

"Impact of transfer of training and satisfaction from training on employee performance: A case of Pakistani Banking Sector"



By:

Jamal Ahmad

Enrollment # 01-120112-031

Supervisor:

Prof. Aftab Haider

**A research project submitted in partial fulfillment of
the requirement for the degree of MBA
Department of Management Sciences**

**Bahria Institute of Management and Computer Sciences
Bahria University Islamabad**

2014

Declaration form

I Jamal Ahmad, hereby declare that the thesis titled “Impact of transfer of training on employee performance and satisfaction: A case of Pakistani Banking Sector” has been submitted by me in the partial fulfillment of the requirement for the degree of MBA and this thesis presents research carried out at Bahria university and aims encouraging discussion and comments. The observation and viewpoints expressed are the sole responsibility of the author. It does not necessarily represent positions of Bahria University or its faculty. I also understand that if evidence of plagiarism is found in my thesis at any stage, even after the award of a degree, the work may be cancelled and the degree revoked.

Dedication

I would like to dedicate this thesis to my beloved parents who have been a great source of inspirations throughout my life and they have provided a lot of moral support to me and enabled me to become what I am today. My supervisor and friends also supported and courage's me that never give in. I would also like to dedicate this thesis to my honorable teachers who gave me precious knowledge.

Acknowledgment

After acknowledging the blessing of my Allah in helping me in my efforts, I would like to thank all of the other helping hands who were with me in the making this report a possibility.

I would like to thank my supervisor, for his consistence, advice and support given during the writing up of this thesis “Impact of transfer of training on employee performance and satisfaction: A case of Pakistani Banking Sector” for giving me the opportunity to carry out this knowledge-full study. His patience and constant feedback have been inspirational in finalizing. Without their encouragement and continuous support this study would have been a cropper.

Abstract

Employees are one of the most valuable assets for every organization. Organizations are spending significant amount on employee training to accelerate the performance of organization but training effectiveness achieved through positive transfer of training. In case, employees are able to implement the learned knowledge after training on current job position then the objectives of a training program achieved.

This study is attempting to explore the critical factors of successful training programs that increase the performance of employees and satisfaction. Three underlying variables of transfer of training discussed in this study those are training design, motivation to transfer and transfer climate. Influence of these variables investigated on banking sector employees' performance and satisfaction.

In this study, an empirical survey was conducted to understand the impact training design, motivation to transfer and transfer climate on employee performance and satisfaction. Correlation and regression techniques applied to measure the relationship between variables and their impact on employee performance and employee satisfaction.

Empirical result supports that all three variables transfer design, motivation to transfer and transfer climate have significant positive impact on employee performance and satisfaction.

Table of Contents

CHPATER NO 1.....	Error! Bookmark not defined.
INTRODUCTION	Error! Bookmark not defined.
1.1 Background.....	Error! Bookmark not defined.
1.3Problem Identification	Error! Bookmark not defined.
1.4 Problem statement	Error! Bookmark not defined.
1.6 Research question	Error! Bookmark not defined.
1.7 Significant of the study.....	Error! Bookmark not defined.
1.8 Definition of the terms.....	Error! Bookmark not defined.
Transfer of training.....	Error! Bookmark not defined.
Motivation to transfer	Error! Bookmark not defined.
Transfer Design.....	Error! Bookmark not defined.
Transfer climate.....	Error! Bookmark not defined.
Employee satisfaction.....	Error! Bookmark not defined.
Employee Performance	Error! Bookmark not defined.
1.8 Summary of the chapter	Error! Bookmark not defined.
Gap of study	Error! Bookmark not defined.
CHAPTER NO 3.....	Error! Bookmark not defined.
THEORETICAL FRAMEWORK.....	Error! Bookmark not defined.
3.1Theoretical framework.....	Error! Bookmark not defined.
3.2 Hypotheses.....	Error! Bookmark not defined.
CHAPTER NO 4.....	Error! Bookmark not defined.
METHODOLOGY	Error! Bookmark not defined.
4.1 Nature of study.....	Error! Bookmark not defined.
4.2 Sample of the study.....	Error! Bookmark not defined.
4.3 Instrument and measures	Error! Bookmark not defined.
4.4 Procedure	Error! Bookmark not defined.
CHAPTER NO 5.....	Error! Bookmark not defined.

RESULTS OF THE STUDY	Error! Bookmark not defined.
5.1.0 Frequency distribution (FDG) with respect to gender	Error! Bookmark not defined.
5.1.1 Frequency distribution (FDA) with respect to age	Error! Bookmark not defined.
5.1.2 Frequency distribution (FDEL) with respect to education level.....	Error! Bookmark not defined.
5.1.3 Frequency distribution (FDE) with respect to experience ..	Error! Bookmark not defined.
5.1.4 Frequency distribution (FDT) with respect to number of trainings...	Error! Bookmark not defined.
5.2.0 Reliability analysis	Error! Bookmark not defined.
Table 5.2.1	Error! Bookmark not defined.
5.3.0 Correlation analysis.....	Error! Bookmark not defined.
Correlation between transfer climate and employee performance & employee satisfaction	Error! Bookmark not defined.
Table 5.3.1	Error! Bookmark not defined.
Correlation between transfer design and employee performance & employee satisfaction	Error! Bookmark not defined.
Table 5.3.2	Error! Bookmark not defined.
Correlation between motivation to transfer and employee performance & employee satisfaction	Error! Bookmark not defined.
Table 5.3.3	Error! Bookmark not defined.
5.4.0 Regression analysis.....	Error! Bookmark not defined.
5.4.1 Impact of transfer climate on employee performance.....	Error! Bookmark not defined.
Table 5.4.1.1	Error! Bookmark not defined.
5.4.2 Impact of transfer climate on employee satisfaction	Error! Bookmark not defined.
Table 5.4.2.1	Error! Bookmark not defined.
5.4.3 Impact of transfer design on employee performance	Error! Bookmark not defined.
Table 5.4.3.1	Error! Bookmark not defined.
5.4.4 Impact of transfer design on employee satisfaction	Error! Bookmark not defined.
Table 5.4.4.1	Error! Bookmark not defined.
5.4.5 Impact of motivation to transfer on employee performance	Error! Bookmark not defined.

Table 5.4.5.1 **Error! Bookmark not defined.**
5.4.6 Impact of motivation to transfer on employee satisfaction **Error! Bookmark not defined.**
Table 5.4.6.1 **Error! Bookmark not defined.**
CHAPTER NO 6.....**Error! Bookmark not defined.**
CONCLUSION AND RECOMMENDATIONS**Error! Bookmark not defined.**
6.1 Conclusion **Error! Bookmark not defined.**
6.2 Recommendations **Error! Bookmark not defined.**
6.3 Limitation **Error! Bookmark not defined.**
References.....**Error! Bookmark not defined.**
Questionnaire**Error! Bookmark not defined.**