davenport and Prusak, 1998; Nonaka and Takeuchi, 1995; Roberts, 2000).

RESEARCH METHODOLOGY

The respondents from Khairpur Mir's city were selected for the study, as there is a considerably high-level intensity of users in the city. This quantitative research has been conducted on the educational institute of Pakistan namely Shah Abdul Latif University Khairpur. This university offers a variety of courses for maintaining diversity and current market needs. Staff having specialization in their respective courses teach these courses. The main power of this university its collaborative links with foreign universities. Data for this study was collected through questionnaire from employees of Shah Abdul Latif University Khairpur. Those employees were selected who have attended different pieces of training and now they are in the phase of transferring training knowledge. However, the benchmark for the selection of respondents was that employees must have attended training in previous years. Demographics of the respondents were as, by gender, they were male and female, by age they were in the range of less than twenty-five and above than thirty-five years, by the education they were intermediate, bachelors, masters, and M Phil / Ph.D. a convenience method of sampling was used to select the respondents for data collection. Respondents were approached with a survey questionnaire to fill and almost 138 responses were received for interpretation of results. The dependent variable was organizational effectiveness and independent variables were a transfer of training. Five-point Likert scales were used to collect the responses from respondents, the respondents were requested to participate in this survey, the responses were interpreted through SPSS version 25, where quantitative techniques were applied to measure the results of the study.

Data Analysis

Table-1: Reliability Statistics

Cronbach's Alpha	N of Items
.920	14

Table 1 states that reliability statistics in which the researcher knew about Cronbach alpha with help of reliability statistics table. The value of Cronbach alpha should be above 0.70 for the reliability of research data. In this research, Cronbach alpha value is 0.92 which means there is a highly reliable consistency between items of instrument (questionnaire) and it is green signal for continued research in same direction.

Table-2: Demographics of research

Variable	Categories	Number of respondents	Percentage %
Gender	Male	97	70.3%
	Female	41	29.7%
Age	Less than 25	19	13.8%
	26-35	78	56.5%
	36 and above	41	29.7%
Education	Intermediate	23	16.7%
	Bachelors	35	25.3%
	Masters	52	37.7%
	M. Phil / Ph. D	28	20.3%

Table 2 states the demographics of research in which gender, age, and education are asked questions from 138 respondents about impact of training on organizational effectiveness. The respondents were informed about research objectives and research to ensure that their responses would be anonymous. In the first variable gender male respondents participate more than females. In the second variable age that 56.5% of respondents are age between 26-35 that is more than other age groups. In third variable education, 37.7% of respondents' qualification is masters that are a higher percentage than another education percentage. It is observed that males having age between 26-35 having a master's ages more in this research.

Regression Analysis

Table-3: Variable Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Transfer of Training ^b	.	Enter

a. Dependent Variable: Organizational_Effectiveness

b. All requested variables entered.

The table-3 states that variables were entered into the SPSS software to apply the regression equation among dependent variable transfer of training and interdepend variable organizational effectiveness.

Table-4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.557	.554	.59720

a. Predictors: (Constant), Transfer_of_Training

Table-4 states about a model summary of the research, in other words, it indicated model fitness or contribution of an independent variable into the dependent variable. Transfer of training is a predictor that predicts the 55.7% of organizational effectiveness remaining may be error term which can be filled with the help of other independent variables if those will be included.

Further, Table-4 states the results of organizational effectiveness, in second column value .746 which is a simple correlation and it shows the moderate relationship between the transfer of training and organizational effectiveness. In the 3rd column value of R² is 55.7 which shows the dependent variable total variance, the organizational effectiveness is moderately explained with the help of the transfer of training.

Table-5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.015	1	61.015	171.081	.000 ^b
	Residual	48.503	136	.357		
	Total	109.518	137			

a. Dependent Variable: Organizational_Effectiveness

b. Predictors: (Constant), Transfer_of_Training

Table-5 of ANOVA states that indicated by SPSS software, this research is quantitative, therefore applied different regression technique, Table-5 highlight that how independent variables keep variance with dependent variables. In ANOVA table sig. the value should be less than 0.05 or equal to 0. In the last column, Sig. Value is less than 0.05 which means the researcher can confidence in this data.

Table-6: Co-efficients

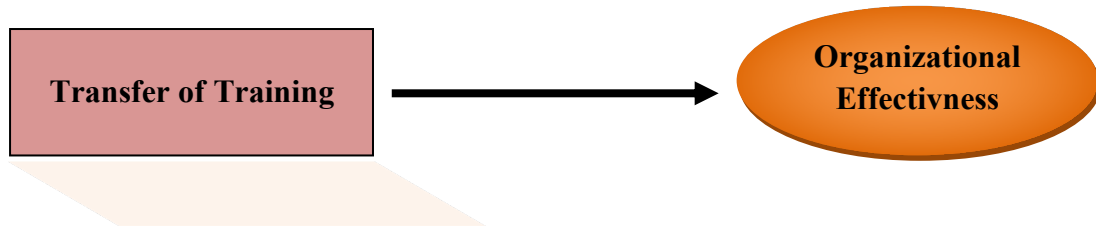
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.097	.268		-.362	.718
Transfer_of_Training	.990	.076	.746	13.080	.000

a. Dependent Variable: Organizational_Effectiveness

Table-6 of coefficients states the sensitivity of the independent variable with the dependent variable, in other words, how much impact of the transfer of training on organizational effectiveness with the help of the beta value column. And sig. value column tells about the hypothesis accepted with value less than 0.05 otherwise hypothesis rejected. In table-6. Indicated that 0.746 means 74.6%, positive influence of transfer of training on organizational effectiveness in concluding, the researcher said that there is a 74.6% moderate relationship between independent and dependent variables.

Further, table-6 also helps the researcher to recognize the acceptance and rejection level of hypotheses. **H1:** Transfer of training is a moderate relationship to organizational effectiveness. it is accepted due to results are positive and significant.

Figure 1 framework for the study



DISCUSSION

Employee training and development is one way for employees to gain both knowledge and expertise in the workplace (Ford & Weissbein, 1997). For securing a competent and effective workforce, training is very much important. Findings have also supported these assumptions. Through training, they can get better know-how that how to survive in the organization. As organizations have been trying to reach the global marketplace, the need to maintain a skilled and highly effective workforce becomes a critical part of sustaining and growing their market share (Noe, 2010). However, the ability for a workforce to perform effectively requires a prescribed level of knowledge and expertise at most if not all levels of the organization. The same is the case for the employees of the above-mentioned university that they want training to perform efficiently and effectively to sustain and survive in this global market place.

CONCLUSION

This study helps us to understand the importance of the transfer of training in organizations and subsequently the impact of training on the productivity of the organization. The findings of the study suggest that training is an essential component for the growth of any organization; it helps employees to learn new skills and knowledge. Further, the study suggests whenever a new employee is hired or any new technology is being adopted in the organization then it is necessary to provide training to the employees. It has been noted that organizations are concerned with the return on investment in training because most of the time training becomes unsuccessful in giving the desired result. Our study has found some important factors which affect the transfer of training on organizations, such as cultural resistance/organizational inertia, an environment of the organization, supervisor support, and social support. The findings suggest that in order to enhance the effectiveness of the training, organizations should adopt the culture which supports the training programs, create such an environment in which employees could be motivated towards the transfer of training, a supervisor should support the employees in providing resources required for transferring of the training. Our findings are consistent with recent research (Homklin, Takahashi, & Techakanont, 2014; Kontoghiorghe, 2014). The current study contributes to the training literature

Besides this, the current study has limitation that we have not included culture as a variable which largely affects the transfer of training. Future research may use some other variables which affect the transfer of training. Another limitation of this study is the small sample from a single public sector university. We also suggest conducting comparative studies i.e. public, private sector, and semi-government universities, and observe the differences among universities.

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