

**THE RELATIONSHIP BETWEEN PERSONALITY TRAITS, SOCIAL  
SUPPORT AND TRAINING TRANSFER: A STUDY IN MANUFACTURING  
COMPANY**

A thesis submitted to the College of Business, Universiti Utara Malaysia in  
fulfillment of the requirements for the degree of Master of Human Resource  
Management

**By**

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## ABSTRACT

Training is the vital contributors to organizational success and will continue to sustain the business. Every year, billions of dollars were invested in the training process, but the return of investment is not as expected. The main objective of this study is to identify the relationship between personality traits, social support and training transfer. The big five dimensions of personality traits are extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience, while social support dimensions supervisor support and peer support.

To attain the objective, the quantitative method was used and data were collected through questionnaire among operators in a private MNC in Penang. A total of 191 questionnaires were distributed and only 87 questionnaires returned which constituted 39.5% response rate. Out of the 87 questionnaires, 11 were incomplete. Thus, only 76 questionnaires (34.5%) were coded for analysis. The study utilized reliability analysis, descriptive statistics, factor analysis, pearson correlation, and regression analysis to examine the relationship between variables. The results reveal that personality traits dimension of openness to experience have relationship with training transfer. Meanwhile, social support influence training transfer. Further, social support indicated being a more significant factor than personality traits that influence training transfer. Thus, social support has high weightage in influencing employees' transfer of knowledge, skills, and ability to the job compared to personality traits. However, greater emphasis should to be taken by the organization to carry out personality check before the recruitment process and in the staffing and training needs of the employees. The training program should be given greater emphasis to social support and personality traits to enhance employees' abilities and competencies.

*Keywords: training transfer, personality traits, social support, manufacturing industry*

## ABSTRAK

Latihan adalah penyumbang kejayaan terpenting kepada organisasi dan akan mengekalkan perniagaan. Setiap tahun, berjuta ringgit di laburkan kepada proses latihan, tetapi hasil pelaburan tidak seperti yang dijangkakan. Objektif utama kajian ini adalah untuk melihat hubungan di antara personaliti, sokongan sosial, dan pemindahan latihan. Dimensi personaliti Big Five iaitu *extraversion*, bersetuju, sifat berhati, kestabilan emosi, dan keterbukaan kepada pengalaman; manakala sokongan sosial adalah sokongan penyelia dan sokongan rakan sejawat. Bagi mencapai objektif kajian, kaedah kuantitatif digunakan dan data di kutip melalui pengedaran soal selidik di kalangan operator di MNC swasta di Pulau Pinang. Sebanyak 191 soalan kaji selidik telah di edar dan pulangan hanya 87, iaitu mewakili 39.5% kadar maklumbalas. Dari 87 soalan kaji selidik, 11 tidak lengkap. Dengan itu, hanya 76 soalan kaji selidik (34.5%) digunakan untuk kajian selanjutnya. Kajian ini menggunakan analisa reliabiliti, statistik deskripsi, analisa faktor, hubungan korelasi pearson, dan analisis regresi untuk hubungan di antara pembolehubah. Keputusan dimensi personaliti iaitu keterbukaan kepada pengalaman mempunyai hubungan dengan pemindahan latihan. Manakala sokongan sosial mempengaruhi pemindahan latihan. Sebagai tambahan, sokongan sosial menjadi faktor yang lebih penting daripada personaliti yang mempengaruhi pemindahan latihan. Dengan itu, sokongan sosial mempunyai wajaran tinggi dalam mempengaruhi ilmu, kemahiran, dan kemampuan pekerja kepada pekerjaan di bandingkan dengan personaliti. Walaubagaimana pun, penekanan yang lebih banyak harus di ambil oleh organisasi untuk menjalankan ujian personaliti sebelum proses pengambilan dan keperluan kakitangan dan latihan. Program latihan seharusnya memberi penekanan kepada sokongan sosial dan personaliti untuk meningkatkan kebolehan dan kecekapan kakitangan.

*Kata kunci: pemindahan latihan, personaliti, sokongan sosial, industri perkilangan*

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## TABLE OF CONTENTS

PERMISSION TO USE .....	III
DISCLAIMER .....	IV
ABSTRACT .....	V
ABSTRAK .....	VI
ACKNOWLEDGEMENT .....	VII
LIST OF TABLES .....	XII
LIST OF FIGURE.....	XIII
CHAPTER 1 .....	1
1.1    Background of Study.....	1
1.2    Problem Statement .....	4
1.3    Research Questions .....	6
1.4    Research Objectives .....	6
1.5    Significant of study .....	7
1.6    Definition of Key Term.....	8
1.7    Organizations of Remaining Chapter .....	9
CHAPTER 2 .....	10
2.1    Introduction .....	10
2.2    Concepts of Training Transfer .....	10
2.2.2    Concepts of Personality Traits .....	14

2.2.3	Concepts of Social Support.....	16
2.3	The Relationship between Variables.....	17
2.3.1	Relationship between Personality and Training Transfer.....	17
2.3.2	Relationship between Social Support and Training Transfer.....	21
2.4	The Underlying Theory.....	23
2.4.1	Social Cognitive Theory (SCT).....	24
2.5	Research Framework.....	26
2.6	Conclusion.....	27
CHAPTER 3	.....	28
3.1	Introduction.....	28
3.2	Research Design.....	28
3.2.1	Source of Data.....	29
3.2.2	Population and Sample.....	29
3.4	Questionnaire Design.....	30
3.5	Data Collection Procedures.....	31
3.6	Measurement/Instrumentation.....	31
3.6.1	Individual Personality Traits.....	32
3.6.2	Social Support.....	34
3.6.3	Training Transfer.....	35
3.7	Pilot Test.....	37
3.8	Data Analysis Techniques.....	38
3.9	Conclusion.....	39



CHAPTER 4 .....	40
4.1 Introduction .....	40
4.2. Response rate.....	41
4.3 Respondents' Demographic Characteristics.....	41
4.4 Factor Analysis.....	43
4.4.1 Factor Analysis on Personality Traits .....	43
4.4.2 Factor Analysis on Social Support.....	46
4.4.3 Factor Analysis on Training Transfers.....	46
4.5 Reliability Analysis .....	47
4.6 Descriptive Analysis.....	49
4.7 Correlation analysis .....	50
4.8 Regression Analysis between Personality Traits, Social Support and Training Transfer.....	51
4.9 Summary of Hypotheses Testing .....	53
4.10 Conclusions .....	53
CHAPTER 5 .....	54
5.1 Introduction .....	54
5.2 Discussion .....	54
5.2.1 Objective 1: To examine the relationship between personality traits dimensions on transfer of training. ....	55
5.2.2 Objective 2: To examine the influence of social support and transfer of training. ....	58

5.2.3	Objective 3: To examine if personality traits and social support influence the transfer of training the most.....	61
5.3	Implication.....	62
5.4	Limitation of the study .....	62
5.5	Conclusions .....	63
	REFERENCES: .....	65
	APPENDIX A – Survey Questionnaire .....	71
	APPENDIX B – SPSS Outputs.....	78

## LIST OF TABLES

<b>Table</b>	<b>Title</b>	<b>Page</b>
Table 2.1	Personality Traits Characteristic	15
Table 3.1	Questionnaire Design	31
Table 3.2	Operational Definitions and Items for Personality Traits Dimensions	32
Table 3.3	Operational Definitions and Items for Social Support	35
Table 3.4	Operational Definitions and Items for Training Transfer	36
Table 3.5	Reliability of Each Variables and Its Dimensions	38
Table 4.1	Profile of Respondents	41
Table 4.2	Factor Analysis for Personality Traits	42
Table 4.3	Factor Analysis for Social Support	45
Table 4.4	Factor Analysis for Training Transfer	46
Table 4.5	Summary for Reliability Analysis	47
Table 4.6	Descriptive Statistics of the Dependent and Independent Variables	48
Table 4.7	Correlation Results between Training Transfer, Personality Traits and Social Support	51
Table 4.8	Regression Results of Personality Traits, Social Support on Training Transfer	52
Table 4.9	Summary of Hypothesis Testing	53

## LIST OF FIGURE

<b>Figure</b>	<b>Title</b>	<b>Page</b>
Figure 2.1	Integrated model of Social Cognitive Theory	25
Figure 2.2	Research Framework of Personality Traits, Social Support and Training Transfer	26

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background of Study**

As organizations struggle to match in the worldwide economy, divergence of knowledge, skills, and ability of their workforce are important components to organizational success. Training is an initiative effort taken by employers to enhance the knowledge, skills, and ability of their employees. The target principal of training is to provide, obtain and enhance the necessary skills in order to help organizations achieve their goals and create competitive advantages by adding values to their key resources (Nikandrou, et al., 2009). Therefore, it is a basic requirement to get the job done.

Training focuses on getting the knowledge in short and/or long term periods. In terms of success training, it significantly depends on whether employees effectively and sustainably learn and transfer new information in the form of effective work performance and profit for their companies (Schneider et al., 2014).

Training is a planned effort by organizations to facilitate learning of job-related competencies, knowledge, skills, and behaviours of their employees (Noe, 2013). Thus, training can be defined as a process to move individuals' knowledge, skills, and attitude in order to improve individual, team and organization effectiveness (Aguinis & Kraiger, 2009). The aim of training is to ensure that employees gain knowledge regarding their day-to-day activities in the workplace, besides enhanceing their skills with an updated product or technology (Saks & Haccoun, 2010).

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