

A CONCEPTUAL FRAMEWORK OF ORGANIZATIONAL ENVIRONMENT AND TRANSFER OF LEARNING

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ABSTRACT

This study aims to gain insight into the factors related to work environment that determine the transfer of training to the work context. The present research examined the effect of the major variables on transfer of training, which are supervisor support, peer support and learning culture. the supervisor's and peer's potential to inspire, influence and encourage in the form of mentoring on how to utilize learning on the job, motivation given to initiate trainings and adequate time and right set of circumstances given for utilizing training, will inspire employees to transfer learned competencies and behaviours to the job. The objective of this research is to present a conceptual framework on the idea of training transfer with the help of variables of organizational climate. An attempt has been made to analyze the effect of factors related to work environment on the occurrence of training transfer. The results indicated that supervisor support, peer support and learning culture were appreciably related to training transfer. The results of the research also recommend that if organisations wish to improve the quality of training transfer they should focus on designing of training. Training design should be such which encourages trainees to transfer learning in the work, gives them the confidence and belief in their capabilities to transfer learning, motivates them and make it sure that the training can be retained after coming back from training environment. Proper training transfer has been identified as the most considerable hurdle for training effectiveness. Organisations invest heavily in training and they consider training transfer a very important function. There are gaps in literature as in the existing literature less studies focus on the learning culture. This research work provides a useful theoretical framework which will be helpful to the HR managers and practitioners to design trainings more effectively and to transfer the learned skills properly with the help of positive learning environment.

KEYWORDS: *Work Environment, Peer Support, Supervisor Support, Learning Culture.*

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