

A Study of Relationships among the Customer-Contact Employees' Self-Efficacy, Organizational Culture and the Effectiveness of Transfer of Training

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ABSTRACT

Major core resource in a service industry is always concerned about "people such as either employees' orientation or customers' orientation." Above all, customer-contacted employees play an important role as the first line of service quality and customers' satisfactory through service compensation and providing in time services with customers. In general, the practices of educational training not only enable to enhance organizational effectiveness but strengthen employees' core competences. However, training for business function does not just lie in itself but results in good performance that employees can learn itself to be applied on their jobs. Even though, these processes of the transfer of training exist many obstacles that employees are willing to learn. As a result, the purpose of the study is to explore the relationships among customer-contact employees' self-efficacy, organizational culture and the effectiveness of transfer of training based on the theory of self-efficacy developed by Bandura. Above all, organizational culture is viewed as an intervening variable. Convenience sampling is used in this study and the subject is customers-contact employee in the financial industry. Descriptive statistical analysis, T-test, one-way ANOVA, Pearson correlated analysis, and multi-regression analysis are used in this study. These findings are as follows: 1. The customer-contact employees' self-efficacy in financial industry is higher than average, and their effectiveness of transfer of training are on average; and the most popular organizational culture in financial industry is bureaucratic culture, in term is supportive culture and innovative culture. 2. There exist no significant difference in self-efficacy and the effectiveness of transfer of training on age, gender and marriage. But there exists a significant difference on education. 3. Self-efficacy would positively influence the effectiveness of transfer of training. 4. Self-efficacy would be positively affected by innovative culture; the effectiveness of transfer of training would be positively influenced by innovative culture, supportive culture, and bureaucratic culture. 5. The process of the effectiveness of transfer of training that be influenced by self-efficacy, the bureaucratic culture will result a significant negative efficiency.

Keywords : Customer-Contact Employee ; Self-Efficacy ; Organizational Culture ; The Effectiveness of Transfer of Training ; Financial Industry

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