

**THE RELATIONSHIP BETWEEN SELF-EFFICACY,  
SUPERVISOR SUPPORT, TRANSFER CLIMATE AND  
TRANSFER OF TRAINING: A STUDY AT A PUBLIC  
ORGANIZATION IN KEDAH**

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**The Relationship between Self-Efficacy, Supervisor Support,  
Transfer Climate and Transfer Of Training: A Study At  
Public Organization in Kedah**

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**A Project Paper submitted to the College of Business in partial  
Fulfilment of the requirements for the degree  
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## ABSTRACT

Transfer of Training is important to organization. This is because organization has invested lots of money for sending their employees to training in order to increase the employees knowledge, skills, and abilities. From the training they attended, it is crucial for the employees to apply the learned knowledge into the workplace. The purpose of this study is to examine self-efficacy, supervisor support, and transfer climate influence the transfer of training at a public organization in Kedah Darul Aman.

A cross-sectional study was chosen for this study. There are three objectives in this study, (i) to examine the influence of self-efficacy on transfer of training, (ii) to determine the influence of supervisor support on transfer of training, (iii) to identify the influence of transfer climate on transfer of training. Data were gathered through questionnaire survey of support staff (n=142). Self-administered questionnaire adapted from various sources comprise variables concern transfer of training, self-efficacy, supervisor support, transfer climate, used in data collection. Data gathered was analysed using Statistical Packages for Social Sciences, version 20.0 (SPSS). This study applied factor analysis, descriptive statistics, reliability analysis and inferential analysis to examine the relationship among the variables. The result showed that self-efficacy, supervisor support, transfer climate has significant relationship with transfer of training. Multiple regression results also showed that these variables significantly related to the transfer of training and explained 22.7% the total variance.

The implication of this study is organization need to take proactive action to increase the employees self-efficacy level, encourage supervisor give support to their supervisee, and promote good organization climate especially to make transfer of training occur in the workplace, and utilize experience employees. Future research needs to include other factors that influence the transfer of training such as leadership style and communication.

**Keywords** : *Transfer of Training, Self-efficacy, Supervisor Support, Transfer Climate, Public Organization*

## ABSTRAK

Pemindahan latihan penting di dalam organisasi. Ini kerana organisasi telah melabur wang yang banyak untuk menghantar pekerja mereka menghadiri latihan bagi meningkatkan pengetahuan, kemahiran, dan kebolehan. Daripada latihan yang telah dihadiri, adalah penting untuk pekerja untuk mengaplikasikan pengetahuan yang dipelajari di tempat kerja. Tujuan kajian ini adalah untuk mengkaji efikasi kendiri, sokongan penyelia, dan pemindahan suasana pekerjaan mempengaruhi pemindahan latihan di sebuah unit dalam organisasi awam di Kedah Darul Aman.

Kajian keratan rentas telah dipilih untuk kajian ini. Terdapat tiga objektif dalam kajian ini, (i) untuk mengkaji pengaruh efikasi kendiri pada pemindahan latihan, (ii) untuk menentukan pengaruh sokongan penyelia pada pemindahan latihan, (iii) untuk mengenal pasti pengaruh iklim pemindahan pada pemindahan latihan. Data dikumpulkan melalui soal selidik daripada kakitangan sokongan ( $n = 142$ ). Soal selidik tadbir sendiri di ambil dari pelbagai sumber merangkumi variabel seperti pemindahan latihan, efikasi kendiri, sokongan penyelia, pemindahan suasana pekerjaan, digunakan dalam pengumpulan data. Data yang diperoleh dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial, versi 20.0 (SPSS). Tambahan pula, kajian ini menggunakan analisis faktor, statistik deskriptif, analisis kebolehpercayaan dan analisis inferensi untuk mengkaji hubung kait antara variabel. Keputusan menunjukkan bahawa variabel efikasi kendiri, sokongan penyelia, pemindahan suasana pekerjaan mempunyai hubungan yang signifikan dengan pemindahan latihan. Keputusan regresi menunjukkan bahawa pembolehubah ini signifikan dengan pemindahan latihan dan 22.7 % menjelaskan jumlah keseluruhan varian.

Implikasi kajian ini adalah organisasi perlu mengambil tindakan proaktif untuk meningkatkan tahap efikasi kendiri pekerja, menggalakkan penyelia memberikan sokongan kepada pekerja di bawah seliaan mereka, dan menggalakkan suasana organisasi yang baik bagi mengalakkan pemindahan latihan berlaku di tempat kerja, dan menggunakan pekerja berpengalaman sebaiknya. Kajian masa depan perlu memasukkan faktor-faktor lain mempengaruhi pemindahan latihan seperti gaya kepimpinan dan komunikasi.

**Kata kunci :** *Pemindahan Latihan, Efikasi Kendiri, Sokongan Penyelia, Iklim Pemindahan Latihan, Organisasi Awam*

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## **List of Abbreviations**

<b>Abbreviation</b>	<b>Description of Abbreviation</b>
UPEN	<i>Unit Perancang Ekonomi Negeri /</i> Economic Planning Unit
SLT	Social Learning Theory
SPSS	Statistical Package for Social Science
KMO	Kaiser-Mayer Olkin
VARIMAX	Varian Maximum

## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction of the Study

Within an ever-changing global society, organizations need to adapt and adjust continually if they want to be successful. To adapt and adjust in high pace changing environment, employees are required to work and organization need to provide good equipment to assist their employee to perform job. As a consequence, it increases employee competency, support the organization operation in order to be competitive. To keep up with these demands and requirements, it is necessary for employees to be send for training. This is particularly important as the idea that work has become increasingly knowledge based has taken place. Thus, investing in intangible assets especially human capital has been regarded as a core strategy for the organization to demonstrate its competitive advantage (Cheng & Hampson, 2008). Therefore, enabling them to be at par with their competitors. As a result, when organization is competing and become renowned organization, it attracts good employees. These situations urge organization to provide as much as possible training that suits with employees in order to increase their skills and produce a pool of skilful workforce.

In fact, it is clear that employees must be able to adapt with the highly skill environment in order to encounter with the new changes. Apparently, employees can adapt with the new environment through training conducted. Training can be a good

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