

Reference

- Abdullah, D. N. M. A., & Suring, J. C. (2011). The relationship between motivation to transfer, training design, transfer climate and transfer of training. In International Conference on E-business, Management and Economics, Dubai, United Arab Emirates.
- Abelson, R. P. (1981). Psychological status of the script concept. *American psychologist*, 36(7), 715.
- Ackerman, P. L., & Humphreys, L. G. (1990). Individual differences theory in industrial and organizational psychology. *Handbook of industrial and organizational psychology*, 1, 223-282.
- Acton, T., & Golden, W. (2003). Training the knowledge worker: a descriptive study of training practices in Irish software companies. *Journal of European Industrial Training*, 27(2/3/4), 137-146.
- Aguinis, H. and Kraiger, K. (2009), "Benefits of training and development for individuals and teams, organizations and society", *Journal of Annual Review of Psychology*,. 60 (4), 51-74
- Alderfer, C. P. (1972). Existence, relatedness, and growth: Human needs in organizational settings. New York, NY.
- Al-Eisa, A. S., Furayyan, M. A., & Alhemoud, A. M. (2009). An empirical examination of the effects of self-efficacy, supervisor support and motivation to learn on transfer intention. *Management Decision*, 47(8), 1221-1244.
- Aliaga, M., & Gunderson, B. (2000). Introduction to Quantitative research.

- Alvarez, K., Salas, E., & Garofano, C. M. (2004). An integrated model of training evaluation and effectiveness. *Human resource development review*, 3(4), 385-416.
- Aragón-Sánchez, A., Barba-Aragón, I., & Sanz-Valle, R. (2003). Effects of training on business results¹. *The International Journal of Human Resource Management*, 14(6), 956-980.
- Arthur Jr, W., Tubré, T., Paul, D. S., & Edens, P. S. (2003). Teaching effectiveness: The relationship between reaction and learning evaluation criteria. *Educational Psychology*, 23(3), 275-285.
- Axtell, C. M., Maitlis, S., & Yearta, S. K. (1997). Predicting immediate and longer-term transfer of training. *Personnel Review*, 26(3), 201-213.
- Baharim, S. B. (2008). The influence of knowledge sharing on motivation to transfer training: a Malaysian public sector context (Doctoral dissertation, Victoria University Melbourne, Australia).
- Bahn, C. (1973). The counter training problem. *Personnel Journal*.
- Bai, B., Brewer, K. P., Sammons, G., & Swerdlow, S. (2006). Job satisfaction, organizational commitment, and internal service quality: a case study of Las Vegas hotel/casino industry. *Journal of Human Resources in Hospitality & Tourism*, 5(2), 37-54.
- Bakker, A. B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science*, 20(4), 265-269.

Bakker, A. B., van Emmerik, H., & Euwema, M. C. (2006). Crossover of burnout and engagement in work teams. *Work and occupations*, 33(4), 464-489.

Bagger, J., & Li, A. (2014). How does supervisory family support influence employees' attitudes and behaviors? A social exchange perspective. *Journal of Management*, 40(4), 1123-1150.

Baldwin, T. T., & Ford, K. J. (1988). Transfer of Training: A Review and Directions for Future Research. *Personnel Psychology*, 41, 63-105

Baldwin, T.T., Ford, J.K. and Blume, B.D. (2009), "Transfer of training 1988-2008: an updated review and agenda for future research", in Hodgkinson, G.P. and Ford, J.K. (Eds), *International Review of Industrial and Organizational Psychology*,. 24, Wiley-Blackwell, Chichester, 41-70.

Baldwin, T. T., Magjuka, R. J., & Loher, B. T. (1991). The perils of participation: Effects of choice of training on trainee motivation and learning. *Personnel psychology*, 44(1), 51.

Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioral change. *Psychological review*, 84(2), 191.

Bandura, A. (1982). Self-efficacy mechanism in human agency. *American psychologist*, 37(2), 122.

Bandura, A. (1986). Social foundations of thought and action: *A social cognitive theory*. Prentice-Hall, Inc.

Baumgartel, H. J., Reynolds, J. I., & Pathan, R. Z. (1984). How personality and organisational climate variables moderate the effectiveness of management development programmes: A review and some recent research findings. *Management & Labour Studies*.

Barber, J. (2004). Skill upgrading within informal training: lessons from the Indian auto mechanic. *International Journal of Training and Development*, 8(2), 128-139.

Barnett, S. M., & Ceci, S. J. (2002). When and where do we apply what we learn?: A taxonomy for far transfer. *Psychological bulletin*, 128(4), 612.

Bates, R. A., Holton, E. E 111, Seyler, D. A., & Carvalho, M. A. (2000). The role of interpersonal factors in the application of computer-based training in an industrial setting. *Human Resource Development International*, 3 (1), 19-42.

Bates, R. A. (2003). Managers as transfer agents. *Improving learning transfer in organizations*, 243-270.

Bates, R., & Khasawneh, S. (2005). Organizational learning culture, learning transfer Climate and perceived innovation in Jordanian organizations. *International Journal of Training and Development*, 9(2), 96 – 109

Bates, R., Kauffeld, S., & Holton III, E. F. (2007). Examining the factor structure and predictive ability of the German-version of the Learning Transfer Systems Inventory. *Journal of European Industrial Training*, 31(3), 195-211.

Baumgartel, H. J., Reynolds, J. I., & Pathan, R. Z. (1984). How personality and organisational climate variables moderate the effectiveness of management

development programmes: A review and some recent research findings. *Management & Labour Studies*.

Becker, G. S. (1962). Investment in human capital: A theoretical analysis. *The journal of political economy*, 9-49.

Becker, G. (1964). Human Capital National Bureau of Economic Research. New York.

Becker, T. E., & Klimoski, R. J. (1989). A field study of the relationship between the organizational feedback environment and performance. *Personnel Psychology*, 42(2), 343-358.

Bhagat, R. S., Kedia, B. L., Harveston, P. D., & Triandis, H. C. (2002). Cultural variations in the cross-border transfer of organizational knowledge: An integrative framework. *Academy of Management Review*, 27(2), 204-221.

Bhatti, M. A., & Kaur, S. (2009). Factors effecting transfer of training: a fresh review. *In 12th International Business Information Management Conference (IBIMA), Kuala Lumpur*.

Black, K. (2009). *Business statistics: Contemporary decision making*. John Wiley & Sons.

Bland M. (2001), An introduction to medical statistics. 3rd edn. *Oxford University Press*;

Blandy, R., Dockery, M., Hawke, A., & Webster, E. (2000). Does training pay?. *Evidence from*.

Bookter, A. I. (1999). *Convergent and divergent validity of the learning transfer questionnaire.*

Bossche Van den, P., Segers, M., & Jansen, N. (2010). Transfer of training: the role of feedback in supportive social networks. *International Journal of Training and Development*, 14(2), 81-94

Burke, L. A. (2001). Training transfer: Ensuring training gets used on the job. *High-impact training solutions: Top issues troubling trainers*, 89-116.

Burke, L. A., & Baldwin, T. T. (1999). Workforce training transfer: A study of the effect of relapse prevention training and transfer climate. *Human Resource Management*, 38(3), 227-241.

Buckley, R., Caple, T. (2004). *The theory and practice of training.* Kogan Page, publisher.

Buckley, R., & Caple, J. (2007) *The theory and practice of training* (5th ed.): Kogan Page publisher.

Burke, L. and Hutchins, H. (2007), 'Training transfer: an integrative literature review', *Human Resource Development Review*, 6(3), 263-96

Grove, S. K., & Burns, N. (2005). The practice of nursing research: Conduct, critique, & utilization.

Brinkerhoff, R. O., & Montesino, M. U. (1995). Partnerships for training transfer: Lessons from a corporate study. *Human Resource Development Quarterly*, 6(3), 263-274.

Broad, M. L., & Newstrom, J. W. (1992). *Transfer of Training: Action-Packed Strategies To Ensure High Payoff from Training Investments*. Corporate and Professional Publishing Group, Addison-Wesley Publishing Co., One Jacob Way, Reading, MA 01867 (discount on quantity orders).

Brown, T. C. (2005). Effectiveness of distal and proximal goals as transfer-of-training interventions: A field experiment. *Human Resource Development Quarterly*, 16(3), 369-387.

Brown, T., McCracken, M., & O'Kane, P. (2011). 'Don't forget to write': how reflective learning journals can help to facilitate, assess and evaluate training transfer. *Human Resource Development International*, 14(4), 465-481.

Byham, W. C., Adams, D., & Kiggins, A. (1976). Transfer of modelling training to the job. *Personnel Psychology*, 29(3), 345-349.

Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). The Michigan organizational assessment questionnaire. Unpublished manuscript, University of Michigan, Ann Arbor, MI.

Campbell, J. P. (1971). What we are about: An inquiry into the self-concept of industrial and organizational psychology. Presidential address to Division of Industrial and Organizational Psychology, at the Annual Meeting of the American Psychological Association, Toronto, 1978. Personnel training and development. *Annual Review of Psychology*, 22, 565-602.

Campbell, C. P., & Cheek, G. D. (1989). Putting training to work. *Journal of European Industrial Training*, 13(4).

Carnevale, A. P., Gainer, L. J., Villet, J., & Holland, S. L. (1990). Training in Partnership. *Linking Employers and Providers*.

Carlson, D. S., Bozeman, D. P., Kacmar, K. M., Wright, P. M., & McMahan, G. C. (2000). Training motivation in organizations: An analysis of individual-level antecedents. *Journal of Managerial Issues*, 271-287.

Chan, J. C., Leung, H., Tang, J. K., & Komura, T. (2011). A virtual reality dance training system using motion capture technology. *IEEE Transactions on Learning Technologies*, 4(2), 187-195.

Chan, J. M., Pan, Z., & Lee, F. L. (2004). Professional aspirations and job satisfaction: Chinese journalists at a time of change in the media. *Journalism & Mass Communication Quarterly*, 81(2), 254-273.

Chen, H. C., Holton III, E. F., & Bates, R. A. (2006). Situational and demographic influences on transfer system characteristics in organizations. *Performance Improvement Quarterly*, 19(3), 7.

Cheng, E. W.L., & Ho, D. C.K. (2001). A review of Training Studies in the Past Decade. *Personnel Review*, 30(1): 102-118

Chiaburu, D. S., & Tekleab, A. G. (2005). Individual and contextual influences on multiple dimensions of training effectiveness. *Journal of European Industrial Training*, 29(8), 604-626.

Chiaburu, D. S. (2010). The social context of training: coworker, supervisor, or organizational support?. *Industrial and commercial training*, 42(1), 53-56.

- Chiaburu, D. S. and lindsay..D.R.(2008). Can do or will do? The importance of self-efficacy and instrumentality for training transfer. *Human Resource Development International* ,11(2), 199–206
- Chiaburu, D.S., Dam, K.V. and Hutchins, H.M. (2010), “Social support in the workplace and training transfer: a longitudinal analysis”, *International Journal of Selection and Assessment*, 18(2), 187-200
- Chiaburu, D. S., & Marinova, S. V. (2005). What predicts skill transfer? An exploratory study of goal orientation, training self-efficacy and organizational supports. *International journal of training and development*, 9(2), 110-123.
- Chiaburu, D. S., Sawyer, K. B., & Thoroughgood, C. N. (2010). Transferring More than Learned in Training: Employees' and managers'(over) generalization of skills. *International Journal of Selection and Assessment*, 18(4), 380-393.
- Chiaburu, D. S., & Tekleab, A. G. (2005). Individual and contextual influences on multiple dimensions of training effectiveness. *Journal of European Industrial Training*, 29(8), 604-626.
- Cho, E., & McLean, G. N. (2004). What we discovered about NHRD and what it means for HRD. *Advances in Developing Human Resources*, 6(3), 382-393.
- Chow, C. W., Deng, F. J., & Ho, J. L. (2000). The openness of knowledge sharing within organizations: A comparative study of the United States and the People's Republic of China. *Journal of Management Accounting Research*, 12(1), 65-95.

Chuang, A., Liao, W. C., & Tai, W. T. (2005). An investigation of individual and contextual factors influencing training variables. *Social Behavior and Personality: an international journal*, 33(2), 159-174.

Clarke, N. (2002). Job/work environment factors influencing training transfer within a human service agency: Some indicative support for Baldwin and Ford's transfer climate construct. *International journal of training and development*, 6(3), 146-162.

Clark, R. E., & Voogel, A. (1985). Transfer of training principles for instructional design. *ECTJ*, 33(2), 113-123.

Colquitt, J. A., LePine, J. A., & Noe, R. A. (2000). Toward an integrative theory of training motivation: a meta-analytic path analysis of 20 years of research. *Journal of applied psychology*, 85(5), 678.

Coolican, H. (1990). *Research methods and statistics in psychology*. Hodder & Stoughton Educational.

Council of Europe. (2005). *Conclusions of the 7th plenary meeting of the European 547 network for the exchange of information between persons and entities responsible for the training of judges and public prosecutors*. Retrieved from http://www.coe.int/t/dghl/cooperation/lisbonnetwork/meetings/Plenary/2005Strasbourg_en.pdf

Curry, J. P., Wakefield, D. S., Price, J. L., & Mueller, C. W. (1986). On the causal ordering of job satisfaction and organizational commitment. *Academy of Management Journal*, 29(4), 847-858.

Cranny, C. J., Smith, P. C., & Stone, E. (1992). Job satisfaction: How people feel about their jobs.

Cromwell, S. E., & Kolb, J. A. (2004). An examination of work-environment support factors affecting transfer of supervisory skills training to the workplace. *Human Resource Development Quarterly*, 15(4), 449-471.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.

Davenport, T. H., & Prusak, L. (1998). Working knowledge: *How organizations manage what they know*. Harvard Business Press.

Dechawatanapaisal, D., & Siengthai, S. (2006). The impact of cognitive dissonance on learning work behaviour. *Journal of Workplace Learning*, 18(1), 42-54.

Decker, C. A. (1999). Technical education transfer: Perceptions of employee computer technology self-efficacy. *Computers in Human Behavior*, 15(2), 161-172.

Dekoulou, P., & Trivellas, P. (2014). Learning Organization in Greek Advertising and Media Industry: A way to face crisis and gain sustainable competitive advantage. *Procedia-Social and Behavioral Sciences*, 148, 338-347.

Dimovski, V., Škerlavaj, M., Kimman, M., & Hernaus, T. (2008). Comparative analysis of the organisational learning process in Slovenia, Croatia, and Malaysia. *Expert systems with applications*, 34(4), 3063-3070.

Donovan, P., Hannigan, K., & Crowe, D. (2001). The learning transfer system approach to estimating the benefits of training: Empirical evidence. *Journal of European Industrial Training*, 25(2/3/4), 221-228.

Durán, A., Extremera, N., & Rey, L. (2004). Engagement and Burnout: analysing their association patterns 1. *Psychological reports*, 94(3), 1048-1050.

Earley, P. C., & Singh, H. (1995). International and intercultural management research: what's next?. *Academy of Management Journal*, 38(2), 327-340.

Eddy, W. B., Glad, D. D., & Wilkins, D. D. (1967). Organizational effects on training-study conducted on a public administration program. *Training and Development Journal*, 21(2), 15-23.

Egan, T. M., Yang, B. and Baetlett, K. R. (2004). The Effects of Organizational Learning Culture and Job Satisfaction on Motivation to Transfer Learning and Turnover Intention. *Human resource development quarterly*, 15(3), 279-301

Elangovan, A. R., & Karakowsky, L. (1999). The role of trainee and environmental factors in transfer of training: An exploratory framework. *Leadership & Organization Development Journal*, 20(5), 268-276.

Earley, P. C. (1993). *Culture, self-identity, and work*. Oxford University Press on Demand.

Evan, W. M. (1963). Peer-group interaction and organizational socialization: A study of employee turnover. *American Sociological Review*, 436-440.

Facteau, J. D., Dobbins, G. H., Russell, J. E., Ladd, R. T., & Kudisch, J. D. (1995).

The influence of general perceptions of the training environment on pretraining motivation and perceived training transfer. *Journal of management*, 21(1), 1-25.

Field, A. (2009). *Discovering statistics using SPSS*. Sage publications.

Finch, J. F., & West, S. G. (1997). The investigation of personality structure: Statistical models. *Journal of Research in Personality*, 31(4), 439-485.

Ford, J.K., Quinones, M.A., Sego, D.J. and SORRA, S J. (1992), "Factors affecting the opportunity to perform trained tasks on the job. *Personnel Psychology*. 45(3), 511-27.

Ford, J. K., Smith, E. M., Weissbein, D. A., Gully, S. M., & Salas, E. (1998). Relationships of goal orientation, metacognitive activity, and practice strategies with learning outcomes and transfer. *Journal of applied psychology*, 83(2), 218.

Ford, J. K., & Weissbein, D. A. (1997). Transfer of training: An updated review and analysis. *Performance Improvement Quarterly*, 10(2), 22–41.

Foxon, M. J. (1994). A process approach to the transfer of training-Part1: The impact of motivation and supervisor support on transfer maintenance. *Australian journal of Educational Technology*, 9(2), 130-143

- Frayne, C. A., & Latham, G. P. (1987). Application of social learning theory to employee self-management of attendance. *Journal of applied psychology*, 72(3), 387.
- Gagne, R. M. (1962). Military training and principles of learning. *American Psychologist*, 17(2), 83.
- Garavaglia, P. L. (1993). How to ensure transfer of training. *Training & Development*, 47(10), 57–69
- Garavan, T. N., Costine, P., & Heraty, N. (1995). *Training and development in Ireland: context, policy, and practice*. Cengage Learning EMEA.
- Garvin, D. A., Edmondson, A. C., & Gino, F. (2008). Is yours a learning organization?. *Harvard business review*, 86(3), 109.
- Gaudine, A. P., & Saks, A. M. (2004). A longitudinal quasi-experiment on the effects of posttraining transfer interventions. *Human Resource Development Quarterly*, 15(1), 57–76
- Gielen, E. W. M. (1996). Transfer of training in corporate settings: Testing a model, in E. F. Holton (Ed.) *Proceedings of the 1996 Academy Human Resource Development Annual Conference*. Austin: Academy of HRD
- Gilley, A. M., Callahan, J. L., & Bierema, L. L. (2003). *Critical issues in HRD: a new agenda for the twenty-first century: new perspectives in organizational learning, performance, and change*. Basic Books.

Gerber, R., & Oaklief, C. (2000). Transfer of learning to strengthen workplace training. *Training for a smart workforce*, 177-191.

Gilpin-Jackson, Y., & Bushe, G. R. (2007). Leadership development training transfer: A case study of post-training determinants. *Journal of Management Development*, 26(10), 980-1004.

Gist, M. E., Bavetta, A. G., & Stevens, C. K. (1990). Transfer training method: Its influence on skill generalization, skill repetition, and performance level. *Personnel Psychology*, 43(3), 501- 523

Gist, M. E., Schwoerer, C., & Rosen, B. 1989. Effects of alternative training methods on self-efficacy and performance in computer software training. *Journal of Applied Psychology*, 74(6): 884-891.

Gist, M. E., Stevens, C. K., & Bavetta, A. G. (1991). Effects of self-efficacy and post-training intervention on the acquisition and maintenance of complex interpersonal skills. *Personnel psychology*, 44(4), 837 -861.

Golden, T. D., & Veiga, J. F. 2005. The impact of extent of telecommuting on job satisfaction: Resolving inconsistent findings. *Journal of Management*, 31(2),301-318

Goldstein A. H. (1986) Bacterial solubilization of mineral phosphates: historical perspective and future prospects. *American Journal of Alternative Agriculture* 1(02), 51-57.

Goldstein, I. L. (1993). *Training in organizations: Needs assessment, development, and evaluation*. Thomson Brooks/Cole Publishing Co.

Goldstein, I. L., & Gilliam, P. (1990). Training system issues in the year 2000. *American Psychologist*, 45(2), 134.

Grossman, R. and Salas, E. (2011), 'The transfer of training: what really matters', *International Journal of Training and Development*, 15(2), 103–120

Guzzo, R. A., Jette, R. D., & Katzell, R. A. (1985). The effects of psychologically based intervention programs on worker productivity: A meta-analysis. *Personnel Psychology*, 38(2), 275-291.

Handy, L. A. W. (2008). *The importance of the work environment variables on the transfer of training*. ProQuest.

Hawley, J. D., & Barnard, J. K. (2005). Work environment characteristics and implications for training transfer: A case study of the nuclear power industry. *Human resource development international*, 8(1), 65-80.

Heathfield, S. M. (2009). Training: your investment in people development and retention. *About.com: Human Resources*,

Hicks, E. T. (2006). Individual and situational factors affecting transfer of training in a call centre environment. *University of Louisville*.

Hofstede, G. (1980). Motivation, leadership, and organization: do American theories apply abroad?. *Organizational Dynamics*, 9(1), 42-63.

Hofstede, G. (1985). The interaction between national and organizational value systems . *Journal of Management Studies*, 22(4), 347-357.

Hofstede, G. (1991). *Cultures and organisations-software of the mind: intercultural cooperation and its importance for survival*. McGraw-Hill.

Holton, E. F. (1996). The flawed four-level evaluation model. *Human Resource Development Quarterly*, 7(1), 5-21.

Holton, E. F. (2005). Holton's evaluation model: New evidence and construct elaborations. *Advances in Developing Human Resources*, 7(1), 37-54.

Holton III, E. F., Bates, R. A., Bookter, A. I., & Yamkovenko, V. B. (2007). Convergent and divergent validity of the learning transfer system inventory. *Human Resource Development Quarterly*, 18(3), 385-419.

Holton, E. F. III., Bates, R., & Ruona, W. E. A. (2000). Development of a generalized learning transfer system inventory. *Human Resources Development Quarterly*, 11(4), 333-360.

Holton, E. III, Bates, R.A., Seyler, D.L. and Carvalho, M.B. (1997), Towards construct validation of a transfer climate instrument", *Human Resource Development Quarterly*, 8(2), 95-113.

Holton, E. F. III., Seyler, D. L., Bates, R., Burnett, M. F., & Carvalho, M. A. (1998). Factors affecting motivation to transfer training. *International Journal of Training and Development*, 2(1), 2-16

Huber, G. P. (1991). Organizational learning: The contributing process and the literatures. *Organization Science*, 2(1), 88–115

Huczynski, A. A., & Lewis, J. W. (1980). An empirical study into the learning transfer process in management training. *Journal of management studies*, 17(2), 227-240.

Issa, A. S. (2013). *Relationship Between National Culture And Performance Of Selected United Nation's Agencies In Kenya* (Doctoral dissertation, University of Nairobi).

Janczewski, L. J. (1992). Factors of Information Technology Implementation in Under Developed Countries. *The global issues of information technology management*, 1, 187.

Javidan, M., House, R. J., Dorfman, P. W., Hanges, P. J., & De Luque, M. S. (2006). Conceptualizing and measuring cultures and their consequences: a comparative review of GLOBE's and Hofstede's approaches. *Journal of International Business Studies*, 37(6), 897-914.

Jones, G. R. (1986). Socialization tactics, self-efficacy, and newcomers' adjustments to organizations. *Academy of Management Journal*, 29(2), 262-279.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.

Kasim R.K.R.S and Ali .S (2011). The Influence of Training Design on Training Transfer Performance among Support Staff of Higher Education Institution in

Malaysia. *International Journal of Innovation Management and Technology*, 2(5), 377-382

Kedia, B. L., & Bhagat, R. S. (1988). Cultural constraints on transfer of technology across nations: Implications for research in international and comparative management. *Academy of Management Review*, 13(4), 559-571.

Kim, T. Y., & Leung, K. (2007). Forming and reacting to overall fairness: A cross-cultural comparison. *Organizational Behavior and Human Decision Processes*, 104(1), 83-95.

Kirwan, C. and Birchall, D. (2006), Transfer of learning from management development programmes: testing the Holton Model, *International Journal of Training and Development*, 10(4), 252-568.

Kontoghiorghes, C. (2002). Predicting motivation to learn and motivation to transfer learning back to the job in a service organization: A new systemic model for training effectiveness. *Performance Improvement Quarterly*, 15(3), 114-129.

Kontoghiorghes, C. (2004). Reconceptualizing the learning transfer conceptual framework: Empirical validation of a new systemic model. *International journal of training and development*, 8(3), 210-221.

Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990). The role of climate and culture in productivity. *Organizational Climate and Culture*, 282, 318.

Kozlowski, S. W., Brown, K. G., Weissbein, D. A., Cannon-Bowers, J. A., & Salas, E. (2000). A multilevel approach to training effectiveness: enhancing horizontal and vertical transfer.

Kraiger, K., Ford, J. K., & Salas, E. (1993). Application of cognitive, skill-based, and affective theories of learning outcomes to new methods of training evaluation. *Journal of Applied Psychology*, 78(2), 311.

Kram, K. E., & Isabella, L. A. (1985). Mentoring alternatives: The role of peer relationships in career development. *Academy of management Journal*, 28(1), 110-132.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educ Psychol Meas.*

kumar .R.(2006). Importance of training in organization development .*International Journal of Management Science & Technology*.5(1),286-293

Lachman, R. (1983). Modernity change of core and periphery values of factory workers. *Human Relations*, 36(6), 563-580.

Laird, D., Holton, E. F., & Naquin, S. (2003). Approaches To Training And Development: *Revised And Updated*. Basic Books.

Lancaster, S., Di Milia, L., & Cameron, R. (2013). Supervisor behaviours that facilitate training transfer. *Journal of Workplace Learning*, 25(1), 6-22.

Lance, C. E., Kavanagh, M. J., & Brink, K. E. (2002). Retraining climate as a predictor of retraining success and as a moderator of the relationship between

cross-job retraining time estimates and time to proficiency in the new job. *Group & Organization Management*, 27(2), 294-317.

Langer, E. J., & Imber, L. G. (1979). When practice makes imperfect: debilitating effects of overlearning. *Journal of Personality and Social Psychology*, 37(11), 2014.

Leech, N. L., Barrett, K. C., & Morgan, G. A. (2005). *SPSS for intermediate statistics: Use and interpretation*. Psychology Press.

Leeuwen, VAN M. J., & van Praag, B. (2002). The costs and benefits of lifelong learning: The case of the Netherlands. *Human Resource Development Quarterly*, 13(2), 151-168.

Leung, K., & Lind, E. A. (1986). Procedural justice and culture: Effects of culture, gender, and investigator status on procedural preferences. *Journal of Personality and Social Psychology*, 50(6), 1134.

Li, S., & Scullion, H. (2006). Bridging the distance: Managing cross-border knowledge holders. *Asia Pacific Journal of Management*, 23(1), 71-92.

Liebermann, S. and Hoffmann, S. (2008), "The impact of practical relevance on training transfer: evidence from a service quality training program for German bank clerks", *International Journal of Training and Development*, 12(2), 74-86.

Lim, D.H., and Johnson, S.D. (2002), 'Trainee Perceptions of Factors That Influence Learning Transfer,' *International Journal of Training and Development*, 6(1), 36–48.

Lim, D. H., & Morris, M. L. (2006). Influence of trainee characteristics, instructional satisfaction, and organizational climate on perceived learning and training transfer. *Human Resource Development Quarterly*, 17(1), 85-115.

Loke Chiok Foong , J. (2001). Leadership behaviours: effects on job satisfaction, productivity and organizational commitment. *Journal of Nursing Management*, 9(4), 191-204.

Lord, R. G., & Foti, R. J. (1986). Schema theories, information processing, and organizational behavior. *The thinking organization*, 20-48.

Lucas, L. M. (2006). The role of culture on knowledge transfer: the case of the multinational corporation. *The Learning Organization*, 13(3), 257-275.

Lyles, M. A., & Salk, J. E. (2007). Knowledge acquisition from foreign parents in international joint ventures: an empirical examination in the Hungarian context. *Journal of International Business Studies*, 38(1), 3-18.

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.

Machin, M. A., & Fogarty, G. J. (2003). Perceptions of training-related factors and personal variables as predictors of transfer implementation intentions. *Journal of Business and Psychology*, 18(1), 51-71.

Machin, M. A., & Fogarty, G. J. (2004). Assessing the antecedents of transfer intentions in a training context. *International Journal of Training and Development*, 8(3), 222-236.

Machin, M. A., & Fogarty, G. J. (1997). The effects of self-efficacy, motivation to transfer, and situational constraints on transfer intentions and transfer of training. *Performance Improvement Quarterly*, 10(2), 98-115.

MacKinnon DP, Fairchild AJ, Fritz MS. (2007) Mediation analysis. *Annual Review of psychology*. ;58: 593.

MacLeod, D., & Clarke, N. (2009). *Engaging for success: enhancing performance through employee engagement: a report to government*.

Mager, R. F. (1997). Making instruction work: A step-by-step guide to designing and developing instruction that works. *Atlanta, GA: The Center for Effective Performance*.

Mak, B. and Sockel, H. (1999). A confirmatory factor analysis of IS employee motivation and retention. *Information and Management* 38(5), 265-276.

Marquardt, M. J. (1996). *Building the learning organization*. New York, NY: McGraw-Hill Companies.

Marsik, W., & Watkins, K. (2003). Demonstrating the Value of Organizations Learning Culture: the Dimensions of the Learning Culture Questionnaire. *In Advances in Developing Human Resources*, 5(2). 132-151.

Martin, H. J. (2010). Improving training impact through effective follow-up: Techniques and their application. *Journal of Management Development*, 29(6), 520-534.

Marx, R. D. (1982). Relapse prevention for managerial training: A model for maintenance of behaviour change. *Academy of management review*, 7(3), 433-441.

Mathieu, J. E., Martineau, J. W., & Tannenbaum, S. I. (1993). Individual and situational influences on the development of self-efficacy: implications for training effectiveness. *Personnel Psychology*, 46(1), 125-147.

Mathieu, J. E., & Martineau, J. W. (1997). Individual and situational influences on training motivation. *Improving training effectiveness in work organizations*, 193, 221.

Mathieu, J. E., Tannenbaum, S. I., & Salas, E. (1992). Influences of individual and situational characteristics on measures of training effectiveness. *Academy of Management Journal*, 35(4), 828-847.

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.

McCain, D. V. (2005). *Evaluation Basics*. Alexandria, VA: American Society for Training & Development.

- McClelland, S. D. (2002). *A training needs assessment for the united way of Dunn County Wisconsin* (Doctoral dissertation, University of Wisconsin-Stout).
- McDermott, R., & O'dell, C. (2001). Overcoming cultural barriers to sharing knowledge. *Journal of Knowledge Management*, 5(1), 76-85.
- McShane, S. L., & Von Glinow, M. A. Y. (2003). *Organizational behavior: Emerging realities for the workplace revolution*. New York, NY: McGraw-Hill/Irwin.
- Michalak, D. F. (1981). The Neglected Half of Training. *Training and Development Journal*, 35(5), 22-28.
- Montgomery, A. J., Peeters, M. C. W., Schaufeli, W. B., & Ouden, M. D. (2003). Work-home interference among newspaper managers: Its relationship with burnout and engagement. *Anxiety, Stress, and Coping*, 16(2), 195-211.
- Morris, M., & Leung, K. (2000). Justice for all? Progress in research on cultural variation in the psychology of distributive and procedural justice. *Applied Psychology*, 49(1), 100-132.
- Murray, P., & Donegan, K. (2003). Empirical linkages between firm competencies and organisational learning. *The Learning Organization*, 10(1), 51-62.
- Newton, K. A. (1993). *Development of trainee self-efficacy, motivation to learn, and motivation to transfer learning* (Doctoral dissertation, Texas A&M University).

- Nijman, D. J. J., Nijhof, W. J., Wognum, A. A. M., & Veldkamp, B. P. (2006). Exploring differential effects of supervisor support on transfer of training. *Journal of European industrial training*, 30(7), 529-549.
- Nikandrou, I., Brinia, V., & Bereri, E. (2009). Perspective on practice: Trainee perceptions of training transfer: an empirical analysis. *Journal of European Industrial Training*, 33(3), 255-270.
- Noë, A. (2009). *Out of our heads: Why you are not your brain, and other lessons from the biology of consciousness*. Macmillan.
- Noe, R. A. (1986). Trainees' attributes and attitudes: neglected influences on training effectiveness. *Academy of Management Review*, 11(4), 736-749.
- Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2006), *Human Resource Management: Gaining a Competitive Advantage*, 6th ed
- Noe, R. A., & Schmitt, N. (1986). The influence of trainee attitudes on training effectiveness: Test of a model. *Personnel Psychology*, 39(3), 497-523
- Norris, M., & Lecavalier, L. (2010). Evaluating the use of exploratory factor analysis in developmental disability psychological research. *Journal of autism and developmental disorders*, 40(1), 8-20.
- Nunnally, J. (1978). *Psychometric theory*. New York.
- Pallant, J. (2011). *SPSS Survival Manual 4th edition: A step by step guide to data analysis using SPSS version 18*. Maidenhead, Berkshire: Open University Press. Retrieved on from <http://www.allenandunwin.com/spss>.

- Palthe, J., & Kossek, E. E. (2003). Subcultures and employment modes: translating HR strategy into practice. *Journal of Organizational Change Management*, 16(3), 287-308
- Paradise, A. (2007). State of the industry: ASTD's annual review of trends in workplace learning and performance. *Alexandria, VA: ASTD*.
- Paradise, A (2008), "Influences engagement", ASTD, *Training and Development*, 62(1),54-59
- Parry, S. (1990). Ideas for improving transfer of training. *Adult learning*, 1(7), 19-23
- Prais, S.J. (1995), *Productivity, Education and Training: An International Perspective*, (48), Cambridge University Press,
- Parsons, T., & Shils, E. (1951). Toward a general theory of social action. Cambridge: *Harward University Press*, 951(1951), 58-59.
- Pham, N. T., Segers, M. S., & Gijssels, W. H. (2013). Effects of work environment on transfer of training: empirical evidence from Master of Business Administration programs in Vietnam. *International Journal of Training and Development*, 17(1), 1-19.
- Phillips, JJ (1997), *Handbook of training evaluation: Measurement methods*, 3rd edn, (Houston, TX: Gulf).
- Prieto, L. C. and Phipps, S. T. A. (2011), 'Self-monitoring and organizational identification as moderators of the effects of proactive personality on the

transfer of learning in the workplace: A theoretical inquiry', *International Journal of Management*, 28(2), 509-518.

Quinones, M.A. (1995), Pre-training context effects: training assignment as feedback, *Journal of Applied Psychology*, 80(2), 226-238

Quinones, M. A., Ford, J. K., Sego, D. J., & Smith, E. M. (1995). The effects of individual and transfer environment characteristics on the opportunity to perform trained tasks. *Training Research Journal*, 1(1), 29-49.

Reber, R. A., & Wallin, J. A. (1984). The effects of training, goal setting, and knowledge of results on safe behavior: A component analysis. *Academy of Management Journal*, 27(3), 544-560.

Ree, M. J., Carretta, T. R., & Teachout, M. S. (1995). Role of ability and prior knowledge in complex training performance. *Journal of Applied Psychology*, 80(6), 721.

Reichers, A. E., & Schneider, B. (1990). Climate and culture: An evolution of constructs. *Organizational Climate and Culture*, 1, 5-39.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.

Richey, R. (1992). *Designing Instruction for the Adult Learner: Systematic Training Theory and Practice*. Kogan Page, 120 Pentonville Road, London N1 9JN, England, United Kingdom..

Richey, R. C. (2000). *The Legacy of Robert M. Gagne*. ERIC Clearinghouse on Information & Technology, Syracuse University, 621 Skytop Rd., Suite 160, Syracuse, NY 13244-5290.

Richman-Hirsch, W. L. (2001). Posttraining interventions to enhance transfer: The moderating effects of work environments. *Human Resource Development Quarterly*, 12(2), 105–120.

Rivera, R. J., & Paradise, A. (2006). State of the industry in leading enterprises. *Alexandria, VA: American Society for Training and Development*.

Robotham, D. (2004). Developing the competent learner. *Industrial and Commercial Training*, 36(2), 66-72.

Robbins, S. P and . Judge, A. (2009). *Organizational Behavior*. New Jersey : Pearson Education, Inc.,

Rodríguez, C. M., & Gregory, S. (2005). Qualitative study of transfer of training of student employees in a service industry. *Journal of Hospitality & Tourism Research*, 29(1), 42-66.

Rouiller, J. Z., & Goldstein, I. L. (1993). The relationship between organizational transfer climate and positive transfer of training. *Human Resource Development Quarterly*, 4(4), 377-390.

Rothwell, W. J. (2002). *The workplace learner: How to align training initiatives with individual learning competencies*. Amacom Div American Mgmt Assn.

- Rowden, R. W. (2002). The relationship between workplace learning and job satisfaction in US small to midsize businesses. *Human Resource Development Quarterly*, 13(4), 407-425.
- Rowold, J. (2007). Individual influences on knowledge acquisition in a call center training context in Germany. *International Journal of Training and Development*, 11(1), 21-34.
- Russ-Eft, D. (2002). A typology of training design and work environment factors affecting workplace learning and transfer. *Human Resource Development Review*, 1(1), 45-65.
- Ryman, D. H., & Biesner, R. J. (1975). Attitudes predictive of diving training success. *Personnel Psychology*, 28(2), 181-188.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Saks, A. M. and Belcourt, M. (2006), 'An investigation of training activities and transfer of training in organizations', *Journal of Human Resource Management*, 45(4), 629-648
- Salas E and Cannon B J A (2001), The science of training: A decade of progress, *Annual Review of Psychology*, 52(1), 471-499
- Satterfield, J. M., & Hughes, E. (2007). Emotion skills training for medical students: a systematic review. *Medical education*, 41(10), 935-941.

Saunders, M., Lewis, P. & Thornhill, A. (2012) “*Research Methods for Business Students*” 6th edition, Pearson Education Limited.

Schaufeli, W. B., & Bakker, A. B. (2003). Test manual for the Utrecht Work Engagement Scale. Unpublished manuscript, Utrecht University, the Netherlands 716 Educational and Psychological Measurement

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of organizational Behavior*, 25(3), 293-315.

Schein, E. H. (1985). *Organizational Culture and Leadership* (1st ed.). San Francisco: Jossey-Bass.

Schein, E. H. (1990). *Organizational culture* (Vol. 45, No. 2, p. 109). American Psychological Association.

Schein, E. H. (2004). The learning culture and the learning leader. *Organizational culture and leadership*. 3rd edn. Jossey-Bass, San Francisco, 393-418.

Schneider, B. (1983). Work climates: An interactionist perspective. In N. W. Feimer & E. S. Geller (Eds.), *Environmental psychology: Directions and perspectives* (pp. 106 –128). New York: Praeger

Schraeder, M. (2009), "Leveraging potential benefits of augmentation in employee training", *Industrial and Commercial Training*, Vol. 41 No. 3, pp. 133-8.

Schworer, C. E., May, D. R., Hollensbe, E. C., & Mencl, J. (2005). General and specific self-efficacy in the context of a training intervention to enhance performance expectancy. *Human Resource Development Quarterly*, 16(1), 111.

Sekaran, U., & Bougie, R. (2010). *Research Method for Business, A Skill Building Approach* (5th ed.). John Wiley & Sons Inc.

Senge, P. (1990). *The Fifth Discipline. The art and practice of the learning organization*. New York, NY: Currency Doubleday. *Lectura de autores clásicos o semifinales en el tema.*

Seyfried, E. (1998). Evaluation of Quality Aspects in Vocational Training Programmes. *Vocational Training: European Journal*, 15, 13-19.

Seyler, D. L., Holton, E. F. III., Bates, R., Burnett, M. F., & Carvalho, M. A. (1998). Factors affecting motivation to transfer training. *International Journal of Training and Development*, 2(1), 2-16.

Shoemaker, H. L. (1998). *Transfer of training as perceived by trainers and supervisors in the workplace* (Doctoral dissertation, University of Tennessee, Knoxville).

Shore, B., & Venkatachalam, A. R. (1995). The role of national culture in systems analysis and design. *Journal of Global Information Management (JGIM)*, 3(3), 5-15.

Shrivastava, P. (1983), A typology of organizational learning systems, *Journal of Management Studies*, 20(1),7-28.

Simonin, B. L. (1999). Ambiguity and the process of knowledge transfer in strategic alliances. *Strategic Management Journal*, 20(7), 595-623.

Simosi, M. (2012), Disentangling organizational support construct: the role of different sources of support to newcomers' training transfer and organizational commitment, *Personnel Review*, 41(3),301-320

Slater, S. F., Mohr, J. J., & Sengupta, S. (1995). Market orientation. *Wiley International Encyclopedia of Marketing*.

Smith-Jentsch, K. A., Salas, E., & Brannick, M. T. (2001). To transfer or not to transfer? Investigating the combined effects of trainee characteristics, team leader support, and team climate. *Journal of Applied Psychology*, 86, 279–292

Soane, E., Alfes, K., Truss, C., Rees, C. and Gatenby, M. (2010), "Managing a positive environment: engagement, wellbeing and the role of meaningfulness", *paper presented at Academy of Management Conference*. Chicago, IL.

Suazo, M.M., Martinez, P.G. and Sandoval, R. (2009), Creating psychological and legal contracts through human resource practices: a signaling theory perspective, *Human Resource Management Review*, 19(2), 154-166.

- Sundarajan, S. (2007), Employees' attitude towards training and development in private sector industries, *Indian Journal of Training and Development*, 37(3), 45-50.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage.
- Spitzer, D. R. (1982). But Will They Use Training on the Job?. *Training*, 19(9), 48-105.
- Stipek, D. J. (1993). *Motivation to learn: From theory to practice*, New Jersey: Prentice Hall,
- Swanson, R. A. (2001). *Assessing the financial benefits of human resource development*. Basic Books.
- Switzer, K. C., Nagy, M. S., & Mullins, M. E. (2005). The influence of training reputation, managerial support, and self-efficacy on pre-training motivation and perceived training transfer. *Applied HRM Research*, 10(1), 21-34.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics*, 5th edn. Needham Height, MA: Allyn & Bacon.
- Tannenbaum, S. I., Mathieu, J. E., Salas, E., & Cannon-Bowers, J. A. (1991). Meeting trainees' expectations: The influence of training fulfillment on the development of commitment, self-efficacy, and motivation. *Journal of applied psychology*, 76(6), 759.

- Tannenbaum, S. I., & Yukl, G. (1992). Training and development in work organizations. *Annual Review of Psychology*, 43(1), 399-441.
- Taylor, P. J., Russ-Eft, D. F., & Chan, D. W. (2005). A meta-analytic review of behavior modeling training. *Journal of Applied Psychology*, 90(4), 692.
- Tesluk, P. E., Farr, J. L., Mathieu, J. E., & Vance, R. J. (1995). Generalization of employee involvement training to the job setting: Individual and situational effects. *Personnel Psychology*, 48(3), 607-632.
- Tharanganie.M.G (2013). The Impact of Supervisory Support on Pre-training Self-efficacy, Motivation to Learn, and Motivation to Transfer. *Journal of US-China Public Administration*, 10(3), 320-330
- Tharenou, P., Saks, A. M., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes. *Human Resource Management Review*, 17(3), 251-273.
- Tracey, J. B., & Tews, M. J. (2005). Construct validity of a general training climate scale. *Organizational Research Methods*, 8(4), 353-374.
- Tracey, J.B., Tannenbaum, S.I. and Kavanagh, M.J. (1995), "Applying trained skills on the job: the importance of the work environment", *Journal of Applied Psychology*, 80(2), 239-52.
- Triandis, H. C. (1995). *Individualism & collectivism*. Westview press.

Tziner, A., Fisher, M., Senior, T., & Weisberg, J. (2007). Effects of trainee characteristics on training effectiveness. *International Journal of Selection and Assessment*, 15(2), 167-174.

Tziner, A., Haccoun, R. R., & Kadish, A. (1991). Personal and situational characteristics influencing the effectiveness of transfer of training improvement strategies. *Journal of Occupational Psychology*, 64(2), 167-177.

Ubeda Garc'ia M. 2005. Training and business performance: the Spanish case. *Int. J. Hum. Resour. Manag.* 16:1691–710.

Van Wart, M. (1993). *Handbook of training and development for the public sector: a comprehensive resource*. Jossey-Bass Inc., 350 Sansome Street, San Francisco, CA 94104..

Velada, R., & Caetano, A. (2007). Training transfer: the mediating role of perception of learning. *Journal of European Industrial Training*, 31(4), 283-296.

Velada, R., Caetano, A., Michel, J. W., Lyons, B. D., & Kavanagh, M. J. (2007). The effects of training design, individual characteristics and work environment on transfer of training. *International Journal of Training and Development*, 11(4), 282-294.

Vermeulen, R., and Admiraal, W. (2009), 'Transfer as a two-way process: Testing a model', *Journal of European Industrial Training*, 33, 1, 52-68.

Vroom, V.H. (1964), *Work and Motivation*, Wiley, New York, NY.

Walton, H. J., & Matthews, M. B. (1989). Essentials of problem-based learning. *Medical education*, 23(6), 542-558.

Warr, P., Allan, C., & Birdi, K. (1999). Predicting three levels of training outcome. *Journal of Occupational and Organizational Psychology*, 72(3), 351-375.

Watkins, K. E., & Marsick, V. J. (1993). *Sculpting the learning organization: Lessons in the art and science of systemic change*. Jossey-Bass Inc., 350 Sansome Street, San Francisco, CA 94104-1310.

Werner, J. M., O'Leary-Kelly, A. M., Baldwin, T. T., & Wexley, K. N. (1994). Augmenting behavior-modeling training: Testing the effects of pre-and post-training interventions. *Human Resource Development Quarterly*, 5(2), 169-183.

Wexley, K. N., & Baldwin, T. T. (1986). Posttraining strategies for facilitating positive transfer: An empirical exploration. *Academy of management Journal*, 29(3), 503-520.

Wexley, K.N. and Latham, G.P. (1981), *Developing and Training Human Resources in Organizations*, Scott Foresman, & Company, Glenview, IL

Wexley, K. N., Latham, G. P., Kettering, M., Rivaldo, O. F., Christensen, J., & FAO, R. I. (1991). *Developing and training human resources in organizations* (No. C10 25). Department of Agriculture, Washington, DC (EUA). *Office of International Cooperation and Development*. AID, Washington, DC (EUA). Bureau for Science and Technology.

- Wexley, K. N., & Nemeroff, W. F. (1975). Effectiveness of positive reinforcement and goal setting as methods of management development. *Journal of Applied Psychology*, 60(4), 446.
- Wilson, J. P. (2005). *Human resource development: learning & training for individuals & organizations*. Kogan Page Publishers.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International journal of stress management*, 14(2), 121.
- Xiao, J. (1996), "The relationship between organizational factors and the transfer of training in the electronics industry in Shenzhen, China", *Human Resource Development Quarterly*, 7, 55-73.
- Yamhill, S., & McLean, G. N. (2005). Factors affecting transfer of training in Thailand. *Human Resource Development Quarterly*, 16(3), 323-344.
- Yoo, B., Donthu, N., & Lenartowicz, T. (2011). Measuring Hofstede's five dimensions of cultural values at the individual level: Development and validation of CVSCALE. *Journal of International Consumer Marketing*, 23(3-4), 193-210.
- Yamhill, S., & McLean, G. N. (2001). Theories supporting transfer of training. *Human resource development quarterly*, 12(2), 195-208.
- Zucker, L. G. (1987). Institutional theories of organization. *Annual review of sociology*, 443-464.

Zumrah, A. R., Boyle, S., & Fein, E. (2012). The effect of perceived organizational support on the transfer of training outcomes to the workplace. *World Review of Business Research*, 2(4), 130-147.



Appendix



Dear participant

I am a PHD student from the Department of Human Resource management , University of sciences Islamic Malaysia .I am conducting a study and my interest is in learning about how trainees are motivated to apply what they learn from their training courses You have been selected to participate in the study, as you are one of the post-training participants. Your participation will involve completing a questionnaire that will take approximately 20 minutes. Your participation in this study is completely voluntary, and you are free to withdraw at any time and for any reason without penalty. Please feel free to ask any questions you may have regarding this study by contacting:

Hand phone: 0060182563540

Email: altomi50@yahoo.com

SECTION A

Participants' no.....

Demographics

This part of the questionnaire requires information about you and your business. (Please tick the appropriate response)

- | | | |
|----------------------------------|--------------------------------------|--|
| 1. Gender: | 1. ☐ Male | 2. ☐ Female |
| 2. Your age is: | 1. ☐ 20-30 | 2. ☐ 31-40 |
| | 3. ☐ 41-50 | 4. ☐ 51 and above |
| 3. Was this training mandatory? | 1. ☐ Yes | 2. ☐ No |
| 4. Involvement in the firm: | 1. ☐ Fulltime | 2. ☐ Part time |
| 5. The years of current position | 1. ☐ 1year | 2. ☐ 2 years |
| 3years | 3. ☐ 3 years | 4. ☐ more than |

This inventory is designed to gather information about your perceptions of motivation transfer training. Please fill in your response to each item. Completion of this survey acknowledges your voluntary cooperation and all responses will be kept strictly confidential.

SECTION: B

Instructions: For each training statement listed below, circle the number that most closely reflects your opinion. There are five possible choices for each item:

Strongly disagree	disagree	not sure	agree	strongly agree
1	2	3	4	5

There is no right or wrong answer or time limit However, Please respond to every item in the list

MOTIVATION TO LEARN

Number	Status	1	2	3	4	5
1	I am motivated to learn the training material in this workshop.					
2	I will try to learn as much as I can from this workshop					
3	I have a better chance of learning this training material than most others					
4	I volunteered for this training as soon as I could.					
5	The knowledge and experience that I gain in this training may advance my career					
6	Even if I fail, this training will be a valuable experience					
7	I will get more from this training than most people					
8	If I have difficulty during training, I will try harder					
9	I am more prepared for this training than most people.					
10	I am personally interested in the subject of training					

Self-efficacy						
11	My job is well within the scope of my abilities.					
12	I do not anticipate any problems in adjusting to work in this organization.					
13	I feel I am overqualified for the job I will be doing.					
14	I have all the technical knowledge I need to deal with my job, all I need now is practical experience					
15	I feel confident that my skills and abilities equal or exceed those of my future colleagues.					
16	I could handle a more challenging job than the one I am doing.					
17	Professionally speaking, my job exactly satisfied my expectations of myself.					
18	My past experiences and accomplishments increase my confidence that I will be able to perform successfully in this organization					
Job satisfaction						
19	All in all I am satisfied with my job					
20	In general, I do not like my job					
21	In general, I like working here					
Content relevance:						
22	This course was very relevant to my job					
23	This course was a great practical value to me for my job					

24	This course was closely related to my job needs					
Opportunity to perform						
25	I will get opportunities to use this training on my job					
26	What is taught in training closely matches my job requirements					
27	There are enough human resources available to allow me to use skills acquired in training					
28	At work, budget limitations will prevent me from using skills acquired in training					
29	Our current staffing level is adequate for me to use this training					
30	It will be hard to get materials and supplies I need to use the skills and knowledge learned in training					
Organizational learning culture						
31	In my organization people are rewarded for learning					
32	In my organization people spend time building trust with each other					
33	In my organization teams/groups revise their thinking as a result of group discussion or information collected					
34	my organization makes its lessons learned available to all employees					
35	my organization recognizes people for taking initiative					
36	my organization works together with the outside					

	community to meet mutual needs					
37	In my organization leaders continually look for opportunities to learn					
Power distance						
Number	Statues	1	2	3	4	5
38	People in higher positions should make most decisions without consulting people in lower positions					
39	People in higher positions should not ask the opinions of people in lower positions too frequently					
40	People in higher positions should avoid social interactions with people in lower positions					
41	People in lower positions should not disagree with decisions by people in higher positions					
42	People in higher positions should not delegate important tasks to people in lower positions					
Motivation to transfer						
43	Training will increase personal productivity					
44	When I leave training, I can't wait to get back to work to try what I learned					
45	I believe the training will help me do my current job better.					
46	I get excited when I think about trying to use my new learning on my job					

Work engagement						
Number	Statues	1	2	3	4	5
47	At my work, I feel bursting with my energy					
48	I find the work that I do full of meaning and purpose					
49	Time flies when I am working					
50	At my job , I feel strong and vigorous					
51	I am enthusiastic about my job					
52	When I am working, I forget everything else around me					
53	My job inspires me					
54	When I get up in the morning, I feel like going to work					
55	I feel happy when I am working intensely					
56	I am proud of the work that I do					
57	I am immersed in my work					
58	I can continue working for very long periods at time					
59	To me, my job is challenging					
60	I get carried away when I am working					
61	At my job, I am very resilient ,mentally					

62	It is difficult to detach myself from my job					
63	At my work, I always persevere , even when things do not go well					

Thank you for your participation

UNIVERSITI SAINS ISLAM MALAYSIA
 جامعة العلوم الإسلامية
 ISLAMIC SCIENCE UNIVERSITY OF MALAYSIA