The Study of the Factors Influencing Transfer of Training in High Technology Corporations

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ABSTRACT

The purpose of this study was to estimate a trainee evaluation of training effectiveness. It was about the relationship between the factors of training which were the organization commitment, career planning and goal setting, internal motives, external motives, management support, supervisor support, and organization climate and culture. This was based on Baldwin & Ford factors of training and Kirkpatrick concept of estimating model. The results indicated that career planning and goal setting, supervisor support, and organization climate and culture had correlation with transfer of training.

Keywords: Organization Commitment, Management Support, Supervisor Support, Transfer of Training, Workplace Environment
影響高科技企業訓練移轉成效因素之研究

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摘要

面對日益激烈的競爭環境，企業為提升其競爭力，以追求永續經營，都相當重視員工的訓練與發展。但組織在實施教育訓練後所獲得的效益卻十分有限，訓練所學無法有效地移轉到工作上。除非受訓者將訓練所學落實到工作上，否則訓練很難達到組織發展的目標。本研究以個人特質因素下之組織承諾、生涯規劃與目標設定、內在動機及外在動機與工作環境因素下之高階主管支持、直屬主管支持、同事支持、組織氣候與文化為探討項目，深入瞭解如何達成訓練移轉成效與結果。本研究針對接受過企業舉辦的訓練課程的員工為受訪對象，發出 300 份問卷，研究結果發現: 生涯規劃與目標設定、直屬主管支持與組織氣候與文化與訓練移轉有顯著關聯。

關鍵詞：組織承諾、高階主管支持、直屬主管支持、同事支持、組織氣候、工作環境、訓練移轉成效