BPATC funds several research works every year. The following four policy briefs are the contents provided by the researchers whose research works were completed in the financial year 2021-2022. Full reports of the research works can be accessed on http://dspace.bpatc.org.bd:8080.

PUBLIC HEARING AS A TOOL OF BUREAUCRATIC ACCOUNTABILITY: A STUDY ON FIELD-LEVEL OFFICES IN BANGLADESH

[Researchers: Md. Morshed Alom & Md. Majedul Islam]

The Research Issue

According to the accountability literature, an accountability relationship entails two parties. One party involves the principle or the forum that holds the other party—called an agent or actor—accountable. The agents perform duties assigned by their principal and are accountable to the principal for their performance. This principal-agent accountability relationship has been weak in the micro perspective, i.e., at the organizational level. At this level, the traditional public administration has developed hierarchical supervision mechanisms and third-party auditing for accountability relationships. As a complement to the traditional accountability relationship, the concept of social accountability is promoted where citizens directly participate in accounting for their agents' performance. From a country or the macro perspective, the citizens represented by their lawmakers in the parliament constitute the principal, and the bureaucrats paid from the citizens' taxes are the agent.

The use of public hearings as a tool that allows for agents' direct accountability to the principal is comparatively new. For example, the Anti-Corruption Commission (ACC) in Bangladesh started conducting public hearings at the field-level administrative units in 2014 to improve public service delivery by addressing the grievances of public service seekers. The ACC brings the service providers to these hearings to answer the questions of the service seekers face to face and gives directions to solve the reported problems. Traditionally, the public hearing has been seen as a tool to gather citizens' opinions for making governmental decisions. A study was designed to explore how the ACC's public hearings performed in holding the field-level bureaucracies accountable. The imperative for this study came from a need to develop an understanding of the public hearing's accountability effect grounded in its processes. The study specifically aimed to describe the accountability effects of the ACC's public hearings on the field-level public bureaucracies giving foci on the nature of the complaints of the attendees of public hearing sessions, the fate of these complaints, and the state of bureaucratic accountability as a consequence of public hearings.

Methods

The study followed a grounded theory approach in collecting and analyzing research data. Citizens who participated in the ACC's public hearings constituted the core group of this study's respondents. In addition, public officials and civil society members were also interviewed. All interviews were done from March to July 2021. As the study was conducted during the domination of the Coronavirus pandemic, most interviews were conducted over the telephone. The researchers had purposively chosen ten from all locations where the ACC had organized public hearings. The geographical spread of the locations was considered in choosing these research sites. These locations covered seven of the country's eight administrative divisions. The locations were Bancharampur of Brahmanbaria, Borhanuddin of Bhola, Chhatak of Sunamganj, Cumilla Adarsha Sadar, Daulatpur of Kustia, Gangachara of Rangpur, Godagari of Rajshahi, Jashore Sadar, Rupsha of Khulna, and Savar of Dhaka.

The lists of the complainants of these selected ten public hearing locations were collected from the ACC head office. These lists contained 334 names who had filed complaints against different public offices, out of whom 276 complainants had actually participated in public hearings. The lists contained the complainants' names, addresses, and contact cell phone numbers, among other information. In some cases, contact cell phone numbers were missing, which were dropped from the sample. Consequently, 220 public hearing participants were identified as eligible for an interview. This study had purposively selected and dialled 125 phone numbers, out of which 24 did not agree to give an interview, 33 were found switched off, 23 either did not pick up the call, or were wrong numbers, or the participants passed away, and, ultimately, 43 were reached and interviewed. Two criteria guided the selection process of interviewees—diversity in complaints (complainee offices) and interests in complaining (public or individual problems). The first three interviews were conducted face to face, following a checklist of items of information. The checklist was modified each time following the previous interview experience and applied to the following one.

The audio length of these qualitative interviews was over twelve hours, with an average of over sixteen minutes for each interview. The interviews were transcribed following a cleaned verbatim technique producing 40,945 words. Data collection and data analysis proceeded concurrently. Patterns in the interview data were identified through thorough readings of the transcripts, which produced sub-themes. The relationships among these sub-themes created a grounded theory of public hearings. Apart from the complainants, and in addition to the 43 interviews, face to face interviews with service providers, officials from ACC integrated district offices from a subset of five of the ten public hearing locations were conducted to validate findings from the earlier interview data. Moreover, five critical issues, one from each of these selected subset public hearing locations, were examined by talking to the concerned persons going to the locations to cross-check the roles played by the complaints, service providers, and ACC officials.

Key Findings

The interviewees had complained in the public hearing sessions mostly against the service providers of field-level land, health, education, police, electricity, and social security-related offices, arranged in the degree of intensity of complaints from the highest to the lowest. The complaints included individual and public problems. Among the complainants, 60% reported their individual problems, 30% reported public problems, and 10% reported both types of problems. Fifty-four per cent of the individual problems and 23% of the public problems were solved after complaining in the public hearings. Seventy-five per cent of the interviewees who reported both individual and public problems reported that the reported problems were solved.

The interviewees, irrespective of the solution to their problems, opined that the public hearings were effective. It bolstered their confidence and enhanced trust in this accountability mechanism. The citizens who had voiced public problems in the hearings did not pursue remedies after complaining. Personal benefits motivated complainants to pursue remedies to personal problems. The hearing events impacted the relationships between service providers and service seekers by temporarily improving them. The positive change in the behaviour of the field-level bureaucrats waned when they sensed the occasionality of the hearing events.

The public hearing suffered some other limitations. First, the publicity was limited to the vicinity of the public hearing locations. The people living in the vast hinterland of the concerned administrative units where public hearings were held seemingly remained out of the publicity of the events. Second, some complainants faced social and bureaucratic hazards after complaining at public hearings. Third, the ACC had no role in protecting the complainants from harassment. Fourth, the relative power positions of the different actors involved in a complaint had unreasonably affected the outcome of the public hearings. Finally, because of their relatively weak societal positions, some vulnerable and poor complainants could not use the accountability mechanism to fulfil their expectations. Social structures appeared to be loaded in favour of the influential actors in these contexts.

The study revealed several factors that affect a public hearing's quality and outcomes. First, limited publicity about a public hearing session narrows the scope of participation by the aggrieved service seekers. Second, after organizing a public hearing session, constant pursuance by complainants and the relative power positions of the different actors of the local context determine three results—remedies to the reported problems, behavioural change in the service providers, and creation of hazards for the complainants. Third, these three results construct the complainants' perception of the effectiveness of a public hearing session. Fourth, this perceived effectiveness of public hearings determines the degree of confidence a complainant can have in this accountability tool. The study has found a considerable amount of the complainants' confidence in public hearings, irrespective of the outcomes of their complaints. Finally, they described public hearings as an accountability opportunity in the absence of other routes to effective grievance redress mechanisms.

Policy Implications

This study reveals that public hearings can be used as an effective accountability tool to benefit the service seekers of

the field-level offices. The ACC embroils the field-level bureaucrats in public hearings, face their aggrieved service seekers' complaints, and obligates the service providers to answer the complainants' questions before the public. These hearings solve most problems of the complainants through this dialectical process. Therefore, the ACC needs to strengthen the mechanism by addressing several issues.

First, publicity of the public hearings needs broader coverage so that the entire population of an administrative unit knows about the events. The public hearing is a new concept to these people who need to be familiarized with the tool's effectiveness. Citizens who participated in the event recognized its benefits.

Second, the frequency of holding public hearings needs to be increased. The bureaucrats had positively changed their attitude and behaviours towards the service seekers after experiencing a public hearing. However, they reverted to their usual practices as the event was not held anymore.

Third, the ACC needs more intense follow-ups on implementing the decisions regarding the vulnerable and the poor. Some decisions favouring the vulnerable and poor complainants were unclear, poorly communicated to the concerned stakeholders, and remained unimplemented.

Fourth, the ACC has to devise mechanisms to protect these vulnerable complainants from intimidation. Many complainants faced harassment for complaining.

Finally, in some cases, the integrated district offices were hamstrung by the power game of the local contexts, which alludes to contradictions in the ACC's functioning. Therefore, this accountability agency must show its firmness in accomplishing its mission in public hearings and not countenance contradiction.

EFFECTIVENESS OF E-GOVERNMENT PROCUREMENT (E-GP) SYSTEM IN TERMS OF EFFICIENCY, TRANSPARENCY, AND ACCOUNTABILITY IN BANGLADESH: AN ASSESSMENT

[Researchers: Md. Masud Ahmed & his team]

Structural system of e-GP in Bangladesh [Source: CPTU website]

The Research Issue

In Bangladesh, corruption, mismanagement, and inefficiency in public sector procurement have hindered socio-economic development for decades. Inefficient and dodgy public procurement procedures have prevented government development initiatives from achieving optimal outcomes. Given that Bangladesh is in a quick run towards being a middle-income country by 2021 and a developed country by 2041, the necessity of an effective, efficient, transparent, and accountable public procurement system has become a compulsory prerequisite than ever. The government emphasises development issues more than the previous as the government is allocating more budget than the previous years. Tremendous emphasis has been given to the number of megaprojects, and priority has been given to regional parity, human resource development, infrastructural development, and expenditure in allocating the annual development program. Ensuring efficiency, transparency, and accountability is a must for achieving the government's target. This study will convey a comprehensive picture of the whole country's public procurement scenario, whether the system is running with the expected mode or not, as e-GP is a one-stop portal for the whole country, and it constitutes more than 50% of the country's public procurement. This research's main objective is to have an in-depth perception of the predicaments encountered by entrepreneurs/contractors and government procurement officials, especially the Procuring Entities (PEs). Besides, the study aims to -

- Examine the effectiveness of e-GP in terms of efficiency, transparency, and accountability in public procurement of Bangladesh.
- To examine the eligibility of e-GP for achieving sustainable public procurement under SDG target 12.7.
- To investigate the outcome of e-GP in increasing competition.
- To identify the problems of e-GP in Bangladesh and the way forward.

Methods

The study entails qualitative and quantitative research methods with relatively frequent use of the latter. Primary data were collected from the stakeholders—both the tenderers and PEs already registered in the e-GP system and actively use the e-GP digital portal for different procurement purposes interviewed for necessary data. A structured questionnaire that was mainly closed-ended has been used for that purpose. A total of 150 contractors who are members of the 64 districts' Government Tender's Forum (GTF) committees were interviewed over a long period through an online questionnaire due to the Covid-19 pandemic.
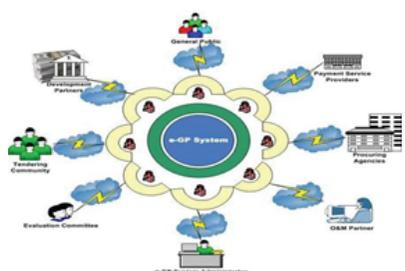
Focus Group Discussions (FGDs) were also arranged with six to ten interviewees in a group. The FGDs were conducted at various seminars and conferences arranged by the research team at four old divisions of the country along with BPATC. These discussions were intended to obtain first-hand knowledge of contractors' and procuring entities' (PEs) basic comprehension of the electronic Government Procurement(e-GP) system and its benefits and faults. During FGDs, a semi-structured approach was followed to entreat data and understand better how the system works and the problems PEs encounter while using the e-GP system. The research team itself was an interviewer and facilitator to ensure the compatibility of questions asked throughout the FGDs. All interviews were tape-recorded with the interviewees' prior permission to collect the correct information and avoid duplication; obviously, confidentiality was maintained throughout the process. Five Focus Group Discussions were conducted to assess the pros and cons of e-GP with experts and procurement specialists and to cross-check the issues raised by the contractors in the survey.

Four FGDs were conducted consecutively in BPATC, Habigonj, Rajshahi, and Magura with expert government employees of different Procuring Entities and Contractors. One FGD exclusively conducted only with the tenderers is to have a face-to-face interaction and cross-check the information they have already mentioned through the digital survey questionnaire. They were mainly purposively selected due to their pioneering role in running the Electronic Government Procurement (e-GP) system. The FGDs were also administered differently. In the case of three FGDs, PEs of all different departments were gathered to comprehensively understand their works on e-GP and their troubles. In one event, the e-GP experts of exclusively only one department (LGED) were assembled so that they could share all the necessary information as per the requirements of the study without equivocations. Secondary data were also collected from the e-GP web platform, previous research publications, different web pages, and government orders/gazettes/circulars.

Key Findings

The transparency of a process typically depends on how simplistic the gateway into the system is. Transparency in public procurement has increased a lot after adopting Electronic Government Procurement (e-GP) system. In a combined way, almost 90% of the respondents are agreed the e-GP system brings transparency and diminishes corruption. While asking the respondents whether they are happy with the registration process in CPTU for electronic procurement, we find an ecstatic outcome. Over 91% of the respondents are pleased with the registration process and do not have to pay any additional money for the enrollment procedure. As soon as a tender document is opened, the

bidders are notified regarding their financial positions (e.g., first lowest, second-lowest). The system also notifies both the bidders and the Procuring Entities simultaneously via email and SMS about the important procurement events (e.g., last login time, inclusion as a committee member, opening and evaluation date and time). The system is quite friendly as 94% of the respondents found it 'very friendly.

Now any tenderers can participate in a tendering process from home and abroad without any hassle or violence. According to 86% of the respondents, e-GP has increased public procurement efficiency by reducing time, visit, and cost. Almost 90% of respondents have agreed that average competition in the e-GP system has increased. However, before the commencement of the electronic tendering process, the average number of bidders' participation per tender was only four (4), and now it has reached sixteen (16). More than 90% of the respondents also found that procurement lead time (from tender invitation to contract to sign) has drastically compacted (from 90 days to 49 days) due to the inception of the e-GP system. Undoubtedly this is a significant achievement of the e-procurement system in Bangladesh in terms of efficiency.

Likewise, the transparency and efficiency there has been a considerable improvement in public procurement accountability since the adaptation of the e-GP system. In electronic procurement, the process is more accountable as anyone can raise questions for clarity of an issue. Besides, it does not contradict the PPA-2006 and PPR-2008. Moreover, the study finds that the Public Procurement Act-2006 & Public Procurement Rules-2008 are adequately maintained as per 91.3% of respondents. More importantly, in e-procurement, all the documents are saved automatically for future audits. As the system is efficient, accountable and transparent, it significantly minimises the wastage of public funds.

Although everything in the e-GP system is performed on an electronic platform, the tender evaluation is still done manually, which is strenuous and troublesome. Procuring entities must manually verify the tenderers' legal documents by sending letters or emails, and different PEs verify the same document at different times. In addition, the PEs proposed that an automated evaluation matrix calculation system in the e-GP system will save enormous time and hassle, especially in calculating turnover and capacity.

The respondents said all payments should be made through the IBAS++ system, and links between the IBAS++ and e-GP system should be established. Then it will be easier to have real-time, accurate, updated information on budget spending. Tenderers are not satisfied with the existing tender document/schedule price range; in their opinion, it can be divided into more small ranges, especially the lower limits that can be revisited.

One of the significant problems of e-GP from the tenderers' side is that most tenderers do not process their tender documents by themselves. Usually, more than one tenderer processes their documents by the same computer operator or local vendor(who has some knowledge of e-GP) commercially, creating hustle among the tenderers. Therefore, the tenderers and the PE,s demanded more fruitful training in the local/regional areas of the country. Another problem is sub-contacting. Large bidders usually sell their works to the local subcontractor with some commission, leading to low-quality works. The engineering departments suggested revisiting the tenderers' authorisation rules to prevent such irregular practices.

Policy Implications

The necessary option should be integrated into the e-GP system to mandatorily update the tenderers database with all details (e.g., necessary documents, running works, completed works) by uploading up-to-date legal documents. In addition, the system should enable centrally verifying all those submitted records.

- There should be an arrangement of system-generated uniform templates of work completion/ experience certificates in the system after successfully completing any contract to prevent fraud.

- The rule of ± 10% should be deactivated, or a mechanism should be adopted to ensure the participation of the marginal tenderers in the competition.

- CPTU should take the necessary step to unify the rate schedule of different departments (PWD, R&HD, and LGED), although there might have some changes due to geographic locations or region basis.

- Training of e-GP should be expanded to the root level for all stakeholders, especially for the tenderers.

IMPROVING ICT LITERACY THROUGH PARTICIPATORY APPROACH: A STUDY ON HUMAN CAPITAL DEVELOPMENT PROJECTS UNDER LGSP IN BANGLADESH

[Researchers: SM Mehedi Hasan & his team]

The Research Issue

The Constitution of the People's Republic of Bangladesh of 1972 emphasises ensuring effective participation of the people at all levels of administration and, hence, one of the main focuses of the government is to transform the local government bodies (Union Parishad) into a solid and effective service organisation with self-driven empowerment. In order to empower these institutes financially and administratively, the government initiated a project named the Local Governance Support Project (LGSP) in 2006 after the successful implementation of a pilot project in 2000, which was afterwards supported financially by the government of Bangladesh and the World Bank.

However, the spirit of people's participation in rural local government had rarely been maintained reasonably. A country paper of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) in 2012 claimed that the level and importance of people's participation have also been uneven. Development partners suggested decentralising decision-making and involving marginalised people through participatory approaches. Nevertheless, the Union Parishads in Bangladesh could not come out as 'self-governing' units and be left under the command of the national government. There have been controls over UP's decision-making, particularly by the Member of Parliament, bureaucrats and local elite.

In Bangladesh, nearly 72 per cent of people live in rural areas having minimal access to the decision-making process of the development activities of their area. Hence, LGSP aims to decentralise the local government's power so that the rural community's voice can be heard. Though it has been made mandatory to ensure people's participation in decision-making at the Ward level of UP, it was rarely practised. Introducing a participation-friendly decision-making process can also be an essential option for promoting and encouraging the involvement of local beneficiaries in local development projects. Since its inception, LGSP has established mechanisms for better involvement of ordinary people in project selection processes and allocation of resources ensuring participation in priority setting and supervision. Nevertheless, it is evident that local involvement is not appropriately ensured. Furthermore, the extent of people's participation is shallow. Further, enough data are not available in the literature on this issue. Therefore, this study has been conducted to enrich the data bank on the effectiveness of LGSP and contributes to the country's policy research.

Therefore, the objectives of this study were to assess how participation makes LGSP effective in improving ICT literacy in rural areas of Bangladesh and to identify how LGSP plays a pivotal role in building the capacity of students and unemployed youths in the study area.

Methods

The research team used qualitative and quantitative data collection techniques to fulfil the requirement. The relevant data were collected from both primary and secondary sources. Eight unions of Kishoreganj Upazila of Nilphamari, a poverty-stricken northern district of Bangladesh, were selected purposively to collect the primary data. Different government and non-government reports, books, journals, and other materials were consulted as secondary sources. All the elected representatives of selected UPs of Kishoreganj Upazila, beneficiaries and entrepreneurs, along with members of civil society, were considered the population of the study, and eight unions of Kishoreganj were selected purposively. Four questionnaires were developed to conduct surveys for different groups of respondents. Both structured and open-ended questions were set to collect data. The questionnaires were finalised after piloting them. Four FGD checklists were developed for collecting qualitative data. After collecting data, the data processing team carefully coded all the data other than numeric data.

Key Findings

The study revealed that the projects under LGSP are usually taken with the consultation of the rural people through Ward Meeting. However, the number of ICT-related projects were meagre; only 2 to 3 projects per union in every fiscal year were taken due to budget constraint. Most of the projects under LGSP were selected for infrastructural development (e.g. roads and culverts, installing tube-well, and construction of drainage and renovation of sewerage system) since elected representatives are interested in those. On the other hand, the role of LGSP in building the capacity of the unemployed youths and students was found very significant as they received a wide range of digital services and skill-oriented training ranging from online job applications to photocopy and printing service through different ICT-related projects. Therefore, the study recommended taking more ICT-related and skill-oriented training projects for rural youths, such as essential ICT skills, training on the sewing machine, and handy crafts. It was also recommended to increase the budget provision of the LGSP and take some advanced level ICT training projects for the rural educated youths, which can contribute to their earnings through developing freelancers and entrepreneurship. The study also found that the UDCs are becoming popular with the rural people since nearly 93% of people visit UDCs for training purposes each month, as UDCs are the only computer centres in the study area where the youth frequently visit. In the study, among 149 respondents, 80% said that there is no computer lab outside their UDCs, while only 20% claimed to have a computer lab besides UDCs and demand for ICT Training Courses is high as 98% of respondents said they are in of need ICT training.

However, despite the high demand for computer training, fewer projects are taken in the study area from 2017 to 2020. The study shows that 18 ICT-related projects were taken in the eight (08) unions of Kishorganj Upazila in three fiscal years. The study also found that the LGSP helps generate employment among youth through ICT training provided by UPs under LGSP. A significant number of respondents (32%) mentioned that they have started providing small-scale training to local youths commercially after training through LGSP.

From the FGD of the study, it was revealed that local administration and elected representatives and members of civil society have a significant role in the successful implementation of the LGSPs. While conducting FGD at Kishorganj Upazila with the elected representatives, the Chairman of the Puthimari Union said they had a computer in the lab. However, there was a scarcity of computer trainers. The Chairman of the Bahagili Union said the computer training given earlier was convenient, but it was only for 15 days. Thus, he suggested extending the time of computer training.

Policy Implications

The Local Government Support Project is proposed to support the comprehensive decentralisation measures of the country by strengthening UPs as a pivotal local government institution. Thus, it can be claimed that the findings of this study will play an important role in helping policy formulation in future. There are many rooms to develop in case of LGSP allocation and budget fixation for these projects. Special care should be given when selecting the project areas and nature of projects. All projects should be given based on the need of local people of those areas to ensure equitable distribution of government resources; hence regional need-based Training Manual along with female trainers need to be assigned to conduct training for the women aligning to the school/college ICT books syllabus so that students find interest to learn after the school time.

Elected representatives are vital for creating employment for rural youths by undertaking ICT-related projects and providing need-based training under LGSP. Even organising Ward Meeting regularly and, to make it effective, raising awareness among rural masses for initiating training programs under LGSP more than the infrastructural projects can be of great value. For example, the total project under LGSP ranged from 30 to 45 in the stipulated timeframe, whereas the ICT projects were 2 to 5. Therefore, this study will help consider the policy implications to take the required number of projects in the required field. On the other hand, to ensure a participatory approach, to get maximum benefit and to reach the project's objectives, it is obliged to involve all stakeholders.

Moreover, it is found that many women from rural areas generally preferred training on sewing machines,

where more participation was observed to support those projects. Thus, these findings will help policymakers design projects based on local less educated women's demands, ensuring women empowerment and equal development of the country. Besides, the study's findings emphasise ensuring reliable and continuous power supply, high-speed Internet, developing infrastructural facilities in rural areas, making UDCs a centre of excellence, timely evaluation of ongoing projects, providing advanced ICT training for entrepreneurs and provision of soft loans for entrepreneurs.

MOTIVATION TO TRANSFER OF TRAINING: A CASE OF BPATC AND BCSAA

[Researchers: Md. Zohurul Islam & his team]

The Research Issue

The capacity and skill of human resources have been enriched through several training courses to benefit the organization and provide better services. The training organizations like BPATC, BCSAA, and many more take many training programs for changing behaviour and boosting the calibre of government officials. The overall success of the training courses depends on the application of perceived knowledge from the training courses. Attitude, opportunity, behaviour, environment, and numerous factors play a positive and negative role in the motivation of training transfer. Sometimes these factors are influenced by other factors in the transfer of training. This research has identified motivating factors for training transfer.

Generally, a training program's effectiveness is determined by the motivation to transfer information from a defined training program. Training, in particular, is constantly assessed as a technique for enhancing the ability of various personnel in various sectors. On the other hand, training organizations in the public sector have a mission to arrange training programs for human resource development at all levels. As a result, the training program's goal is to increase trainees' capacity in terms of skill, knowledge, and work behaviour (attitude) to offer better service to citizens. The Bangladesh Public Administration Training Centre (BPATC) and Bangladesh Public Service Administration Academy (BCSAA) are responsible for providing civil officials with training. The government has made training and development the highest priority, investing much in this domain.

Obtaining excellent performance and accelerating our economy requires training programmes for organizational performance in every sector. The motivation for training transfer not only depends on individual attitude or individual accomplishment from the training courses. In public sector organizations, training and motivation to learn and transfer of training are given less emphasis. The government has formulated a policy of 60 hours of training at all levels during a calendar year. Still, linking with this skill and career is given less value for individual growth. Motivation for the transfer of training has many folds; therefore, this study aims to identify the factors for motivation to transfer of training and find out the relationship of influencing factors for motivation to training transfer. The specific research objectives are as follows:

a) To identify the factors that influence motivation to transfer of training; and

b) To find out the relationship of influencing factors for training transfer.

Methods

The research took a quantitative method. The respondents have worked in the field and received training from either BPATC, BCSAA or both training organizations. Using standardized questionnaire item scores ranging from "strongly agree" to "strongly disagree," data was collected from respondents. This study employed a purposeful random sampling approach. Because of the COVID-19 pandemic, an online questionnaire (emailing) was circulated to 1800 participants who had received training from BPATC and BCSAA. In addition, a total of 307 respondents participated in the study. To obtain research objectives, data normality and reliability of variables items were tested by Cronbach Alpha, description statistics results were performed along with ANOVA test, and Principal Component Analysis was performed from SPSS.

Indeed, the success of an effective training program depends on the learning transfer criteria. Thus, if the participants of a training program can utilize an educated attitude, skills, and knowledge in the workplace, it can be said a training transfer. However, based on the literature review and hypotheses development, this study's conceptual framework is developed. The following figure (conceptual framework) illustrates the relationship between independent variables and dependent variables related to the motivation of transfer of training in BPATC and BCSAA.

For this study, Principal Component Analysis/factor analysis was used with SPSS tools to discover the elements influencing the desire to transfer of training. A total of eight variables were found, including significant factor loading and commonalities. After that, a step-by-step regression analysis was performed to determine the components that impact motivation to transfer of training. Furthermore, a correlation matrix was created to investigate the connection among the variables. The regression model is significant, according to the results. Furthermore, some factors have a positive effect on motivation to transfer of training. For this study, a causal relationship model is developed. The model specification is given below:

MTT (dependent)=f (TC, TM, SE, CC, SS, PS, OP, ASL, ACC, ATT) +C
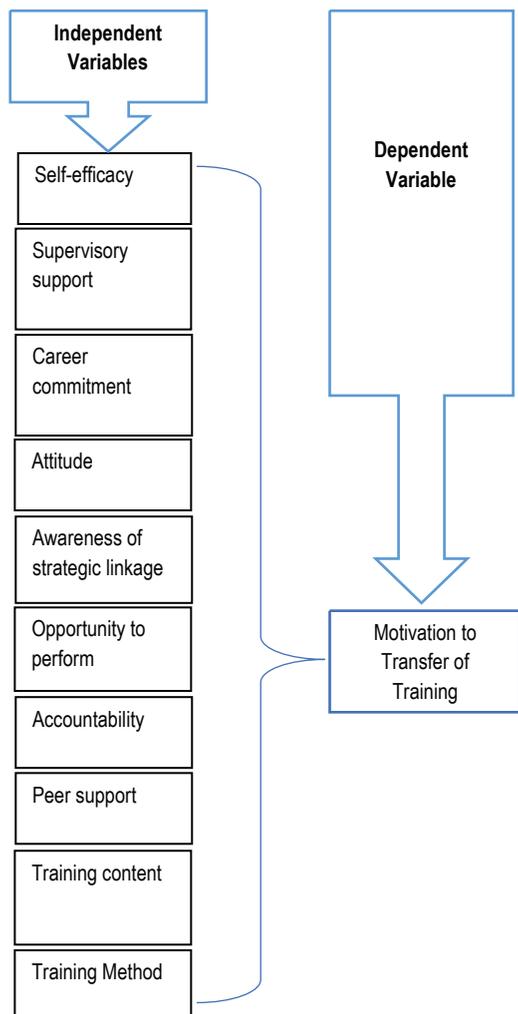
Note : Here, Motivation to the Transfer of Training=MTT, Training Content=TC, Training Method=TM, Self-efficacy=SE, Career Commitment=CC, Supervisor Support=SS, Peer Support=PS, Opportunity to Perform=OP, Awareness of Strategic Linkage=ASL, Accountability=ACC, Attitude towards training=ATT

Key Findings

It is found that the variables such as training content, training management, self-efficacy, career commitment, supervisor support, peer support, opportunity to apply, the attitude of strategic linkage, attitude, accountability, and motivation to the transfer of training have positive but significant (p<.000) correlations between corresponding variables. Ten hypotheses were articulated to test through regression analysis concerning motivation to transfer of training. Considering the level of significance, nature of influence and beta coefficient, the hypothesis-1 (There is a positive relationship between training content and motivation to transfer training), hypothesis-5 (There is a positive relationship between supervisors' support and motivation to transfer training), hypothesis-6 (There is a positive relationship between peer's support and motivation

to transfer training), and hypothesis-7 (There is a positive relationship between the opportunity to perform and motivation to transfer of training) were rejected. Considering the level of significance, nature of influence and beta coefficient, the hypothesis-2 (There is a positive relationship between training method and motivation to transfer training), hypothesis-4 (There is a positive relation between career commitment and motivation to transfer training), hypothesis-8 (There is a positive relationship between awareness of strategic link and motivation to transfer of training), hypothesis-9 (There is a positive relationship between accountability and motivation to transfer of training), and hypothesis-10 (There is a positive relationship between attitude to training and motivation to transfer of training) were accepted. From the forgoing analysis, the regressed equation of the model got the shape as below:

$$MTT = 1.948 - .186*TM + .135*CC + .204*ASL + .159*ACC + .381*ATT + ei$$

Therefore, the specified model is significant and has a relationship with motivation to transfer training. Independent variables are also significantly correlated. Most of the formulated hypotheses are found significant and have an impact on motivation to transfer training, and some are not. Therefore, empirical results proved that training method, career commitment, the attitude of strategic linkage, accountability, and attitude have influences on motivation to transfer training. In the second part, PCA was performed and found five significant factors that explained 60.33% of the total variance in motivation to transfer training. Thus, the way variables are grouped in regression analysis regarding independent and dependent variables is not grouped in PCA. PCA extracted five factors those are also having very high loading values. Therefore, PCA explored motivation to transfer training in different ways, but very much closer with regression and coefficient results and the way the survey questionnaire is formed.

Policy Implications

Worthy to note that the study findings have both managerial and theoretical implications. For example, work environmental factors such as: 'awareness of strategic linkage' and 'accountability' was examined and found that these two independent variables were positively and significantly associated with motivation to transfer training. As predictor variables, training management and career commitment are positively and significantly associated with motivation to transfer training. For the government sector, these are two critical factors in motivation to transfer of training. Very few studies were found on public sector training; conversely, this study's findings confirmed other studies. However, this study's findings will help train managers on how to do the transfer of training in a better manner. Moreover, HR managers or training organizations should design their training interventions to increase self-efficacy to enhance motivation for training transfer as a means for capacity enhancement.