

# Towards an analysis of the transfer of training: empirical evidence from schools in Spain

Empirical  
evidence from  
schools in  
Spain

Alfonso J. Gil and Mara Mataveli

*Department of Economics and Business, University of La Rioja, Logroño, Spain, and*

Jorge L. Garcia-Alcaraz

*Department of Industrial and Manufacturing Engineering,  
Institute of Engineering and Technology Autonomous University of Ciudad Juarez,  
Ciudad Juarez, Mexico*

Received 6 January 2021  
Revised 31 March 2021  
5 May 2021  
Accepted 20 May 2021

## Abstract

**Purpose** – The transfer of training has been identified with the effectiveness of training. The purpose of this work is to analyse the impact of training stages (training needs analysis, application and evaluation) as they relate to training transfer.

**Design/methodology/approach** – The study participants correspond to a sample of 116 teachers with managerial responsibilities (management teams and department heads) from 17 secondary schools in Spain. This work hypothesises five significant relationships: needs analysis and application of training, application and transfer of training, evaluation and analysis of training needs, evaluation and application of training and evaluation and transfer of training. The hypotheses were tested using structural equations, namely, the partial least squares–structural equation modelling technique and SmartPLS version 3.2.9.

**Findings** – The relationships between application and transfer of training, between evaluation of training and needs analysis, application and transfer of training are positively contrasted. The relationship between the analysis and application of training is not contrasted.

**Originality/value** – This work analyses the relationship between the training process's different phases (analysis, application and evaluation) in the training output (training transfer) and emphasises the role of evaluation in the training process.

**Keywords** School, Spain, Transfer of training, Teaching improvement, Application of training, Evaluation of training

**Paper type** Research paper

