

The Relationship between Transfer Climate and Training Transfer : A Case Study of Chunghwa Telecom Co., Ltd.

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ABSTRACT

The purpose of this study was to understand the relationship between transfer climate and the effectiveness of training transfer in the case of associate managers of Chunghwa Telecom. The study also explored whether personal demography would effect on the difference of both transfer climate and the effectiveness of training transfer. This measurement was applied both of Baldwin & Ford 's theoretical model and Thayer & Teachout 's transfer model to modify our own questionnaires. According to the size of Business Group in Taichung Branch Office, purposive sampling method was used and 500 questionnaires were sent out and received back 189 valid questionnaires excluding 66 invalid questionnaires. The response rate was 37.8%. Besides, the research also applied structural telephone interviews to support the result of data. Using survey data from 189 respondents, four research results were concluded. Firstly, associate managers of demography among departments and position conspicuously effected on the transfer climate. Secondly, among respondents of personal demography, such as age, seniority, education level and position conspicuously effected on the effectiveness of training transfer. Thirdly, transfer climate had positive correlation with the effectiveness of training transfer. At last, the study also found that transfer climate had a direct influence to training transfer. In addition, several points were suggested. In the management practices aspect, educational trainings should usefully integrate with assessment of training transfer and feed back to reward system, and it should be conscientiously traced the effectiveness of learning when training was developed. Associating a job coach with trainees that might help employees better apply learning to work at different transfer climate.

Keywords : transfer climate ; training transfer ; associate managers of Chunghwa Telecom

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