The Factors That Influence Motivation to Transfer, and Its Impact on Employees Work Engagement in Libya

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Acknowledgments

In the fall of 2013, I made a life-changing decision to pursue a terminal degree at The University of Universiti Sains Islam Malaysia. I knew from the outset that this degree would not be an easy endeavour. In fret, I knew that it would be one of the most difficult undertakings thus far in my life, and it was! In the beginning I promised my supervisor that I would not only work hard, but would finish the degree if they would agree to accept me into the Human Resource Development doctoral program. Well, here I am three long years later! I must point out that I could not have completed this degree without my faith in God and support from my supervisor, family, and friends.

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Motivation to transfer refers to trainee’s desire to use the knowledge and skills that learned in the training program to the work place. Previous studies of motivation to transfer have mostly been conducted in the private organisations that are based in the Western country context. Research related to this issue is still scarce in the context of public organisation in Arabic countries, particularly in the Libyan context, which have different cultures and work systems compared to organisations in the Western countries. This study was conducted to investigate the factors that influence motivation to transfer in the context of public sector organizations in Libya. Specifically, this study examined the effect of trainee characteristic (i.e. Motivation to learn, self-efficacy and job satisfaction), training design (i.e. content relevance), work environment (i.e. opportunity to perform and organizational learning culture) and national culture (i.e. Power distance) on motivation to transfer. In addition, this study examined the effect of motivation to transfer on employees work engagement. The data of this study has been collected through survey. The respondents are 227 public sector employees in Libya who participated in ‘orientation training’ program in 2015, organized by Libyan international for training and development (a training centre for public sector organizations in Libya). The data has been analysed using statistical package for social science (SPSS). The results from data analysis indicated that all variables of interest show positive and significant effect with motivation to transfer. This study has also found a positive and significant relationship between motivation to transfer and work engagement. These findings extend the literature by providing empirical evidence about the factors that influence motivation to transfer, and its impact on employees of public sector in Libya, a developing county in North Africa.
ABSTRAK

Motivation to transfer merujuk kepada keinginan peserta latihan untuk menggunakan pengetahuan dan kemahiran yang dipelajari semasa program latihan di tempat kerja. Kajian terdahulu berkaitan motivation to transfer banyak dijalankan di dalam konteks organisasi sektor swasta di negara barat. Kajian berkaitan isu ini masih kurang dijalankan dalam konteks sektor awam di negara Arab seperti Libya yang mempunyai budaya dan sistem kerja yang berbeza dengan organisasi di barat. Kajian ini dijalankan untuk mengenalpasti faktor-faktor yang mempengaruhi motivasi pekerja untuk menggunakan pengetahuan dan kemahiran yang dipelajari semasa program latihan di tempat kerja dalam konteks organisasi awam di Libya. Secara khususnya, kajian ini dijalankan untuk mengenalpasti kesan ciri-ciri individu (motivasi untuk belajar, keyakinan pada diri dan kepuasan kerja), reka bentuk latihan (kandungan yang relevan), persekitaran kerja (peluang untuk menggunakan pengetahuan dan kemahiran yang dipelajari semasa program latihan di tempat kerja dan budaya pembelajaran di organisasi) dan budaya kebangsaan (jurang kuasa) ke atas motivasi peserta latihan untuk menggunakan pengetahuan dan kemahiran yang dipelajari semasa program latihan di tempat kerja. Selain itu, kajian ini dijalankan untuk mengenalpasti kesan motivation to transfer ke atas hubungan kerja. Data kajian ini diambil menggunakan soal selidik. Responden kajian ini adalah 227 pekerja sektor awam di Libya yang mengikuti program latihan pada tahun 2015, anjuran Libyan International for Training and Development (pusat latihan bagi pekerja sektor awam di Libya). Data kajian ini telah dianalisis menggunakan perisian statistik yang dikenali sebagai Statistical Package for Social Science (SPSS). Hasil kajian ini menunjukkan semua faktor yang dinyatakan dalam kajian ini mempunyai hubungan yang positif dan signifikan dengan motivation to transfer. Kajian ini juga telah mengenalpasti hubungan yang positif dan signifikan antara motivation to transfer and hubungan kerja. Kajian ini telah menyumbang kepada kajian-kajian lepas dalam aspek mengenalpasti faktor-faktor yang mempengaruhi motivation to transfer, dan kesannya ke atas para pekerja sektor awam di Libya, sebuah negara membangun di utara Africa.
## Contents

### CHAPTER I: INTRODUCTION

1.1 Background of the study ................................................................. 1
1.2 Problem statement ........................................................................ 4
1.3 Research question .......................................................................... 7
1.4 Research objective .......................................................................... 7
1.5 Scope of the study .......................................................................... 8
1.6 The significance of study ............................................................... 9
1.7 Definition of variables .................................................................... 10
1.8 Theses outline ................................................................................. 12

### CHAPTER II: LITERATURE REVIEW

2.1 Introduction ..................................................................................... 14
2.2 Training .......................................................................................... 14
2.3 The importance of training ............................................................ 16
  2.3.1 The importance of training to employee ......................................... 16
  2.3.2 The importance of training to organisations ................................... 18
  2.3.3 The importance of training to the nation ....................................... 22
2.4 Transfer of training ......................................................................... 23
  2.4.1 Factors that influence transfer of training ....................................... 25
2.5 Motivations to transfer .................................................................... 28
  2.5.1 The factors that influence motivation to transfer ......................... 30
  2.5.2 The consequences of motivation to transfer on work engagement .... 59
  2.5.3 Motivation to transfer as a mediator ............................................. 62
2.6 The conceptual framework ............................................................... 64
2.7 Summary of chapter ....................................................................... 65

### CHAPTER III: RESEARCH METHODOLOGY

3.1 Introduction ..................................................................................... 67
3.2 Research design .............................................................................. 67
3.3 Populations and sample ................................................................... 68
3.4 Data collection method and procedure ......................................... 69
3.5 Measures ......................................................................................... 70
  3.5.1 Motivation to learn .................................................................... 72
  3.5.2 Self-efficacy ............................................................................. 72
3.5.3 Job satisfaction ................................................................. 73
3.5.4 Content relevance ............................................................ 74
3.5.5 Opportunity to perform ...................................................... 74
3.5.6 Organization learning culture ............................................. 75
3.5.7 Power distance ........................................................................ 75
3.5.8 Motivation to transfer ......................................................... 76
3.5.9 Work engagement ................................................................. 76
3.6 Data analysis ............................................................................ 78
3.7 Summary ................................................................................... 78

CHAPTER IV: ANALYSIS OF DATA AND RESULTS ......................... 84
4.1 Introduction .............................................................................. 84
4.2 Demographic data of Respondents ........................................... 84
4.3 Exploratory Factor Analysis ...................................................... 86
4.4 Mean, standard deviation, and correlation between variables .......... 91
4.5 The result of multiple regression to test Hypothesis 1 to 8 .................. 93
4.7 Summary of the findings .......................................................... 104

CHAPTER V: DISCUSSION, LIMITATION AND SUGGESTION FOR FUTURE
STUDY ............................................................................................ 106
5.1 Introduction .............................................................................. 106
5.2 Background of context ............................................................ 106
5.3 Findings and Discussion .......................................................... 108
  5.3.1 Trainees’ characteristics ....................................................... 109
  5.3.2 Training design ....................................................................... 111
  5.3.3 Work environment ............................................................... 112
  5.3.4 The national culture ............................................................ 114
5.4 Motivation to transfer as a mediator .......................................... 115
5.5 Implications of the study .......................................................... 116
  5.5.1 Theoretical implications of the study ...................................... 116
  5.5.2 Practical implications of the study ......................................... 118
5.6 Limitations and suggestions for future studies .............................. 121
5.7 Conclusion ................................................................................ 123