THE IMPACT OF THE SUPERVISOR’S ROLE IN TRAINING PROGRAMMES ON THE TRANSFER OF TRAINING: A CASE STUDY IN FOUR EAST MALAYSIAN LOCAL GOVERNMENTS

The Malaysian public sector plays a key role in the government’s vision to enhance the economic status, assist the growth of industrial and private sectors, and support the country’s human capital needs. Extant studies advocated that a supervisor plays an important role in enhancing the transfer of training among employees, and although the nature of this relationship has been studied, it has been given less attention especially in the context of the Malaysian public sector. Hence, this study attempted to rectify the lack of literature by investigating the relationship between a supervisor’s role in training programmes, and the transfer of training in four East Malaysian local governments. Indepth interviews were conducted with a total of 12 employees to develop the self report questionnaire, and a pilot study was conducted with the participation of 60 employees to test the questionnaire. The questionnaire was then used to gather quantitative data from 1100 management and non management employees working in the administrative and technical divisions for hypotheses testing. Pearson correlation analysis showed a positive and significant relationship between supervisor’s role in training programmes and the transfer of training. Multiple regression analysis demonstrated among the studied variables, supervisor communication acted as a dominant factor in enhancing the transfer of training. These findings have implications for human resource management (HRM) policies and practices by detailing guidelines to improve organisational remuneration system as well as pathways for enhancing the role of supervisors in training programmes in order to facilitate the transfer of training, particularly within the Malaysian public sector.

Key words Transfer of training, Supervisor support, Communication, Malay Malaysia

LITERATURE REVIEW

It is broadly known that the return on investment for training is a multidimensional variable, to which an increased interest is being directed in recent years. Training success of training programmes and the impact of training programmes on the transfer of training are the key areas of interest. Training programmes may lead to return on investments in training if the training programmes are designed, delivered, and managed to ensure that employees are able to perform their work roles effectively. Personnel Development in the Era of Globalization (Coulter 2005) and more recently, in the context of the Malaysian public sector, the role of supervisors in training programmes may lead to the transfer of training among employees (Ismail, Bakar & Bongo 2009).

The objective of this study is to investigate the impact of the supervisor’s role in training programmes on the transfer of training. This paper identifies the relationship between supervisor’s role in training programmes and the transfer of training, which motivated the research in this study. The study is a case study in four East Malaysian local governments, and the study uses a conceptual framework which is followed by hypotheses testing. The findings have implications for human resource management (HRM) policies and practices by detailing guidelines to improve organisational remuneration system as well as pathways for enhancing the role of supervisors in training programmes in order to facilitate the transfer of training, particularly within the Malaysian public sector.