Abstract

The need for developing skill and competency of the human resources has attracted attention by the Indian economy and business houses. The concern for enhancing the effectiveness of training programs has encouraged professionals and researchers to explore the facilitators and barriers of successful transfer of training from training centers to the workplace. Based on the data collected from a life insurance companies, we examined the role of contextual factors (supervisory support, peer support, opportunity to use, and performance coaching), training design factors (transfer design), individual i.e. trainees’ characteristics (performance self efficacy, learner readiness and performance coaching) plus transfer motivation in the process of training transfer. Using the LTSI instrument, the data have been collected from 1741 agency advisors from Gujarat, India. Analysis performed by using SPSS 21.0 and AMOS software on key in data manually. In this study, it has been examined the experimental validity of the proposed ‘Training Transfer Model’.

After due coding and editing process, the data have been analyzed by using various multivariate tests taking into consideration the nature of data, objectives of the study and proposed hypotheses. Reliability plus validity of the scales were found through confirmatory factor analysis, and after that relationships supporting with original or new hypotheses were subjected to statistical test of significance. Structural equation modeling was utilized to check the hypotheses.

The study has attempted to examine the facilitators and barriers of training transfer considering transfer motivation as a mediating variable in the context of life insurance companies. While considering the main four broad antecedent variables of training transfer from literature, i.e. work context, transfer design, individual characteristics and transfer motivation, the relevant sub variables for life insurance companies, has been added to make the variables’ influence on the transfer process. In particular, these sub variables in the current research actually provide adequate momentum for the training transfer process along with a concurrent examination of these variables significantly enhanced our perceptive of the convoluted process of training transfer for the agency advisors.

The results of the study prove that among all performance self efficacy as individual characteristics is the most influential variable for agency advisors for the process of training transfer. Peer and supervisors support directly affect training transfer but it has nothing to do with transfer motivation. Further transfer design plays major role in increasing transfer
motivation but does not have direct relationship with training transfer. Supervisor sanction and performance outcomes are found to be more important for the process of training transfer. For openness to change, supervisory sanction and transfer design, transfer motivation was found to be fully mediated while for peer and supervisor support transfer motivation shows no mediation. In case of performance self efficacy and performance outcomes, transfer motivation found to be partially mediated.

Keywords: Work context, Transfer design, Individual factors, Transfer motivation, Training Transfer