

## Empirical Study of IT Enterprise Affecting Training Transfer

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**Abstract:** This study explore the key factor of the primary staff training and migration of the IT industry, literature and the questionnaire survey, personal characteristics, training design and migration atmosphere as the three main variables of the model, the migration behavior of the definition of "primary staff training items as indicators to measure training transfer. Moreover, the greatest impact on training transfer factors include: the factors of personal characteristics, training design factors included training content and quality of teachers, as well as work to support and organizational support factors.

**Keywords:** IT industry, junior staff, key factors, training transfer

### INTRODUCTION

The training transfer is refers to the knowledge which, the skill, the manner receiving training will train learns and so on to apply in the work the degree (Barnes, 1986). Afterward, this concept has been carried on the development, thought that training does migrate the more attention individuals the knowledge which, how the skill and the manner practices in training results in applies during the practical work, as well as after period of time next for whether still could maintain (Barry, 2002). The author thought that the training transfer refers to the behavior which staff received training use new knowledge and new skills in the work continually and effectively.

The training transfer's effect relates the staff individual achievements level the enhancement, as well as the organization invests repayment, organization goal realization. According to the organization characteristic and task type's difference, the weight training transfer effect's target also differs from. From individual achievements stratification plane, Ford (1984) put forward the application opportunity concept; Barnes (1986) research mainly with training content related test question survey receiving training retraining around knowledge change; Barry (2002) will receive the surveyor (middle school teachers) the transfer behavior defines for applies training in the field research to study the skill number of times. In organization stratification plane, what are more is the investment rate of return which trains from the organization appraises the training effect. Methods of economics to calculate the added value of human capital, which includes the added value brought into the contribution of training, the training inputs according to the proportion of estimates of human capital training benefit to receive training return on investment.

Formerly included regarding the training transfer research's related theory: Transfer motive theory,

expectancy theory, fair theory (Adams), goal establishment theory (Locke), society theory of learning (Albert Bandura) and so on. Compared with has the influence training transport model to include: Baldwin and Ford training transport model and Holton training transport model.

Before the 1970s, the training transfer's research mainly concentrates, to trains the design in the research, started from the 70s, the training transfer research's key point changed outside training the factor. At present oneself after obtains the confirmation influence training transfer effect factor including individual characteristic, the transfer atmosphere, the organization characteristic, the task type and so on (Goodge, 1988; House, 1993; Kazumitsu and Masako, 2004). The organization factor's research mainly concentrates in training variables and so on transfer atmosphere, organization characteristic, task type. The Chinese scholars pass Kazumitsu and Masako (2004) through to train the effect transfer to the hotel staff the empirical study, thought that the training transfer the influencing factor also includes the training method, to train the teacher quality and so on.

**Personal characteristics:** Currently receiving training in transfer experiments confirmed that the effect of individual factors including the motivation, ability, self-efficacy and relatively stable personality characteristics and organizational commitment, professional commitment, job satisfaction, job involvement degree, work motivation, training, recognized the value of know, the feelings of the organization with the specific work and organizations and other relevant personal characteristics. The results showed that the stronger the motivation, the higher capacity, greater employee self-efficacy, the better their training migration; if the individual organization, occupation, work the deeper feelings, higher satisfaction,

greater sense of belonging strong, the migration of the better training.

**Organizational factors:** Organizational factors mainly focused on training transfer climate, organizational characteristics, task type, etc. variables. Positive training transfer studies have shown that the atmosphere can promote the migration of training the school staff. Including migration under an atmosphere of support, staff support, parent support, top management support in four areas. But merely to provide an atmosphere of support and migration can not effectively influence the migration of the trainees act. In addition, a change, competition, encourage participation, provide more training opportunities, information sharing, risk-based task characteristics, learning culture, innovation and cultural characteristics of organizations such as staff training and transfer effects of greater impact.

**Training design factors:** Domestic scholar Kuang Hongyun, hotel staff training effect on migration of empirical research, that the migrations of the training factors include training methods, training teachers and other quality. The main factors that affect the migration of motivation, organizational climate, teacher quality and teaching factors. With regard to training design factors, according to Bass (1990) migrate into the training near transfer and far transfer, according to the same factors that support the recent migration theory and the theory of support for the principle of far transfer training in the process need to design a series of links, to promote training migration occurs.

**Models:** Mainly two models of training transfer are Baldwin and Ford model of training transfer and Holton model of training transfer. Early migration of the training focused on individual factors, (Goodge, 1988) method using the element analysis of past research literature was analyzed, the factors that affect training transfer into the following three categories:

- Training inputs, including trainee characteristics (ability, personality, motivation), training design (learning concepts, order, training content), the work environment (support, application opportunities)
- Training outputs, including learning and retention)
- Transfer (conditions of transfer), including training of generalization and maintenance

Three features of the training input will affect the training effectiveness of the preservation and transfer, in which trainees characteristics and work environment will directly affect the transfer of results, output and impact of migration training. Freyja (2000) proposed the theory of training evaluation model focuses on individual performance. Model that the training has three main outcomes: learning, individual performance and

organizational results. The causal relationship is obvious, the individual through training to learn new things, change the application itself in the work performance, leading to changes in organizational performance. In the model, Holton emphasized the impact of training transfer of three factors: the migration motives, migration, climate and migration design. In Holton's training transfer model, individual performance is the core, only when three factors that affect the migration behavior at the appropriate level, the study will lead to changes in individual performance. Model emphasizes training implementation and migration of three factors.

At present trains the transfer landman to have many, compared with has representatively includes: Freyja (2000) and its colleague develops together LTSI (Learning Transfer System Inventory) development GTCs (General Training Climate Scale).

Regards as day by day along with training by each organization increases its exterior competitive power the method, the academic circle also to trains attention more putting the effect the research. Discussed from the past rains whether the react does explore to the present rains how the react exterior its research developed with emphasis from attention training itself to the discussion trains, affected its effect in each kind of factor. In order to reply how the organization does propose enhances the training transfer effect the question, takes in the training transfer research with the environment characteristic the important variable to become scholars' breakthrough point personally, to satisfy the factor request which the organization wish seeks may control, is opposite in individual characteristic, training designs and organizes the environment to become the attention the focal point.

In this study, we explore the key factor of the primary staff training and migration of the IT industry, literature and the questionnaire survey, personal characteristics, training design and migration atmosphere as the three main variables of the model, the migration behavior of the definition of "primary staff training items as indicators to measure training transfer. Moreover, the greatest impact on training transfer factors include: the factors of personal characteristics, training design factors included training content and quality of teachers, as well as work to support and organizational support factors.

## **EMPIRICAL STUDY DESIGN**

**Theory construction:** According to the summary above, this research thought that the influence information technology profession basic unit staff trains the migration effect the factor including individual factor, the migration atmosphere factor and the training design factor three aspects, according to the above, this research's initial model establishment is shown in Fig. 1.

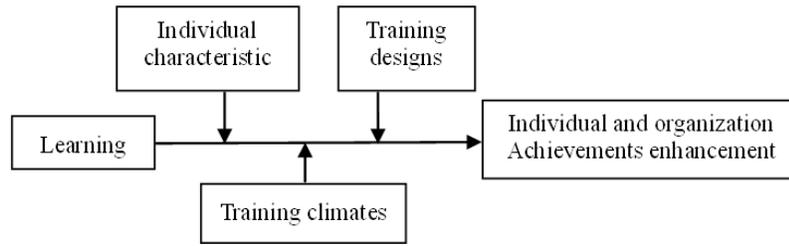


Fig. 1:Initial modal

Table 1: After the training, migrates the behavior and individual characteristic factor, the meter

| Factors                   | Topic item  |
|---------------------------|---|
| Transfer behavior         | 1 After having training ,I knew how to train the knowledge skill which studies to apply in the study.   |
|                           | 2 Having self confident accept the new work mission and the challenge.  |
|                           | 3 I will train the knowledge skill which learns to apply in the work and, therefore enhanced the work achievements.   |
|                           | 4 My work behavior obtained improved and continues maintained this kind of good work behavior.  |
| Individual characteristic | 1 I hoped that studies the knowledge and the skill training applies in the study.   |
|                           | 2 If environment permission, my metropolitan examination will be training the knowledge which and the skill studies applies in the study.   |
|                           | 3 I once pondered how to train the knowledge which and the skill studies applies in the study.  |
|                           | 4 The training inquiry work influence receiving training migration motive and to trains the appraisal.  |
|                           | 5 The training inquiry and the instructive pondered that and so on strengthened teaching ability influence receiving training understanding curriculum degrees and easy to study in the applications study. |
| Trainers                  | 1 The training profession knowledge to train the effect and migration the influential role.   |
|                           | 2 Training is employed the experience to train the effect and the migration is very important.  |
|                           | 3 The training teaching style (vivid or stodgy) to train the effect and the migration is very important.  |
| Contents                  | 1 The training content provided has let me work a more effective knowledge and the skill.   |
|                           | 2 The training content is helpful to my professional ability enhancement.   |
|                           | 3 The training content is helpful to mine career development.   |

Table 2: Training climate scale

| Factor               | Topic item  |
|----------------------|---|
| Managerial Support   | 1 The leader takes seriously in the work to utilize the new knowledge and the skill staffs.   |
|                      | 2 The leadership and the career development demand with participates in staffs individual training the opportunity to unify         |
|                      | 3 The leader encourages the staff to have the independence, the innovation thought  |
|                      | 4 The leadership expected that the staff maintains the high level the work achievements   |
| Job Support          | 1 The leadership expected that the staff maintains highly effective working ability   |
|                      | 2 Studies the enhancement work achievements in the organization the method is very important.                                       |
|                      | 2 The Organization assigns for mine work mission needs me to utilize the new knowledge and the technology enhance the achievements. |
| Organization Support | 4 I believed continues the study is very important to the remarkable work achievements  |
|                      | 1 Organization achievements appraisal system the new knowledge skill situation which staff salary and application training relates  |
|                      | 2 The organization has provided the very good training plan to the staff  |
|                      | 3 The organization provided to the staff has studied and applies the resources which new knowledge skill needed                     |
|                      | 4 The staff who the organization will reward these to train studies the new knowledge skill which applies in the study              |

**RESEARCH ASSUMPTION**

This research proposes the following Assumptions:

- Assuming 1:** After individual characteristic factor is affects the information technology profession basic unit staff trains, migrates the behavior the key aspect.
- Assuming 2:** After the training design factor is affects the information technology profession basic unit staff trains, migrates the behavior the key aspect.
- Assuming 3:** After the training migration atmosphere is affects the information technology profession basic unit staff trains, migrates the behavior the key aspect.

- Assuming 4:** Training design characteristics of each variable on the individual influence of each variable factor.
- Assuming 5:** Training transfer climate variables on the training design of the impact of each variable.
- Assuming 6:** Training transfer climate variables on the personal characteristics of the various factors that affect the variables.
- The questionnaire design and analyzes:** After the information technology profession basic unit staff trains, migrates the behavior the topic item, individual characteristic factor meter, the training design factor

meter and the training migration atmosphere meter is the research tool which this research uses. And, after the basic unit staff trains, migrates the behavior the topic item, individual characteristic factor meter and the training design factor meter is the author from arranges, the training migration atmosphere meter used underwent the confirmation mature meter GTCS. The basic unit staff trains the migration effect and the influencing factor official meter altogether has 7 dimensions, 27 topic items, uses the Liket 5 scoring law, to the questionnaire view from "agreed completely" "did not agree completely" the idea is in turn 5 point, 4 point, 3 point, 2 points and 1 point, the meter factor and topic reorganization like Table 1 and 2 shows.

**Factorial analysis:** Before carrying on the factorial analysis, first inspects whether to suit uses the factorial analysis to make the examination. Examines the KMO value is 0.843, suitable to carry on the factorial analysis. The check result sees Table 3.

The research through repeated carries on a topic deletion and the factor extraction, determined that selects 4 common factors quite to be suitable. And the factor accumulation variance technical progress factor has achieved 67.707%, each topic factor load above 0.50. Obtains the result like Table 4 and 5.

Based on the above items included in each factor and the GTCS and other reference literature on the factors defined in this study Table 6:

**Reliability and validity analysis:** Rating scale, two important indicators of quality is reliability (Reliability) and validity (Validity). Reliability analysis of whether the measure has a comprehensive evaluation system stability and reliability, the reliability of the scale used to describe the degree; validity analysis is the measurement scale of the authenticity and accuracy, which can effectively be measured by measuring the content level. After exploring factorial analysis obtains the basic unit staff trains the migration influencing factor total meter the letter coefficient like Table 7.

From the table above, the basic unit staff trains the migration influencing factor meter Cronbach's Alpha coefficient is 0.941, the total meter has the very good letter performance.

Carries on generally to the content validity's confirmation through the qualitative method, uses and so on literature analysis and expert consultation ways and so on revision used after this study the basic unit staff who trains migrates the behavior and individual characteristic factor, the training design factor quantity motto item has carried on the careful revision, could enhance meter's content validity effectively. The training migration atmosphere quantity motto item originates from already the tool which uses, in the certain extent had already guaranteed the content validity.

Table 3: KMO and Bartlett Test

|  |                  |
|--|------------------|
| Kaiser-Meyer lkin measure of Sampling Adequacy | 0.843            |
| Bartlett Test Sphericity                       | Approx Chi quare |
|  | Sig.             |
|  | 1188.712         |
|  | 0.000            |

Table 4: Total Variance Explained

| Component | Initial eigen values |               | Rotation sums of squared loadings |               |
|-----------|----------------------|---------------|-----------------------------------|---------------|
|           | Total                | % of variance | Total                             | % of variance |
| 1         | 5.871                | 39.137        | 3.293                             | 21.956        |
| 2         | 2.012                | 13.413        | 2.585                             | 17.232        |
| 3         | 1.171                | 7.804         | 2.163                             | 14.419        |
| 4         | 1.103                | 7.353         | 2.115                             | 14.100        |
|           |                      | 67.707        |                                   | 67.707        |

Extraction Method : Principal Component Analysis

Table 5: Rotated component matrix

|     | Component |       |       |       |
|-----|-----------|-------|-------|-------|
|     | 1         | 2     | 3     | 4     |
| V6  | 0.810     |       |       |       |
| V1  | 20.760    |       |       |       |
| V7  | 0.753     |       |       |       |
| V5  | 0.716     |       |       |       |
| V11 | 0.636     |       |       |       |
| V4  |           | 0.841 |       |       |
| V3  |           | 0.796 |       |       |
| V1  |           | 0.749 |       |       |
| V2  |           | 0.513 |       |       |
| V14 |           |       | 0.841 |       |
| V15 |           |       | 0.765 |       |
| V13 |           |       | 0.619 |       |
| V9  |           |       |       | 0.838 |
| V8  |           |       |       | 0.727 |
| V10 |           |       |       | 0.567 |

Table 6: Factor definition

| Component | Factor                                    |
|-----------|---|
| E1        | Individual characteristics                |
| E2        | Behavior of basic staff training transfer |
| E3        | Contents                                  |
| E4        | Trainer                                   |
| E5        | Managerial Support                        |
| E6        | job Support                               |
| E7        | Organization Support                      |

Table 7: Reliability statistics

| Cronbach's Alpha | N of items |
|------------------|------------|
| 0.941            | 27         |

The structure validity's examination mainly realizes through factorial analysis's method. In this research's exploring factorial analysis, after the basic unit staff trained, migrates the behavior and individual characteristic, in the training design factor meter's 4 common factors the accumulation variance technical progress factor which explained to the whole achieves 67.707%, in the training migration atmosphere meter's 3 common factors the accumulation variance technical progress factor which explained to the whole has achieved 71.142%. This research indicated that various meters have the good structure validity.

**Official model:** After the above analysis, this research's model may further describe following shown in Fig. 2.

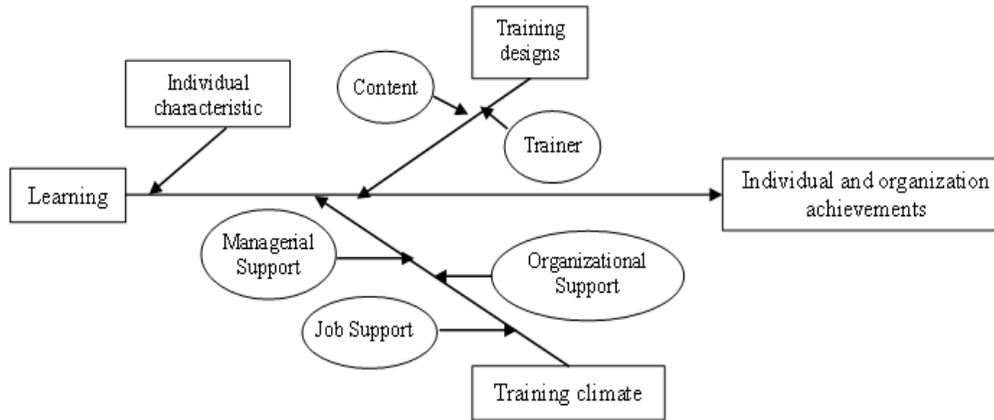


Fig. 2: Official model

Table 8 : Correlations n = 345

|                   |                     | Individual characteristic | Contents             | Trainer         | Managerial Support |
|-------------------|---------------------|---------------------------|----------------------|-----------------|--------------------|
| Transfer behavior | Pearson correlation | 0.356**                   | 0.4.82**             | 0.568**         | 0.22*              |
|                   | Sig (2-tailed)      | 0.000                     | 0.000                | 0.000           | 0.018              |
|                   |                     | Job Support               | Organization Support | Training design | Transfer climate   |
| Transfer behavior | Pearson correlation | 2.34*                     | 0.206*               | 0.616**         | 0.260**            |
|                   | Sig (2-tailed)      | 0.012                     | 0.027                | 0.000           | 0.005              |

\*\* : Correlations is significant at the 0.01 level (2-tailed); \* : Correlations is significant at the 0.05 level (2-tailed)

**Data collection and analysis:**

**Surveyor:** This research as is tried take the information technology profession basic unit staff, the sample concentrates in Liaoning Province and the Inner Mongolia Autonomous Region various types information technology profession basic unit staff, mainly includes, the service class, the technology class posts and so on function class. Altogether provide questionnaire 400, recycle 358, effective questionnaire 345, the effective returns-ratio is 86.25%, enters the statistical analysis actually effective questionnaire altogether 345.

**Correlation analysis:** This research uses the Pearson accumulated rate related method, uses the SPSS16.0 statistical analysis software to obtain the correlation coefficient, the flaw value uses the method which the pair deletes to carry on processing, finally sees Table 8.

Factors from the personal characteristics, training design factors and training transfer climate-related migration and the training results can be seen, training design factors and include the "training" and "teachers and" two dimensions of migration behavior with the primary staff training significant positive correlation between the more prominent and correlation. Personal Characteristics Affecting the primary migration of staff training also relatively significant positive correlation. Training transfer climate factors and contains the "management support", "work support" and "organizational support" three dimensions of migration behavior with the primary staff training had some positive correlation, but correlation is slightly lower. In addition, can be found from the table, personal characteristics and

training design factors and the factors contained in the "training" has a strong positive correlation, indicating that individual factors not only for training junior staff have a direct relationship between migration, but also by affecting the training Design Factors on Training Transfer behavior indirectly.

**Regression analysis:** Individual Characteristics Affecting the Primary Migration of Staff Training Regression Analysis. As can be seen from Table 9, the prediction of personal characteristics factor regression coefficient on the 0.01 level by a significant test, 11.9% of variance, indicating that individual characteristics factors on migration of primary staff training has obvious influence. This conclusion is verified a hypothesis that the personal characteristics factor is the impact of the information technology industry on the migration behavior of basic employee training a key factor.

Training Design Factors on the Migration of Basic Staff Training Regression Analysis. As can be seen from Table 10, "training" and "teachers and" two independent variables on the "primary migration behavior after staff training," the prediction regression coefficient 0.01 level by the significant test on the joint explained variance 37.6%, only the "training," explained the amount reached 31.7%, indicating that the training content is designed in particular for training junior staff have a greater influence migration. This conclusion verifies the second hypothesis, namely, training design factors that affect the information technology industry on the migration behavior of basic employee training a key factor.

Table 9: Individual characteristic Affecting the primary transfer of staff training Regression Analysis

| Component                 | B     | t     | Sig   | Adjusted R <sup>2</sup> | F      | Sig.  |
|---------------------------|-------|-------|-------|-------------------------|--------|-------|
| Individual characteristic | 0.356 | 4.052 | 0.000 | 0.119                   | 16.417 | 0.000 |

Table 10: Training design factors on the migration of basic staff training regression analysis

| Component | B     | t     | Sig   | Adjusted R <sup>2</sup> | F     | Sig.  |
|-----------|-------|-------|-------|-------------------------|-------|-------|
| Content   | 0.568 | 7.340 | 0.000 | 0.3175                  | 3.880 | 0.000 |
| Trainer   | 0.440 | 5.305 | 0.000 | 0.3763                  | 5.294 | 0.000 |

Table 11: Training, staff training transfer climate on transfer of basic regression analysis

| Component            | B     | t     | Sig   | Adjusted R <sup>2</sup> | F     | Sig.  |
|----------------------|-------|-------|-------|-------------------------|-------|-------|
| Organization Support | 0.337 | 3.964 | 0.000 | 0.067                   | 8.208 | 0.000 |
| Job Support          | 0.234 | 2.558 | 0.012 | 0.047                   | 6.542 | 0.012 |

Table 12: Training design factors on the personal characteristics of the regression analysis of factors

| Component | B     | t     | Sig   | Adjusted R <sup>2</sup> | F      | Sig.  |
|-----------|-------|-------|-------|-------------------------|--------|-------|
| Content   | 0.522 | 6.500 | 0.000 | 0.266                   | 42.254 | 0.000 |
| Trainer   | 0.383 | 4.473 | 0.000 | 0.335                   | 29.769 | 0.000 |

Table 13: The level of training trans climate impact of teacher regression analysis

| Component          | B     | t     | Sig   | Adjusted R <sup>2</sup> | F      | Sig.  |
|--------------------|-------|-------|-------|-------------------------|--------|-------|
| Managerial Support | 0.404 | 4.693 | 0.000 | 0.156                   | 22.023 | 0.000 |
| Job Support        | 0.289 | 2.906 | 0.004 | 0.183                   | 13.751 | 0.000 |

Table 14: Training transfer climate on the personal characteristics of the regression analysis of factors

| Component            | B.    | t     | Sig   | Adjusted R <sup>2</sup> | F      | Sig.  |
|----------------------|-------|-------|-------|-------------------------|--------|-------|
| Organization Support | 0.408 | 4.747 | 0.000 | 0.159                   | 22.530 | 0.000 |

Transfer climate on transfer of basic regression analysis. As can be seen from Table 11, the atmosphere contains training transfer "work support" and "organizational support" of the prediction regression coefficient 0.05 level by a significant test, indicating that training transfer climate factors on training of junior staff have an impact on migration effect. This conclusion is verified hypothesis three, that is the impact of training transfer climate information technology industry on the migration behavior of basic employee training a key factor.

Training design factors on the personal characteristics of the regression analysis of factors. From regression results (Table 12) can be seen, "training" and "Trainer" two independent variables predict the individual characteristics of factors, regression coefficients are 0.01 level by a significant test on the joint explained variance was 33.5%, only "training," explained the amount reached 26.6%, indicating that training design factors, especially the "training" on the personal characteristics of grass-roots workers have a greater influence. This conclusion is verified hypothesis four, that is, training design factors of each variable on the individual characteristics affect the variables.

The level of training transfer climate impact on the regression analysis of teacher. From regression results (Table 13) can be seen, "Managerial Support" and "job support" of the prediction regression coefficient 0.05 level by a significant test on the joint explained variance was 18.3%, only the "Managerial Support" to the interpretation of the amount of reached 15.6%, indicating that the atmosphere in particular the training transfer

Conclusion of these two assumptions proved five, "organizational support" to "training" there is a certain influence and "Managerial Support" to "Trainer" an obvious influence.

Training Transfer atmosphere on the personal characteristics of the regression analysis of factors. From regression results can be seen, "organizational support" of the prediction regression coefficient on the 0.01 level by a significant test, the joint variance of 15.9%, indicating in particular the training transfer climate "management support" for "quality of teachers" obvious influence. This conclusion is verified hypothesis six, the training transfer climate variables on the personal characteristics of the various factors that affect the variables.

## DISCUSSION

Personal characteristics of factors, training design factors "training" and "teachers and" two dimensions and the atmosphere in the training of migration "work support" dimension of the "grass-roots staff training and migration behavior" has a positive influence, training design factors greater impact than other factors (Table. 4). Management support is superior and managers on-the-job learning, innovation and training to encourage and reward level. However, different from previous studies is higher in this study support the leadership of the important impact of training transfer climate no obvious manifestation level, there is no more prominent than the above four factors, which may be the sample with the characteristics of this group is related to this also reflects the leader in business training for junior staff is not enough emphasis has not been able to provide adequate management support.

Training design factors and training transfer climate factors were the individual characteristics of a causal relationship: one characteristic factor will be training, teaching level and the organizational support of influence. First, the level of training and teacher training is the personal characteristics of the training content and training division of the industry knowledge, experience, lecture style corporate-level employees of the trainees that the evaluation of training, motivation and other factors affecting migration. Second, the organizational support factors that affect the trainee's personal characteristics, the study of "organizational support" on behalf of the whole system of organizations, including the performance

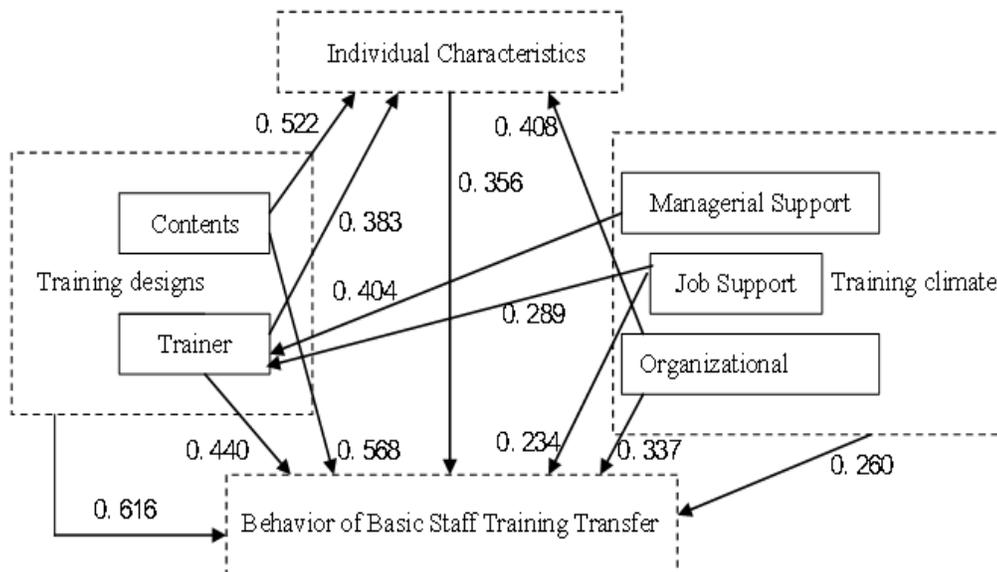


Fig. 3: Primary factor model of migration of staff training

management system, pay system and access to and use of skills and resources needed to support the training of migration.

**Training of a causal relationship between the design factors:** The level of training of teachers will be. Training content will be subject to the influence of teachers, that is, the training division of the practitioners time work experience and other factors related to training will give the training design, teaching methods have a great impact. A better understanding of the situation on the external corporate trainer or more experienced in-house training division, the training will be more close to the business situation and the characteristics of the enterprise-level employees and according to other requirements to design more effective programs, the training activities to the greatest staff training to improve the limits of the outcome of primary migration.

Based on the above results, we can get basic information technology industry factor model of migration of staff training, as shown in Fig. 3.

Current information technology industry staff training at the grassroots level there are some errors, such as: time-consuming training is not immediately effective, training implementation steps are far from complete, degree of attention for training junior staff is not high.

**RECOMMENDATIONS**

The key factors to enhance interventions to effectively address barriers to training transfer process: Through this study, obtained the important factors of training transfer factors are personal characteristics,

training design factors contained in the "training" and "teachers and" atmosphere of the two dimensions of migration and training in the "work support" dimension. Therefore, training organizers from the following aspects to carry out the training. First of all, before the implementation of the training, corporate training relevant departments to hold meetings for this training or issued a notice, emphasizing the importance of training, mobilizing the enthusiasm of staff and make it a correct understanding of training and improve training effectiveness and specific and primary motivation for the migration of staff; Second, emphasis on training teachers and training settings and strengthen grass-roots workers to new knowledge, new skills, knowledge and understanding, for the professional and technical training, college or professional training can hire a professional organization teachers in curriculum design and instruction; and third, to encourage employees to use training to improve the efficiency of the school and work performance, or increase the need for new knowledge and new technologies to complete tasks, to increase the motivation of staff training and migration.

**Resources system optimization training, staff training to strengthen and improve the basic system:** A complete training requirement should be based on corporate strategy; step by step training needs analysis, training, project design, selection and development of training objectives, training implementation, training evaluation and the results of the transfer of that training guide migration of several parts. But for now, most enterprises easy to overlook the training needs analysis

and evaluation of training effectiveness and transformation of these two steps, resulting in greatly reduced level of training effectiveness and transformation.

In the implementation process, companies can build enterprise-based training ISO10015 quality control system. The standard is more focus and emphasis on training, evaluation of the results and methods to control the process through certain constraints (the whole process of monitoring mechanism), so that the training is often easily overlooked effect of the assessment process to become an indispensable content. The most important is that the standard import can accept and carry out staff training to maximize the training of migration, to maximize the ability of staff positions, increase organization members to learn and innovation awareness, thus contributing to the organization's overall competitiveness continuous improvement. Information technology industry training junior staff can be provided in accordance with the standard specification model, inheritance and improve the organization and status of the existing advantages of training, the establishment of training management system to provide the knowledge, skills and behavior development of the specification process document.

**Establish a strategy for training concepts and nurture a learning culture to enhance the quality of building grass-roots staff:** First of all, the whole company to produce enough grass-roots attention to staff training and promote it to the corporate strategy level. The enterprise's senior leadership and establish the first training concept, the formation of a strong grass-roots promotion of staff training role. Second, for companies in the enterprise to establish actual knowledge structure, foster an atmosphere of good training transfer is to enable employees in the entire training process can feel the organization's continuous learning culture and promote the training of migration incentive system. To create a good learning culture, the formation of the vision and personal development of coordination mechanisms to encourage grass-roots enthusiasm of staff training and migration.

**Establishment and improvement of training management system and assessment methods:** Staff at the grassroots level, the knowledge and skills acquisition is very important, companies should create and perfect a series of soft and hard conditions and enhance organizational support dimension of the information technology industry and transforming the grassroots level staff training. Example, where the sector-level employees can try to establish the quality management system assessment, respectively, with believers from the instructors, staff quarter, assessment, job rotation, correction officers do not meet the job specifications and other aspects of the assessment to develop appropriate

rules. Special training incentive fund established, fair, open and just reward or punishment. Establish and effective training management system; improve training, management systems and assessment methods, effective and efficient conduct the training of migration management.

## CONCLUSION

In this study, we summarize the greatest impact on Training Transfer factors, including factors of personal characteristics, training design factors included training content and teaching standards and work and organizational support factors. Moreover, future trends in the following two aspects. First, strengthen the stability of the migration study, can do a dynamic time for the training of the longitudinal axis of migration effects and influencing factors, so you can get different effects and impact of migration during the training process of change factors, which more comprehensive perspective of the study. Second, can affect different regions, business type, job type information technology and other corporate training and migration scenarios examine the critical factors, empirical research to expand the coverage of the applicability of the study is more extensive.

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