

## Training Motivation as Mediator of the Relationship between Training Administration and Training Transfer

(*Motivasi Latihan Sebagai Pembolehubah Pengantara dalam Perhubungan di antara Pentadbiran Latihan dan Pemindahan Latihan*)

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### ABSTRACT

*This study examines the relationship between training administration, training motivation and training transfer. A survey method was employed to gather self-administered questionnaires from employees who work at a military oriented health organization. The outcomes of SmartPLS path model analysis revealed two important findings; firstly, the relationship between communication and training motivation is significantly related with training transfer. Secondly, relationship between delivery and training motivation is significantly related with training transfer. The result confirms that training motivation mediates the relationship between training administration and training transfer in the organizational sample. Further, this study provides discussion, implications and conclusion.*

*Keywords: Training administration; training motivation; training transfer*

### ABSTRAK

*Kajian ini meneliti hubungan di antara pentadbiran latihan, motivasi latihan dan pemindahan latihan. Kaedah tinjauan telah digunakan untuk mengumpul borang soal selidik daripada pekerja yang terlibat di sebuah organisasi kesihatan berorientasikan ketenteraan. Keputusan analisis model laluan SmartPLS menunjukkan dua dapatan yang penting: pertama, komunikasi dan motivasi latihan mempunyai hubungan yang signifikan dengan pemindahan latihan. Kedua, kaedah penyampaian dan motivasi latihan mempunyai hubungan yang signifikan dengan pemindahan latihan. Hasil kajian ini mengesahkan bahawa motivasi latihan bertindak sebagai pemboleh ubah pengantara yang berkesan antara pentadbiran latihan dan pemindahan latihan dalam organisasi kajian. Seterusnya, kajian ini menyediakan perbincangan, implikasi dan kesimpulan.*

*Kata kunci: Pentadbiran latihan; motivasi latihan; pemindahan latihan*

### INTRODUCTION

Training is one of the important roles of human resource department of any organization. Training is often viewed as a central function of human resource management department where human resource (HR) administrators will often work together with line managers to design the various types of on-the job and off-the job training programs for employees who work in different job categories. Traditionally, training designs are often implemented by HR administrators to develop basic skills and apply them in order to overcome current job problems and increase daily job performance. Many scholars like Blanchard and Thacker (2004), Noe et al. (2009), Noe (2010) and Azman et al. (2013) view that this training approach is most suitable to organizations that operate in less competitive environments and high market stability, but it is not adequate to enable employees coping with rapid changes in dynamic organizations.

In dealing with a more dynamic and robust organizational climates, most training programs have shifted their paradigms towards a long term objective based training to support organizational strategy and goals (Azman et al. 2013; Noe 2010). Under this new paradigm, HR administrators have taken proactive actions to focus on improving intangible assets and human capital such as imparting new competencies, changing negative attitudes, matching knowledge and skills in lieu to organization needs, preparing employees to face new challenges, adapting to advanced technologies, employing a continuous improvements as well as promoting organizational learning (Azman & Nurul 2010; Noe 2010). If these training programs are well executed, employees would be able to upgrade their capabilities in terms of new knowledge, advanced skills and abilities as well as shaping new positive attitudes. Hence, it may lead employees to support organizational strategic missions (Azman & Nurul 2010; Noe 2010).