

**EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE  
IN THE CASE OF ETHIO TELECOM (SOUTH WESTERN REGION)**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT FOR  
REQUIREMENTS OF MASTERS OF BUSINESS ADMINISTRATION (MBA)**

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## **ABSTRACT**

*Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes vital in order to maximize the employee performance. Also position them to take on the challenges of the today's competitive business climate. The main focus of this study was to assess the effect of training and development on employee performance. The study used descriptive and inferential method of research design. Both primary and secondary data collection instruments were used to collect the data. The target populations that were used in the data collection were 400 employees of SWR Ethio Telecom including manager and shop supervisors. Relevant information were collected using closed ended questioner and, structured interview were conduct with top level manager and data from the questionnaires were analyzed quantitatively. The selections of the respondents in the company were carried out by using strata random sampling method. Employees were categorized by geographical area and allocated proportional rate to obtain equal sample size, then using the formula 220 employees were selected from the target population. After data collection, analysis was done using descriptive statistics (tables, percentages mean, standard deviations, graphs and frequency) and binary logistic regression model were used to test the hypotheses with the help of Statistical package for social scientists (SPSS) version16.0 software. Theresult shows the positive relationship between on the job training and employee performance than off the job training. In general this study concludes that training and development improves employees skill, knowledge, attitude change, new capability and increase job satisfaction and motivation. Based on these, it is recommended that Ethio Telecom should improve employee by using e-learning models in line with the present educational and technological changes in order to offer relevant training. To get satisfactory return on training investment Ethio Telecom should evaluate accuracy of the result.*

*Keywords (Training and Development, Employee Performance)*

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## ACRONYMS

ET=Ethio Telecom

KSA=Knowledge, Skill, Ability

SWR=South Western Region

## CHAPTER ONE

### INTRODUCTION

#### 1.1 BACKGROUND OF THE STUDY AND THE COMPANY

##### 1.1.1 Background of the study

In any organizations that provide services or products to the society, a critical and key area of relevance is the performance of its employees. Performance is very important criterion that relate to organizational outcome and success. So that employee training program increases performance of both organization and individuals (Becker, 1962). When employees acquire new information and knowledge, they become more efficient and productive. However this can be largely achieved if the managers and employees perceive training to have a positive effect on the organization performance

Training and development is practice of providing training, workshops, coaching, mentoring, or other learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability and within standards set by the organization (Anike and Ekwe, 2014). Training and development is therefore a key element and most important organizational dynamics for the success of organization; it increases the skill of individual and organizational competences.

Training and development helps to settle the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance. Training should be viewed therefore as an essential part of the process of total quality management.

According to Armstrong (2001) individual development is the progression by individuals in their career with assistance encouragement and help from the manager. Training and development improves the workforce competence in order to create a competitive advantage and contribute to organizational success and it is a means to improve individual skill and ability.

On the above background, the study therefore focused on the assessment of the training and development effectiveness and employee performance on the achievement of organizational objective in Ethio Telecom south western region.

### **1.1.2 Overview of Ethio Telecom**

The introduction of telecommunication service in Ethiopia was started during the reign of Minilk; in 1894. Its service was provided under the Ministry of Postal and Communications. In 1952 telecommunication services were separated from the postal administration and structured under the Ministry of Transport and Communications. In 1981, Ethiopian telecommunication service reorganized and named Ethiopian Telecommunication Authority (ETA).

In 1996 with the regulation number 10/1996 of the Council of Ministers, ETA changed in to Ethiopian Telecommunication Corporation (ETC) to which all rights and obligations of the ETA transferred to the corporation. It is a public telecom operator and wholly owned by the government, which provides fixed line telephony, mobile telephone and internet and multimedia services for government organizations, private and commercial companies, international institutions and individuals. It is the sole provider of telecom services in Ethiopia ([http://en.wikipedia.org/wiki/Ethiopian\\_Telecommunications\\_Corporation](http://en.wikipedia.org/wiki/Ethiopian_Telecommunications_Corporation)).

Furthermore, by recognizing the role of ETC as a key lever to the development of Ethiopia the Ethiopian government has decided to transform the telecommunication infrastructure and services to world-class standard in 2010. Thus ETC management decided to be outsourced to France Telecom Company. Thereby the new ETC recreated with the name of Ethio Telecom. This change was implemented with the ambition to bring a paradigm shift in the development of the telecom sector that support the steady growth of Ethiopia and to tap the fast growing demand of telecom service especially around the horn of Africa (New Business Ethiopia, December 2, 2010. Retrieved ,April 11, 2013).

The new Ethio Telecom was born with the view of delivering high quality service, work process efficient and cost efficient by making the hierarchical organizational structure lean and trim, tearing down barriers between departments, eliminating repeated work and empowering employees with the vision of being world best telecom service provider.

## 1.2 STATEMENT OF THE PROBLEM

Any modern business organizations are dealing with the fast growing business environment, which requires radical changes for the organizations to adapt those changes for the purpose of having a survival. Due to fast growing business activity and technological development organization are facing new changes as well as challenges. Thus, to cope with these challenges, more improved and effective training programs are required by all organization (Amir, 2013).

Every organization should have employees, who are capable to quickly adjust in continuously fluctuating business environment (Jehanzeb, 2012). Employees are the most valuable asset to achieve organizational effectiveness. So training helps employees to cope up with the fast growing technologies and enable them to improve their skill, knowledge ability and behavior.

In order to prepare the employees to do their job as desired, Ethio Telecom provides several types of training these are abroad training, on job and off job training, and recognized as crucial element to improve employees performance but the researcher observed that it lacks training evaluation and assessment to check the effectiveness of the training and development so that, proper evaluation were required to obtain the real effect of the training and development on the performance of the staff.

Evaluation of training success is the most important phase of training in order to assess whether an organization will achieve the desired goal or not. Evaluation of training compares the post-training results to the objectives expected by managers, trainers, and trainees.

The motive to conduct the study is that training and development required consideration because it is one way to improve organizational effectiveness therefore the researcher is interested to undertake the research in this area because by searching through internet the researcher identified that there is no any research done in SWR Ethio Telecom. In light of this, the study was tried to answer the following questions.

### **1.2.1 Research Questions**

- What relationship does training and development have with employee performance in Ethio Telecom?
- What effects do the employee training and development has for the organization?
- What relationship does method of training have with employee performance?

## **1.3 OBJECTIVE OF THE STUDY**

### **1.3.1 General objective**

The general objective of the study was to assess the effect of training and development on employee performance, in Ethio Telecom South Western Region.

### **1.3.2 Specific objective**

- To examine the aspect of training and development on employee performance in Ethio Telecom.
- To investigate how effective the employee training and development is for Ethio Telecom.
- To investigate the relationship between training methods and employee performance.

## **1.4 SIGNIFICANCE OF THE STUDY**

This study will benefit Ethio Telecom in its effort to train and develop its employees, and provides possible suggestions for employee training and development. In addition, it helps the researcher to acquire knowledge and practical experience.

### **1.5 SCOPE OF THE STUDY**

The conceptual scope of this study was limited to assess the effect of training and development on employee performance. The research focused on employees who are working in Ethio Telecom (SWR). Since November 29, 2011 G.C. Ethiopian government has made contractual agreement with foreign company named France Telecom then the researcher focus on after the transformation period which is 2013.

### **1.6. LIMITATION OF THE STUDY**

Absence of documented data and lack of cooperativeness were the major limitations that the researcher faced.

### **1.7. DEFINITION OF TERMS**

**1.7.1 Training and Development:** According to Armstrong, (2001) defines training as the formal and systematic modification of behavior through learning, which occurs as a result of education, instructions and development and planned experience.

**1.7.2 Employee Performance:** refers to employee productivity and output as a result of employee development. (Hameed&Waheed,2011).

### **1.8. ORGANIZATION OF THE PAPER**

This project paper is arranged in to five main chapters;

The first chapter is the introductory chapter which describes the background of the study, a statement of the problem, objectives of the study, research questions and significance of the study.

The second chapter deals with a review of related literature and conceptual framework which will be used as a base for the study.

The third chapter describes the research design and methodology; it depicts the study area, source and tools of data collection, sample size procedure and sampling method, statistical methods used for data analysis and ethical considerations.

The fourth chapter will discuss the results and the findings of the study.

The final chapter encloses the summary of findings, conclusions and recommendation.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter examines previous literature related to the relationship between training and development, and employee performance among the employee of ethio telecom in SWR. It review the past studies that help the researcher to understand and identify the problem being studied more appropriately.

#### **2.2 Definition of Training and Development**

Training is a planned activity for increasing the knowledge and skills of the people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency (Mahapatro, 2010). Thus, employee training and development programs are important aspects which are needed to be studied and focused on.

According to Vemic (2007) skill and knowledge can be outdated in the same way as machines and technology, training consists of planned programs undertaken to improve employee knowledge, skills, attitudes and social behavior so that the performance of the organization improves considerably. (Gordon, 1992) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. Development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level; it is more concerned with knowledge, values, attitudes and behavior in addition to specific skills. Hence, development can be said as a continuous process whereas training has specific areas and objectives. So, every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization.

According to Mahapatro (2010) training is equally necessary for the old employees whenever new machines and equipment are introduced and/or there is a change in the technologies. In fact, training is also continuous process. It does not stop anywhere. The managers are continuously engaged in training their subordinates. They should ensure that any training program should attempt to bring about the positive change in the (i) Knowledge, (ii) Skills and (iii) Attitudes of the workers. “The purpose of training is to bring about the improvement in the performance of work. It includes the learning of such techniques as are required for the better performance of definite tasks”.

### **2.3 Benefits of Training and Development**

Employee training and development can change organizations with providing additional skills to employees not only increase safety and productivity but training leads to higher job satisfaction, which shows up in better corporate performance ( Mahapatro, 2010).

The benefits of training and development can be summed up as: Improves morale of employees, Training and development helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover. Less supervision, a well-trained employee will be well acquainted with the job and will need less of supervision.

This means that if employees more aware about their job they become more effective. Thus, there will be less wastage of time and efforts. Fewer accidents, errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient.

Chances of promotion are high and they become more eligible for promotion. Training and development offers competitive advantage to a firm by removing performance deficiencies; making employees stay long; minimized accidents, scraps and damage; and meeting future employee need (Hameed & Waheed, 2011). Training is important, not only from the point of view of the organization, but also for the employees. It gives them greater job security and an



opportunity for career advancement. A skill acquired through training is an asset for the organization and the employee.

Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained. Therefore, the employees in an organization to be able to perform their duties and make meaningful contributions to the success of the organizational goals need to acquire the relevant skills and knowledge. Training and development leads to increased employee motivation (Seligman, 1978). The management can motivate people through such methods as pay, promotion, praise and training. Gale (1994), states that motivating other people is about getting them to move in the direction you want them to go in order to achieve a result. Motivated people are those with clearly defined goals who take action that they expect will achieve those goals. Training and development also enhances competitive advantage of an organization.

## **2.4 Methods of Training**

The selection of method for training need to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles. Most popular training and development method used by organizations can be classified as either on-the-job or off-the-job.

### **(i) On-the-job Training**

This is the most widely used training method, as in comparison, on-the-job method of training is simple and less costly to operate. According to Stredwick, (2005) on-the-job training is appropriate where practicality is essential. According to Armstrong (1998), on-the-job training is useful in developing and practicing specific managerial, leadership, technical, manual and administrative skills needed by the organization to improve competitiveness. It has the advantage of actuality and immediate since the trainee works, learns and develops expertise at the same time.

Jacob, (1985) argues that on-the-job training focuses on the acquisition of skills within the work environment generally under normal working conditions. And it provides immediate entry into

the job, they can see the results of their actions and they can usually be effectively supervised while they are learning. Observing this method critically, the training places the employee in actual work situations and makes them appear to be immediately productive. Here, there is a close collaboration between trainer and trainees.

### **(ii) Off-the-job training**

This type of training is given to the trainees away from the work place, it can be conducted by training institution, universities and colleges due to taking employees away from their usual work environments and therefore all concentration is left out to the training. There are different types of off-the job training programs. The most common ones are:

- Conference
- Role playing

#### **Conferences**

As a training and development method involves presentations by more than one person to a wide audience. It is more cost effective as a group of employees are trained on a particular topic all at the same time in large audiences (Jacob, 1985). This method is however disadvantageous because it is not easy to ensure that all individual trainees understand the topic at hand as a whole; not all trainees follow at the same pace during the training sessions; focus may go to particular trainees who may seem to understand faster than others and thus leading to under training other individuals

#### **Role playing**

Involves training and development techniques that attempt to capture and bring forth decision making situations to the employee being trained. In other words, the method allows employees to act out work scenarios. It involves the presentation of problems and solutions for example in an organization setting for discussion. Trainees are provided with some information related to the description of the roles, concerns, objectives, responsibilities, emotions, and many more. Following is provision of a general description of the situation and the problem they face. The trainees are there after required to act out their roles. According to Cole (2002), this method is

more effective when carried out under stress-free or alternatively minimal-stress environments so as to facilitate easier learning. It is a very effective training method for a wide range of employees for example those in sales or customer service area, management and support employees.

## **2.5 Training and development process**

Training in an organization involves systematic approach which generally follows a sequence of activities involving the training needs identification, followed by establishing training and development objective and selecting training and development method, and then implementation, evaluation and follow-up for further action.

In fast growing business environment, employees at all levels need additional training and development opportunity to develop their working ability and management thinking (Swanson & Holton III, 2009). In this respect, organizations are required to be involved in continuous employees training and development programs.

### **2.5.1 HR training needs identification**

The first step in training and development process is to identify and determine training needs and set objectives for these needs. According to Cole (2002) if an organization has to justify its training expenditure, it must surely do so on the basis of organizational need. Organizations implementing a systematic approach to training and development will usually set about defining their need for training in accordance with a well-organized procedure. Such a procedure will demand looking at training needs from a number of different perspectives.

### **2.5.2 Training Needs Assessment**

According to Brown (2002), training needs assessment can be defined as an on-going process to gather information to identify training needs so that training can be developed to assist organizations to meet their objectives.

Training is given on four basic grounds:

1. New candidates who join an organization are given training. This training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions.

2. The existing employees are trained to refresh and enhance their knowledge.
3. If any updates and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing new equipment, changes in work method that is automation required proper training.
4. When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job.

Training needs can be assessed by analyzing three major human resource areas: the organization as a whole, the job characteristics and the needs of the individuals. This analysis will provide answers to the following questions:

- Where is training needed?
- What specifically must an employee learn in order to be more productive?
- Who needs to be trained?

**(A) .Organization analysis:** Here the focus is on identifying within the organization training is needed. It is process of identifying job-related knowledge and skills that are needed to support the organizations short-range and long-range goals (Miller & Osinski, 1996)

This means organizations; strategic goals and plans must carefully be examined in line with the human resource planning. Information related to organization structure, size, growth, objectives and other external and internal environment is gathered to effectively determine where and how training and development programs should be conducted.

**(B). Job analysis**

This involves reviewing the job description and specification to identify the activities performed in a particular job and the KSAs needed to perform them. (Belcourt, 1999) outline two steps in making this analysis:

- List all the tasks or duties included in the job
- List the steps performed by the employee to complete each task

According to Belcourt (1999), so far as the job is understood thoroughly, the type of performance required along with the skills and knowledge necessary for performance can be identified. The types of performance skills and knowledge that trainees need can be determined by observing

and questioning skilled jobholders and/or by reviewing job descriptions. This information helps trainers to select program content and choose the most effective training method.

### **(C). Personal analysis**

It involves determining whether task performance by individual employees is acceptable and studying the characteristics of individuals and groups who will be placed in the training environment. It is important to determine what prospective trainees can and cannot do so that the training program can be designed to emphasize the areas in which they are deficient. Commenting on determining training needs, (Wright.2003) emphasized that in today's highly competitive business environment, undertaking program simply because other firms are doing it is asking for trouble. Instead, they added, a systematic approach to addressing bona fide needs must be undertaken.

According to Wright(2003), training needs may be determined by conducting analyses on several levels. From an overall organizational perspective, the firm's strategic mission, goals and corporate plans should be studied, along with the results of human resource planning. The next step or level of analysis focuses on the tasks that must be accomplished in order to achieve the firm's purposes. Job descriptions, performance appraisals, and interviews or surveys of supervisors and job incumbents are important data sources for this analysis level. Finally, individual training needs must be addressed. The relevant questions are, "Who needs to be trained?" and "what kind of training is needed?"

### **2.5.3 Determining Training Objectives and Training Plan**

After identification of training needs the next step is to set training objective in concrete terms and to decide the strategies to be adopted to achieve these objectives. Overall objective of training program is to fill gap between existing and desired pool of knowledge, skills and aptitude.

Defining training objectives in both qualitative and quantitative terms helps in evaluating and monitoring the effectiveness of training. Participation of top management is necessary in order to incorporate training objective with organizational objectives. Employees will certainly learn best when objectives of the training program were clearly stated to them, objective means the purpose and expected outcome of training activity.

- To convey basic knowledge and skill to new entrants required for intelligent performance of definite task in order to induct them without much loss of time.
- To assist employees to function more effectively by exposure of latest concepts information and techniques and development of skills required in specific fields including production, purchase, marketing, logistics, information technology etc.
- To prepare employees to undertake different jobs in order to enable redeployment and maintain flexibility in workforce so that ever changing environment of market can be met and downturns can be managed without losing experienced employees.
- To provide employees job satisfaction, training enables an employee to use their skill, knowledge and ability to fullest extent and thus experience job satisfaction and gain monetary benefits from enhanced productivity.
- To improve knowledge, skills, efficiency of employees to obtain maximum individual development.
- To accomplish goals of organization by obtaining optimum co-operation and contribution from the employees. [www.mba-mentor.com/objectives-of-training](http://www.mba-mentor.com/objectives-of-training)

Once attainable and measurable training objectives have been considered, a training plan can be developed. This planning tool provides a step-by-step written document for others to follow. A training plan can be either a complete training program or just one task. The training plan details the course content, resources required method of training, who should do the training and who should be trained.

#### **2.5.4 Implementation of the training program**

This stage should not present too many problems if the planning and preparation for the program or event has been carried out systematically. However, there is a need to monitor the delivery to fine tune where necessary because training events vary according to the features of the trainees' needs and their reactions also may differ.

This stage is where conditions are determined (who, what, when, where) under which the training will be offered and the solution implemented. This is done by reviewing the data collected during

the life of the project, reviewing the lessons learned about field conditions from the validation, and discussing with employees who are knowledgeable about conditions at the job. Benabou (1996), contributing to the impact of training implementation said that for training to have positive effect on both trainees and the organization supporting structures must be in place throughout the organization.

### **2.5.5 Evaluation of Training.**

Management of training would not be complete without proper evaluation of training. Training is a very costly and time-consuming process. It is essential to determine its effectiveness in terms of achievement of specific training objectives. Evaluation of training would provide useful information about the effectiveness of training as well as about the design of future training programs. It will enable an organization to monitor the training program and also to modify its future programs of training. The evaluation of training also provides useful data on the basis of which relevance of training and its integration with other functions of human resource management can be examined.

Kirkpatrick (1994), indicates that organizations should start by measuring how trainees (the employees being trained), reacted to the training. It's important to measure reaction because it helps to understand how well the training was received by audience. The second level is to measure what the trainees have learned. How much has their knowledge increased as a result of the training? It's important to measure this, because knowing what trainees are learning and what they aren't will help to improve future training.

The third level is to evaluate how far the trainees have changed their behavior, based on the training they received. It's important to realize that behavior can only change if conditions are favorable. Finally we analyze the final results of the training. This includes outcomes that the organization has determined to be good for business, good for the employees.

## **2.6 Employee Performance**

Employees in a firm are required to generate a total commitment to desired standards of performance to achieve a competitive advantage and improved performance for sustaining that competitive advantage for a prolonged period of time. Performance means both behavior and result. Behavior emanates from the performer and transforms performance from abstraction into action, not just a means to an end, the behavior is also an outcome in itself, the product of mental and physical effort applied to the task, which can be judged apart from the result (Armstrong, 2000).

Employees' performance is an important factor that contributes to improve the outcomes, behavior and traits of the employees. It helps to improve the productivity of the organization.

Getting employees involved in the planning process helps them understand the goals of the organization, what needs to be done, why it needs to be done and how well it should be done, (Terrington, 1995).

Performance expectations need to be understood and where possible, to involve the contribution from the employees as Terrington (2005) puts it. Williams (2000), argues that as individuals cannot always control their results, it's important to have behavioral targets as well as output targets. It is recommended that there is a personal development plan which would again underpin the achievement of objectives

“A term typical to the Human Resource field, employee performance is everything about the performance of employees in a firm or a company or an organization. It involves all aspects which directly or indirectly affect and relate to the work of the employees”. (employee performance, website).The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce.

## **2.7 Relationship between employee performance and training**

Most of the previous studies provide the evidence that there is a strong positive relationship between human resource management practices and organizational performance. (Purcell, 2003). According to Guest (1997) mentioned in his study that training and development programs , as



one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance.

The result of Farooq. M, & Aslam. M. K (2011) study describes the positive correlation between training and employee performance as  $r=.233$ . Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employees job related needs in timely fashion. Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals.

As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart., 2005), this implies that bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance.

There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough on their capabilities, or they may be facing work- life conflict or organizational culture and working environment. All the above aspects must be considered by the firm while selecting most appropriate training intervention that helps organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart (2005) this employee superior performance occur only because of good quality training program that leads to employee motivation and their needs fulfillment.

According to Wright and Geroy (2001), employee competency changes through effective training programs. It is not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the

workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. However, employee performance is also affected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and the group dynamics. If the above mentioned problems exist in the firm, employee performance decreases not due to lack of relevant knowledge, skills and attitude, but because of above mentioned factors.

To make training effective and to ensure positive effect of training on employee performance these elements should be taken into consideration Wright and Geroy (2001). Besides, Eisenbergeret (1986) stated that workers feel more committed to the firm, when they feel organizational commitment towards them and thus show higher performance.

## **2.8 Effect of Training and development on employee Performance**

Employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. Changing technology requires that employees have the knowledge, skills and abilities needed to cope with new working environment, processes and production techniques. Therefore organizations should develop and enhance the quality of the current employees performance by providing sufficient by training and development.

Wright & Geroy (2001) note that employee competencies change through effective training programs, not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. This indicate that through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of

achievement and knowledge that they are developing their inherent capabilities (Pigors & Myers, 1989)

According to Noe (2001), organizations that hold training and development practices are able to hold customers, suppliers, employees, stakeholders and shareholders in the long-run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders. This explains that training and development not only increase employees performance it enable the organization in to better financial performance.

## **2.9. Empirical Literature**

The rapid change in technologies and the need for updating the knowledge of their employees and reducing the gap between the skills required and those possessed have made managers aware of the urgent need to invest in employees training and development.

A large number of studies have shown that training has a positive impact on employee's job performance (Chih,2008)&(Awangm, 2010). Today's employee is in great need to update his/her knowledge if organization would like to get the best performance from him. It is often argued that training must be incorporated into a systematic and formal system if the goals of employees and corporation are to be attained. Acton and Golden (2003) indicated that well-engineered training initiatives lead to increased organizational strength, job-related employee competencies, and job satisfaction Sahinidis and Bouris (2007) examined 134 employees in Greek organizations after they had completed a training program. Their study supports that there is a significant correlation between the employees perceived training effectiveness and their commitment, job satisfaction and motivation. Khan, (2011) found a significant relationship between the employees training and their resultant performance in accomplishing different tasks in Pakistan.

According to Amadi (2009) observed that in Kenya call center training and development has a positive impact on both motivations of employees as well as performance.

There is positive relationship between training/development and organizational effectiveness. The increase in job satisfaction and reduce employee turnover are the benefit of training and development in

Nigeria public sector. Inter-personal and teamwork are the effect of training/development on organizational performance. (Obi-Anike & Michael, 2014).

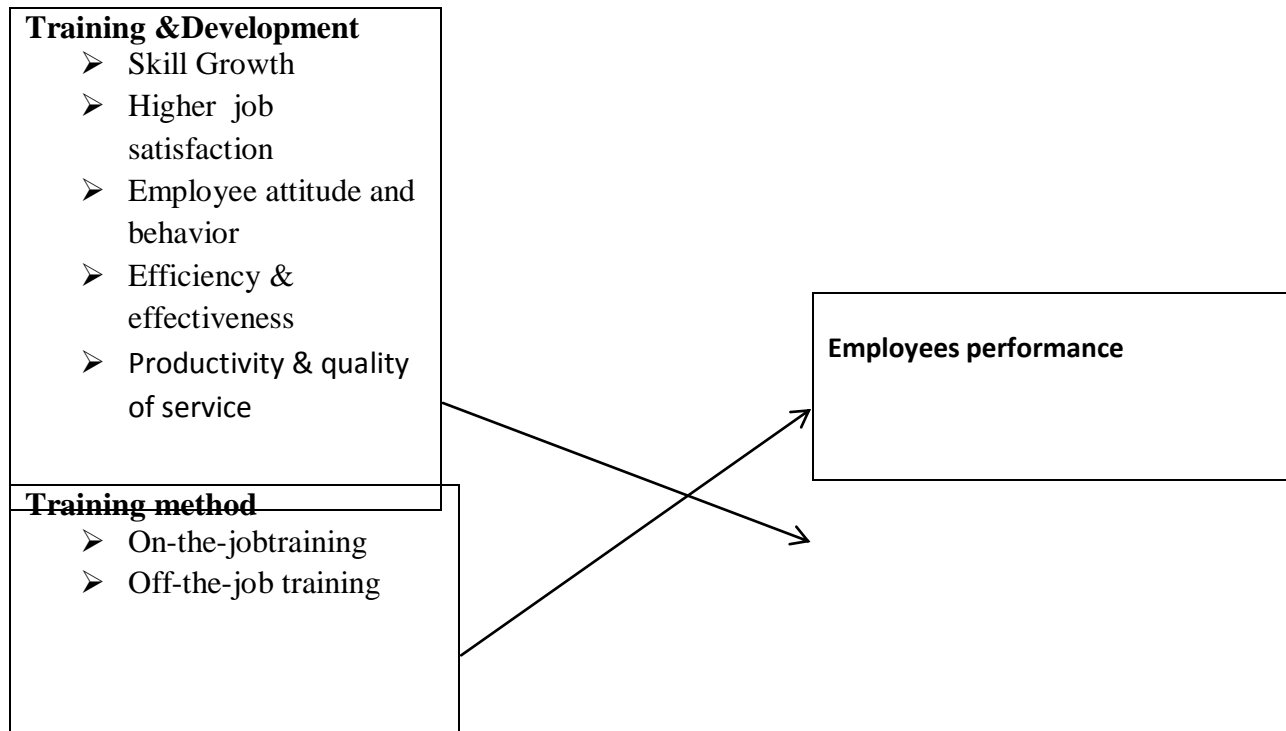
Previous studies in Ethiopia had shown that the weakness in training and development practice such as with respect to periodic and clear need assessment, selection criteria, training and development methods, training period's adequacy and training evaluation.(Albel,2012).

In addition Desta (2008) study in southern region Ethiopia shows that lack of equal access for training and need assessment and also the study depicts the need for additional training, this indicate that training is inadequate and access is uneven.

### **2.10 Conceptual Framework**

The conceptual framework of this study was planned as a model to describe the effect of training and development on employee performance. Employee performance is a dependent variable and training and development is the independent variable. Training and development variable is measured by the following variables; skills, knowledge, attitude change, and new capability of the workforce, efficiency and effectiveness. The abilities and competencies are helpful in employee performance and productivity.

Training method is also another independent variable subdivided into; off-the-job training, usually designed to meet the shared learning needs of a group rather than a particular individual's needs. On-the-job training session provide employees with task-specific knowledge and skills in work area. Off-the-job training and on-the-job training are best for knowledge development and skills development making employees perform highly, (Blanchard and Thacker, 1998). The success of a training program requires critical analysis of the above factors in order to conclude that training has been successfully done and required skills and knowledge imparted to the recipient in pragmatic manner. The conceptual frame work was modified to make more related to the research scope.



**Independent Variable** **Dependent Variable**

Source: Janepher, 2013

Fig 2.1 Conceptual Framework of Training and Development on Employees Performance (Modified)

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3. Introduction

This part emphasizes the issues of research design and methodology. In other words, it provides information about the research design, data sources, sample and sampling techniques, which was employed in the study. It was also deal with instruments of data collection, methods of data analysis, data collection procedure and ethical consideration All are relevant to the study and the discussion of each follows:

#### 3.1 Research Design

In this study the researcher employed descriptive and inferential research design. Because the aim of this study is to describe the effect of training and development on employee performance, so that descriptive type of research design helps to portray accurately the characteristics of a particular individual, situation or a group (Creswell, 2003). And the researcher used inferential statistics to make judgments of the probability that an observed difference between groups is a dependable one or one that might have happened by chance in this study. ([www.socialresearchmethods.net/kb/statinf.php](http://www.socialresearchmethods.net/kb/statinf.php)). Thus; the required data were collected from sample by using various tools such as, questionnaire, interview, observation etc. and the analysis follows both qualitatively and quantitatively (i.e. through the use of statistical tools for data analysis such frequency distributions, binary logistic regression with SPSS).

#### 3.2 Target Population

The target populations were the employees of Ethio Telecom in South Western Region which has a total number of 400 staffs (SWR/ET master attendance 2015). The employees who were encompassed in the study include all the employees who are permanently employed.

#### 3.3 Sample Size and Sampling techniques

The region is serving the south western part of Ethiopia namely, Jimma and Iluababora Zone of Oromia National Regional State and, Kaffa, Dawro, and Bench-Maji Zones, as of Southern Nations Nationals and Peoples regional state, so that etho telecom has currently 12 active shops

namely: Jimma, Agaro, Bedelle, Mettu, Gore, Masha, Teppi, Mizan, Bonga, Tercha, Sokoru, and Limmu shops.

The total number of the Population in the Ethio Telecom SWR throughout the region is 400 which are sample frames of the study. Thus, the researcher used strata random sampling method to get representative from each shop.

There are several approaches to determining the sample size. For this study the researcher used Yamane's formula because the to get sample representative from SWR Region employees and its difficult and time taking to use census.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size,

N is the total population,

And e is the level of precision.

From 400 employees of Ethio Telecom (SWR) 200 employees has been taken as representative samples. Using the above formula the sample size can be computed as follows.

$$n = \frac{400}{1 + (0.05)^2 400} = 200$$

For non-respondents 10% will be added

$$= 200 + 10\% (200)$$

$$= 220$$

By using the above formula the sample size of the study were 220 employees including non-respondent rate of 10% added by the researcher because non response rate may arise in the case the researcher unable to contact.

Ethio Telecom categorized on the geographical area of the south western region, thus Stratified random sampling method was used for the study. The study followed the method of proportional allocation under which the sizes of the samples from the different strata/shops are kept

proportional to the sizes of the strata under taken in the study. Then samples were randomly selected by their id number from the list of employees attendance.

Table-3.1. **Proportional sample size from each stratum**

No	Main Category of Population	Total population	Proportion	Sample size
1	Agaro	13	$13 * 200 / 400$	7
2	Bedele	14	$14 * 220 / 400$	8
3	Bonga	16	$16 * 220 / 400$	9
4	Gore	8	$8 * 220 / 400$	4
5	Jimma	262	$262 * 220 / 400$	144
6	Limu	7	$7 * 220 / 400$	4
7	Mettu	8	$8 * 220 / 400$	4
8	Masha	26	$26 * 220 / 400$	14
9	Mizan	22	$22 * 220 / 400$	12
10	Sekoru	8	$8 * 220 / 400$	4
11	Tepi	10	$10 * 220 / 400$	6
12	Tercha	6	$6 * 220 / 400$	4
	<b>Total</b>	<b>400</b>		<b>220</b>

Source from master attendance

### 3.4 Data Sources and instruments

The data sources of this study were both primary and secondary data. Primary source of data were obtained from structured interview and questionnaire, the questionnaire were consists of open ended and closed question. It was made up of two parts; Part A covering the general information about the respondent and. Part B were seek to answer the research objective which is the effect of training and development on employees' performance. Secondary source of data was obtained from books, published journals, magazines, bulletins' and websites regarding on the above issue.

### 3.5. Method of data analysis

Data collected through different instrument were structured, organized and framed to suit for analysis. The study used a descriptive statistic and inferential method to analyze the collected data in a proper manner. After data collection, it was analyzed using simple statistical techniques (tables and percentages) and descriptive statistics (mean, standard deviations, graphs and frequency) with the help of Statistical Package for Social Scientists (SPSS) version 16.0 software. This is the most widely employed software package for statistics analysis and it is



among the best ones available (Field, 2005). Besides, the binary logistic regression model employed in order to test hypothesis. A binary logistic regression analysis was performed to determine the relationship between the dependent and independent variables. The qualitative information that had collected through structured interview was analyzed.

**3.6.Data collection procedure**

After obtaining permission for the study from the CEO Representative of the SWR, the researcher distributed the compiled questionnaire with the help of human resource and shop supervisors who had received an order from CEO Representative to assist the researcher at each shop. Selected respondents especially those who are at the front line were informed to fill the questionnaire on their lunchtime and tea break to avoid disrupting the normal flow of work.

The data collection was lasted a period of two weeks with regular follow up. Out of the 220 questionnaires, 215 were returned resulting in 97.7% response rate. The purpose of questionnaires is to assess the effect of training and development on employee performance

**3.7. Reliability**

Gay (1996) defined reliability as the degree of consistency that the instrument demonstrates. The researcher used pilot testing method because it was expected that some items or questions would have several possible answers. The researcher established the reliability of the questionnaires by computing the alpha coefficient of the items (questions) that constituted the dependent variable and that of the items that constituted the independent variable.

Table 3.7.1 Reliability Statistics

Cronbach's Alpha	N of Items
.824	21

**3.7. Ethical Considerations**

Everyone who participated in this study was entitled to the right of privacy and dignity of treatment. Moreover, there was no any tendency of affecting them negatively related to their involvement in this study. The response provided also kept confidential and employed only for accomplishment of the study. In addition to this, all sources drawn for the study were properly acknowledged.

**CHAPTER FOUR**

**4 DATA ANALYSIS, DISCUSSION AND PRESENTATION OF RESULTS**

The data for this study was collected in the month of May, 2015 using questionnaire and an interview schedule to the identified 220 respondent within ethio telecom. Questionnaires were distributed to the identified staff of the organization out of which 215 questionnaires were successfully completed and returned to the researcher.

The response rate was therefore 97.7% of the sample while according to Mugenda and Mugenda (2003), a response rate of over 50% is recommended.

**4.1. Demographic Characteristics of the Respondents**

As indicated in Table 4.1, 116(54%) of respondents were aged between 26-35 years from this we can say that Ethio Telecom in SWR is made up of young employees who are still in their youthful face. 24.2% of them were between 36-45 years, 14.9% of them were aged below 25 years and 7% of them were aged above 46. Most 77.2% were male respondent.

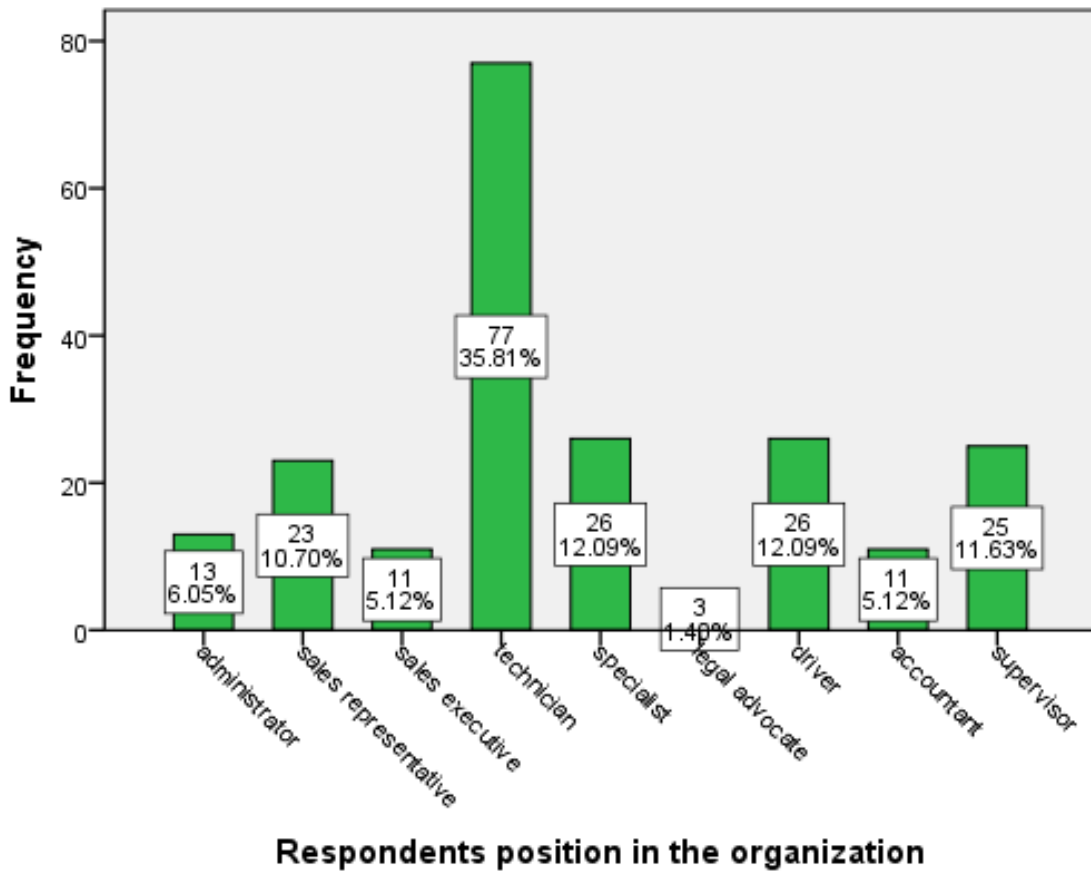
Table 4.1 Socio-demographic variables of respondent

<b>Variables</b>		<b>Frequency</b>	<b>Percent</b>
<b>Age of respondent</b>	18-25	32	14.9
	26-35	116	54
	36-45	52	24.2
	46-55	15	7
<b>Sex of respondent</b>	Male	166	77.2
	Female	49	22.8

As Figure 4.1 portrays 13(6.05%), 23(10.7%), 77(35.81%), 3(1.4%), and 25(11.63%) of the respondents were working as Administrator, sales representative, technician, legal advocate and supervisor respectively, In addition sales executive and accountant accounts 11(5.12%) while 26(12.09%) each of the respondents were working as specialist and driver.

The respondents mixed when it comes to the position held in the organization but technicians are highest in number. These results show that ET consist of various positions settings which implies that different levels of training may be required to improve employee performance.

Figure 4.1: Position of Respondents of South western Region of Ethio Telecom.



As indicated in Figure 4.2 , the largest group (61.86%) of the respondents were degree holders. 23.26% of them were diploma holders, 5.58% of them were certificate and 9.30% of they were holders of high school level.

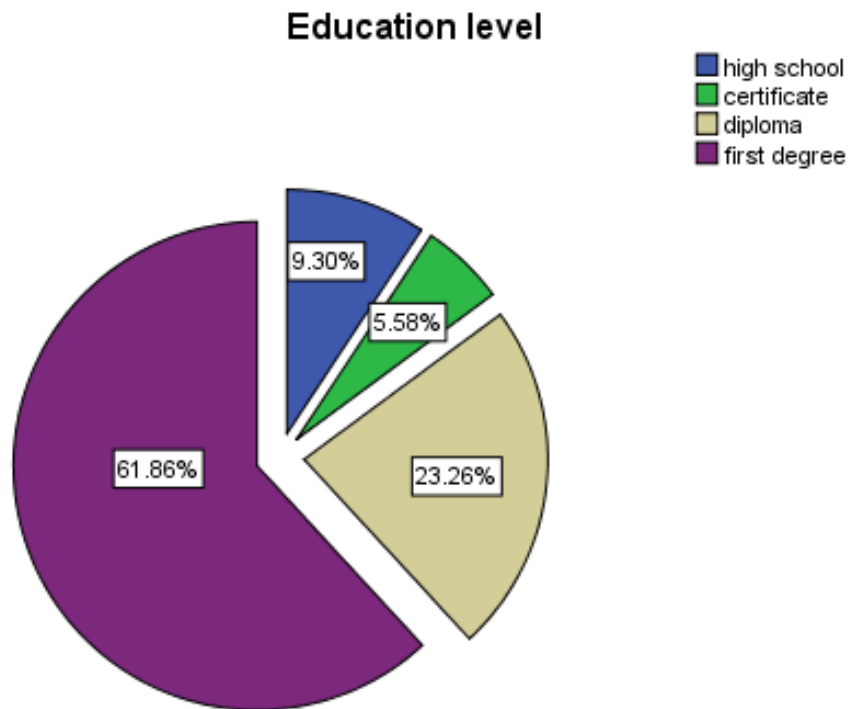


Figure 4.2: Academic Qualification of Respondents of Ethio Telecom

#### 4.2. Description and analysis of data which obtained from employees

As the below figure 4.3 showed that organizations were used different methods of training to train the employee as 20.47%, 18.14%, and 61.40% of the respondent responded that they have taken the training off-the-job, on-the-job and both respectively.

In fact there is no one method which is always effective or best over the others in all condition or time, since training is a situational process that is why no single method is right for every situation. While some objectives could be easily achieved through one method, other objectives could necessitate other methods (Alipour et al, 2009). At the same time the organization has to know the method that employ by the organization has its own effect on the effectiveness of the organization from the training expenditure. That is why; companies are increasingly searching for the right blend of training methods to maximize the effectiveness of learning.

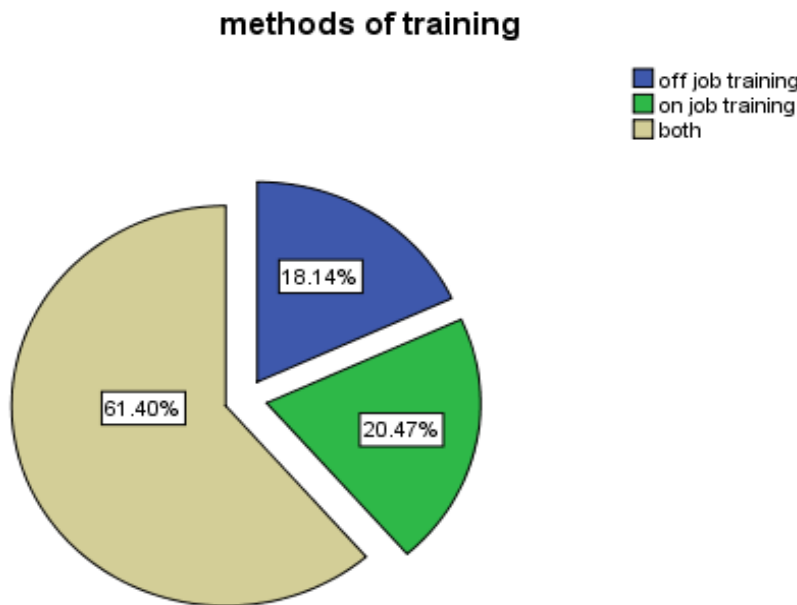


Figure 4.3: Methods of employees training and development

Respondents were asked their average training provided in the organization and the table below shows the responses.

Table 4.2 Average training provided in the organization of Ethio Telecom

		Frequency	Valid Percent
<b>how many times do you have taken training</b>	1-3	57	30.0
	4-6	96	50.5
	7-9	32	16.8
	10 and more than	5	2.6
	Total	190	100.0

As the table shows 57(30%), 96(50.5%), 32(16.8%) and 5(2.6%) of the respondents have taken training from 1to3, 4 to 6, 7 to 9 and above 10 times respectively, since they have been joined in the organizations. This indicated that the frequency of attending trainings was high to enhance their skills at work. Also the result indicate that for some employees constant training and development programs required to keep them updated with their skills as well as the company development, for example, technological and customer related developments so as to improve their performance.

### 4.3. Effects of Training on the Performance of Employees

In fact training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. Within this reality the researcher asked the supervisors of ET how the organization was benefited from employees training by improving employees skills, knowledge, attitude change, and create new capability of the workforce in the organizations. As shown in Table 4.6 below, the respondents of the study were asked to indicate the extent to which training and development influenced their performance. Majority (84%) of the respondents indicated that they highly agree training is increased productivity & quality of service with a mean of 4.20. Some of the respondents (16%) indicated that they moderately agree that training increased productivity & quality of service. While most of the supervisor agree on

training can improve skills, knowledge, attitude and capability, enhance the use of tools and machine, operational safety and reduces accidents, reduce lateness, absenteeism and eliminates obsolesce in skills, reduction in errors and material wastage, reduction in turnover and increase job satisfaction, improve motivation and profitability, increased work efficiency and less supervision with an average response were 4.36, 4.28, 4.04, 4.28, 4.04, 4.04 and 4.24 resp. As the respondent Table 4.3 showed that the researcher can conclude organizations were enabling to achieve the objective of the training program which was improve employees' skill, knowledge and ability towards usage of tools and machine, and operational safety in the work place as the participant proofed. And the probability of accident in the work place is zero. There is no doubt training can increase work efficiency of the work force. This implies that when employees performance is high their job satisfaction is high besides absenteeism and turnover reduced.

Table 4.3 Effects of Training on Employee performance

Objective	Response				
	Low	moderate	High	Mean	SD
is training increased productivity & quality of service	0	4(16.00%)	21(84.00%)	4.20	.707
improve skills, knowledge, attitude and capability	0	2(8.00%)	23(92.00%)	4.36	.638
enhance the use of tools and machine, operational safety and reduces accidents	0	3(12.00%)	22(88.00%)	4.28	.678
reduce lateness, absenteeism and eliminates obsolesce in skills	0	8(32.00%)	17(68.00%)	4.04	.841
reduction in errors and material wastage	0	5(20.00%)	20(80.00%)	4.28	.792
reduction in turnover and increase job satisfaction	0	9(36.00%)	16(64.00%)	4.04	.889
improve motivation and profitability	1(4%)	5(20.00%)	19(76.00%)	4.04	.841
increased work efficiency and less supervision	0	5(20.00%)	20(80.00%)	4.24	.779
<b>Grand mean</b>				4.19	0.59

**4.4. The following describe the organizations effort to train its employees**

**1. Do you think the method of training used by the organization is effective?**

As indicated in Table 4.4, majority of the respondents 88(46.3%) strongly agree that the method of training used by the organization is effective while 3(1.6%) of the respondents responded strongly disagree. Furthermore, 7(3.7), 47(24.7), and 45(23.7), of the respondents ranked that, disagree, neutral, and agree, the method of training used by the organization is effective, respectively.

Table 4.4. The method of training used by the organization is effective

do you think the method of training used by the organization is effective	Frequency	Percent
<b>Strongly disagree</b>	3	1.6
<b>Disagree</b>	7	3.7
<b>Neutral</b>	47	24.7
<b>Agree</b>	45	23.7
<b>Strongly agree</b>	88	46.3
<b>Total</b>	190	100

In order to be effective from the training program which offered by the organizations for their employees, organizations should implement right training methods and should be aware of the training methods and their effectiveness (Alipour et al, 2009). This indicate that the majority of respondent agreed that method of training used by the organization is effective besides, well implemented training method help employees to understand easily a new technology and the outcome will be skilled manpower so, the organization can achieve its objective or goals.



**2. Is the type of training you have taken applicable for the job after the training?**

The respondents were further asked if the training they have received was applicable to their job or work in the organization.

Based on this table 4.5 portrays 47(24.7), 67(35.3), responded as neutral and agree respectively, the other 3(1.6%), of respondentdisagree from the type of training that they have taken. In this respect as 70(36.8) of the respondent strongly agree that the type of training that the employees attended was always applicable. In other word if it is applicable in the organizations the expenditure on it delivers a result to the organization. These indicate that training shows employees how to do their jobs and it also helps employees to adapt with new technologyand to avoid resistance to changes in the workplace,

Table 4.5 Training you have taken applicable for the job after the training

Is the type of training you have taken applicable for the job after the training?	Frequency	Percent
<b>Strongly disagree</b>	3	1.6
<b>Disagree</b>	3	1.6
<b>Neutral</b>	47	24.7
<b>Agree</b>	67	35.3
<b>Strongly agree</b>	70	36.8
<b>Total</b>	190	100

**3. Do you have known the objective of the training?**

The researcher also wanted to identify the objective of training in Ethio Telecom. In training practice, it is also good to have trainees know the objectives for each training program they participate in. The respondents were asked if they were always clear about the objectives of each training program they participated in. The table below captures the responses from the 190 respondents who have participated in training:

Table 4.6 Do you have known the objective of the training

<b>do you have known the objective of the training</b>	<b>Frequency</b>	<b>Percent</b>
<b>Disagree</b>	3	1.6
<b>Neutral</b>	36	18.9
<b>Agree</b>	80	42.1
<b>Strongly agree</b>	71	37.4
<b>Total</b>	190	100

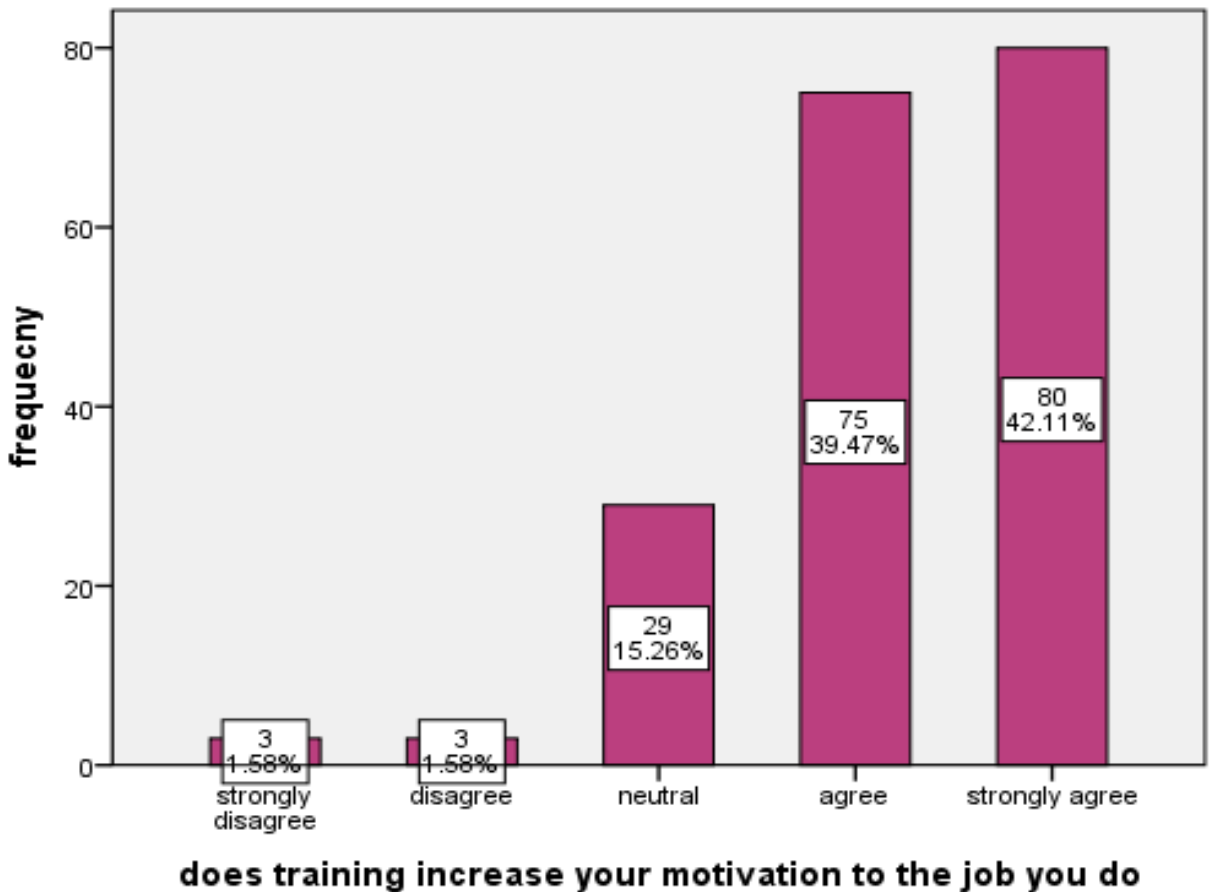
Table 4.6 clearly shows that 151(79.4%) of the respondents had prior knowledge of the objectives of the training, while 36(18.9%) neutral and the remaining 3(1.6%) responded that they didn't know the objective of the training, more than a half of the respondents were know the objective.

The objectives which initiated the organizations' to offer training for their employees were to increase productivity, enhance quality of product or service, improve quantity, improves skills, knowledge, attitude change, new capability, and enhance the use of tools and machine, operational safety, reduces accidents, reduces lateness, absenteeism, eliminates obsolesce in skills, reduction in errors, reduce extent of supervision, reduction in turnover, improve work motivation, decrease material wastage, increase job satisfaction, Increase work efficiency, and improved profitability.

**4. Does training increase your motivation to the job you do**

As shown in figure below majority of the respondents 155(81.5 %,) agree that training as a source of motivation. While 3(1.58%) responded disagree that they are never motivated by trainings, the remaining 29(15.26) neutral. This implies majority of the respondent confirmed that training increase their motivation. One of the key known benefits of training is the motivation it provides to those who receive it. Indeed, according to Cole (2002), employees who receive training have increased confidence and motivation. Training is known to increase the availability and quality of staff, and it is significant because motivation generally seeks to boost employee’s morale to work hard and thus increase productivity

Figure 4.4.Does training increase your motivation to the job you do



**5. Does training improves your skills, knowledge, attitude change, new capability**

In measuring the effect of training and development on employee performance and productivity, respondents were asked the key question “In your opinion, do you think training has helped improve your performance since joining Ethio Telecom?’ The responses are summarized in table 4.7 below:

Table 4.7 Does training improves your skills, knowledge, attitude change, new capability  
 does training improves your skills, knowledge, **Frequency** **Percent**  
 attitude change, new capability

<b>Disagree</b>	1	0.5
<b>Neutral</b>	40	21.1
<b>Agree</b>	71	37.4
<b>Strongly agree</b>	78	41.1
<b>Total</b>	190	100

The results in table 4.7 clearly indicate that over 149 respondents representing about 78.4% link training to their improved performance. This is significant because the purpose of training is to improve individual and organizational performance. Doeringer & Piore (1971), say that in order to develop skills and abilities specific to the company, its significant from an organizational perspective to train employees in accordance with their company’s specific skills and abilities.

**6. Does the training lead you to be satisfied with your job?**

Training leads to an increase in the quality of labor, by equipping employees with greater skills and knowledge (and possibly fostering greater effort) (Laplagne et al, 1999). Table 4.8 shows that most 129(67.8%), of the respondents agreed that training lead to be satisfied with their jobs. While 25.8% of respondents neutral and 6.3% of them responded disagree.

Table 4.8 does the training lead you to be satisfied with your job

Does the training lead you to be satisfied with your job?	Frequency	Percent
<b>Strongly disagree</b>	3	1.6
<b>Disagree</b>	9	4.7
<b>Neutral</b>	49	25.8
<b>Agree</b>	58	30.5
<b>Strongly agree</b>	71	37.4
<b>Total</b>	190	100

This indicate that most of employees agreed training enables them to use their skill, knowledge and ability to fullest extent and thus experience job satisfaction and gain monetary benefits from enhanced productivity. As the above figure shows us considerable percent of respondents were neutral and disagree therefore the organization should do more on the employees’ training in respective of employees satisfaction.

**7. Do you have enough training that enables you to do your job as required?**

Table 4.9 shows that majority 119(62.6%) of the respondents agreed that the training that offered by the organization was enough. This implies that most of respondent have enough training that enables them to do their job. While 28(14.7%) of them indicated that they didn’t have enough training. The remaining 43(22.6%) responded neutral. If the organization wants to be competent; it should give enough training for its employees.

Table 4.9 do you have enough training that enables you to do your job as required

do you have enough training that enables you to do your job as required?	Frequency	Percent
<b>Strongly disagree</b>	4	2.1
<b>Disagree</b>	24	12.6
<b>Neutral</b>	43	22.6
<b>Agree</b>	57	30
<b>Strongly agree</b>	62	32.6
<b>Total</b>	190	100

**8. Does the training program evaluate during or at the end of the program**

Most 52.63 % of the respondents disagree that there was no clear method of evaluating employees within the organization during or at the end of the training program. While 2.11% of them neutral and 45.26% of respondents agree there was a method of employee evaluation that was in place regardless the program.

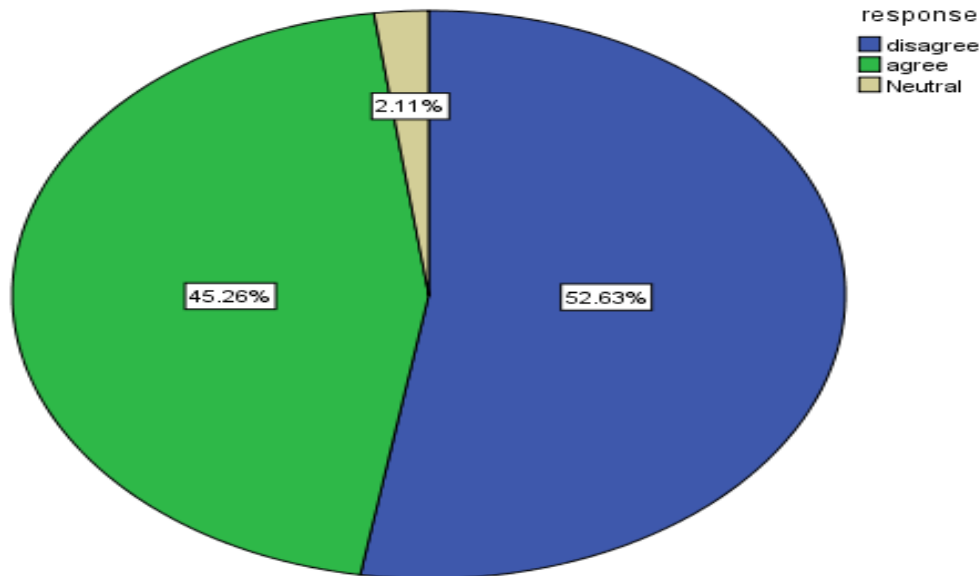


Figure 4.5 Does the training program evaluate during or at the end of the program

As Balogun (2011) noted, the concept of evaluation is most commonly interpreted in determining the effectiveness of a program in relation to its objectives. Human resource development is an investment in people. The major reason for investment in training and development program is that to help employees to perform better in the achievement of organizational objectives. Hence, evaluation is a means to assess the cost/benefit of the program to the organization.

And evaluation helps the organization to assess the result from the feedback of the trainees. According to Bogonko & Saleemi (1997), training is effective only when it is properly planned and effectively executed. Training methods must be appropriate to the level of employees, the nature of tasks and purpose of training. The effectiveness of a training program should be evaluated so that necessary improvements may be made in it from time to time. Hence, training must be carefully planned and evaluated and employees must be purposively selected.

**9. Are you satisfied with the overall aspect of the training programs in the organization?**

Table 4.10 Satisfaction with overall aspect of the training programs in the organization

Are you satisfied with the overall aspect of the training programs in the organization	Frequency	Percent
<b>Strongly disagree</b>	3	1.6
<b>Disagree</b>	14	7.3
<b>Neutral</b>	48	25.3
<b>Agree</b>	48	25.3
<b>Strongly agree</b>	77	40.5
<b>Total</b>	190	100

Training is playing a prominent role towards increase job satisfaction in the organization. As Table 4.10 indicates that, majority 125(65.7%) of the respondents were satisfied with the organizational training and development. But 17(8.9%) of them indicated that they were never satisfied with organizational training and development.

Generally, the returns from training are identified by different scholars According to (Huang, 2001) the returns are: enhanced product or service quality, improved work motivation, reduced turnover rate, improved ability and knowledge, improved operational safety, decreased material wastage, improved profitability, increased work efficiency, and increased job satisfaction reduced absenteeism

#### 4.5. Training and development, performance of employee

Table 4.11 shows the mean responses of respondents on major problems affecting employees' training and development performance at ethiotelecom. It was shown from the table that, majority of the respondents agree that training improves your skills, knowledge, attitude change, new capability, training increase your motivation to the job you do, known the objective of the training, the method of training used by the organization is effective, type of training you have taken applicable for the job after the training, satisfied with the overall aspect of the training programs in the organization, training lead you to be satisfied with your job and enough training that enables you to do your job as required. However, the respondents indicated that, follow up after training (that is, evaluation) has been the major problem in the organization. It can be

concluded from the study that, the respondents agreed that, the above stated problems (given the mean of means = 3.75 and standard deviation = 0.863) affect training and development performance.

Table 4.11 Training & development on performance of employee

Variables	N	Mea n	Std. Deviatio n
do you think the method of training used by the organization is effective	190	4.09	.998
is the type of training you have taken applicable for the job after the training?	190	4.04	.908
do you have known the objective of the training	190	4.15	.779
does training increase your motivation to the job you do	190	4.19	.864
does training improves your skills, knowledge, attitude change, new capability	190	4.19	.781
does the training lead you to be satisfied with your job	190	3.97	.984
do you have enough training that enables you to do your job as required	190	3.66	1.100
does the training program evaluate during or at the end of the program	190	1.49	.542
Are you satisfied with the overall aspect of the training programs in the organization	190	3.97	1.010
<b>Grand Mean</b>		<b>3.75</b>	<b>0.863</b>



#### 4.6. Regression Analysis

The regression model explains how much the dependent variable can be explained by the independent variable. It also gives an indication of the relative contribution of each independent variable. The test allows us to determine the statistical significance of the result, both in terms of the model itself and the individual independent variables.

Table 4.12: Coefficients of Regression

		Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
								Lower	Upper
Step 1 <sup>a</sup>	Method*			18.727	2	.000			
	off the job training	-3.267	1.038	9.915	1	.002	.038	.005	.291
	on the job training	1.092	.403	7.351	1	.007	2.982	1.354	6.568
	Constant	.131	.181	.524	1	.469	1.140		
<b>A Dependent Variable:</b> employees' performance *Shows both is the reference									

It can be indicated from Table 4.12, it can be concluded that, the variable (the method of training program) is making significant contribution to the prediction of the employee performance (given  $p < 0.05$ ), which shows that when compared to on the job training it is three times more performed than who take both method, while 0.038 times performed off the job training as compare with those who train both method.

#### **4.7. Description and analysis of data obtained through interview**

Under this section the data obtained through interview with the managers about the effect of training and development on employee performance was described and analyzed below accordingly the order of the questions.

In line with the first research question in the interview, the researcher wanted to ascertain whether Ethio Telecom has been involved in training and development for the past 3 years. An interview with the top level management indicated that Ethio Telecom has been involved in training from the beginning of the establishment. This was confirmed by the information contained in other related documents on training that most employees have had some form of training or the other. As a company, it is clear to the managers of ET that training could be used to induct new employees and improve performance of existing employees. From the interviews training was part of the early beginnings of Ethio Telecom and has continued.

The researcher wanted to establish how training needs assessment was carried out. The respondent indicated that most of the training need was carried by the immediate supervisor of the employee or selected based on their academic qualification, length of service, annual performance appraisal, the perception of immediate supervisor and departmental manager. The training plan was developed based on employee competency analysis by the immediate supervisor. The researcher wanted to establish types of trainings that were used within the organization. The respondent indicated that ET has its own training institution and most of the time trainings were delivered there.

When it comes to how training is usually evaluated, the top level management said that not much has been done to evaluate training but they have plans of how they will be evaluating it. The researcher wanted to establish whether there was a relationship between training and employee performance and productivity. The respondent indicated that it was difficult to determine training results since many factors contributed in employee performance.

The last question was, have training and development helped your organization to meet its objectives and goals? The respondent said 'yes' effective training certainly has the potential to increase knowledge, skills, and abilities and enable employees to leverage their KSAs for organizational benefit that increases organizational performance.

## CHAPTER FIVE

### 5.1 SUMMARY, CONCLUSION AND RECOMMENDATIONS

The chapter provides the summary of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objective of the study. The objective of this study was to determine the effect of training and development on employees performance at Ethio Telecom SWR.

#### 5.2 Summary of Findings

Ethio Telecom has over the past years been involved in training and development activities for its employees. Data collected from interviews with the Manager indicate that indeed training and development activities in Ethio Telecom date back to when the organization was established. Thus training and development activities have long been human resource management tools at Ethio Telecom even in the past.

When it come to the methods used for training employed by ET were frequently used both on-the-job training methods and Off-the-job training method. When it come to the number of times employee were involved in training, majority of the respondents indicated that they underwent training for several times while others said twice or once.

The findings obtained from the majority of supervisor indicate that organizations were enabling to achieve the objective of the training program which was improve employees' skill, knowledge and ability towards usage of tools and machine, and operational safety in the work place as the participant proofed. And the probability of accident in the work place is zero.

Clearly also, majority of respondents do believe that training has had a positive effect on their performance and the organization was effective from the method of training. And majority of the respondent responded that training that the employees attended was always applicable for the job, this indicate that it is directly related to their work. The finding from the majority of respondent was, they had prior knowledge of the objectives of the training.

The findings from the majority of the respondents indicate that training improves their skills, knowledge, attitude change, new capability and feel motivated by the training program within the organization and increase job satisfaction. Besides, according to majority of respondent the result indicate they have enough training that enables them to do their job.

The result from respondent and interview indicate that training activities are largely not evaluated but they have plans of how they will be evaluating it.

The study assumes positive significant relationship between employee performances as dependent variable being measured by method of training as independent variable. The model is significant which indicates on the job training is three times more performed while 0.038 times for off the job training as compare with those who train both method.

### 5.3 Conclusion

The study aimed at assessing the effects of training and development on employee performance in Ethio Telecom in SWR. To this objective the study found out the training influences employee performance.

- The study reveal that respondents have been participating in training since the company was established to date. Data collected from interviews with the top level manager and supported by data from questionnaires indicates that indeed training activities in Ethio Telecom dates back to when the company was established.
- The study shows that Ethio Telecom engages in on-the-job training and off-the-job training in order to improve the performance of their employees. Training is adequately conducted to almost all employees in the company.
- The research finding suggests that majority of respondents do believe that training has had a positive effect on their performance and the organization was effective from the method of training.
- The study reveals that training that the employees attended were applicable for the job, this indicate that it is directly related to their work, and respondents had knowledge concerning the objective of training in the company.
- The study attempted to establish a relationship between training and development and individual performance these indicate that training improves their skills, knowledge, attitude change, new capability and feel motivated by the training program within the organization and increase job satisfaction.
- The result indicatethat Ethio Telecom delivered enough training that enables its employees to do their job effectively.

- Training activities are largely not evaluated and, have not been given much emphasis by the company, since it is a means to assess the cost/benefit of the human resource training and development program to the firm.
- The result was also proved that there is significant relationship between on job training and employee performance.
- The result from the interview shows that trainees are selected based on their academic qualification, length of service, the perception of immediate supervisor and departmental manager. This indicates that there is lack of transparency and it is the major problem for the company.
- Finally, the findings are that many of the employees feel motivated by the training offered, and indeed many have participated in training programs. It was also seen that majority of employees do believe that training had helped them improve on their performance and further indicated that training indeed had also improved their job skills.

## 5.4 Recommendations

Many organizations have come to the realization of the importance of the role of training and development programs as it increases the organization's employees efficiency, skills and productivity. In order to achieve the benefits of training initiative, Ethio Telecom should ensure that the following are instituted at the work place.

- This study recommended that Ethio Telecom should use models to evaluate the effectiveness of training and development .
- Since the organizations are investing considerable amount of resource for employees' training they have to get satisfactory return on investment. Means linking the training function and activities to the company's overall business activity, to do so organizations should use models to improve the accuracy of the result of organizational effectiveness evaluation from the employees training. Otherwise a training program is not complete until they have evaluated results with the help of precise method.
- Even the most well designed training and development system only is worthless unless the companies are committed to ensuring that it is conducted properly and consistently.
- Regarding the training and development need assessment of the Ethio Telecom should be engaged in analyzing employees training and development need periodically by taking it in to consideration as one of important factors for the companies as well as for the employees.
- Look in to consideration person analysis in employees training and development needs determination.

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# APPENDICES

## QUESTIONNAIRES

### APPENDIX A

JimmaUniversity

Business and Economics College

Department of Management

MBA Program

#### *Questionnaire to be completed by employees*

Dear Participants

My name is Fetiya Mohammed. I am a postgraduate student in the Department of Management: MBA program at Jimma University. Now I am conducting a research in the area of “Effect of Training and Development on Employees Performance”.

This study is conduct on Ethio Telecom SWR with aim of examining effect of training and development on employee’s performance. Therefore, your answers are very important and valuable for the successful completion of the study.

Please fill out all of the questions to the best of your knowledge accordingly the questions require. The information you provide will be kept confidential and will be used for this research purpose only.

*Thank you very much for your cooperation in advance!!!*

#### **General Instructions**

- There is no need of writing your name
- In all cases where answer options are available please put “√” in the appropriate box or bracket.
- For questions that demands your opinion, please try to honestly describe as per the questions on the space provided

#### A. Basic demographic data

1. How old are you? (Years)

A) 18 –25 ( ) B) 26 – 35 ( )

C) 36 – 45 ( ) D) 46 – 55 ( )

E) 56 –59 ( )

2. Gender;

A) Male ( ) B) Female ( )

3. Educational Background;

A) Elementary school ( ) B) High School ( )

C) Certificate ( ) D) Diploma ( ) E) First Degree ( )

F) Masters Degree ( ) G) Other (please specify) (-----)

**Section B. Information on training and development on employee performance.**

4. Have you had any form of training since you have joined the organization?

A) Yes ( ) B) No ( )

5. What methods were used for the facilitation if your answer is yes for Q # 4? May be more than one answer is possible.

A) Off-the-job-training ( ) B) On-the-job training ( )

C) If any other specify (-----)

6. If you answered yes to question # 4, how many times do you have taken training?

A) 1 –3 ( ) B) 4 – 6 ( )

C) 7 –9 ( ) D) 10 and more than ( )

The following questions describe the organizations effort to train its employees. Please put “√” in the space at the front of the questions under number you think express the position of the organization in relation to the training program?

Assume 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4= Agree, 5 = Strongly agree *put "NA" if not applicable. "N" for you do not know*

		1	2	3	4	5
7	Do you think the method of training used by the organization is effective					
8	Is the type of training you have taken applicable for the job after the training?					
9	Do you have known the objective of the training					
10	Does the training increase your motivation to the job you do?					
11	Does training improves your skills, knowledge, attitude change, new capability					
12	Does the training lead you to be satisfied with your job?					
13	Do you have enough training that enables you to do your job as required?					
14	Does the training program evaluate during or at the end of the program?					
15	Are you satisfied with the overall aspect of the training programs in the organization					

**QUESTIONNAIRES**

**APPENDIX B**

**Jimma University**

**Business and Economics College**

**Department of Management**

**MBA Program**

*Questionnaire to be completed by supervisors*

Dear Participants

My name is Fetiya Mohammed. I am a postgraduate student in the Department of Management: MBA program at Jimma University. Now I am conducting a research in the area of “Effect of Training and Development on Employees Performance”.

This study is conduct on Ethio Telecom SWR with aim of examining effect of training and development on employee’s performance. Therefore, your answers are very important and valuable for the successful completion of the study.

1. How old are you? (Years)

- A) 18 –25 ( ) B) 26 – 35 ( )
- C) 36 – 45 ( ) D) 46 –55 ( )
- E) 56 –59 ( ) E) If any specify (-----)

2. Gender;

- A) Male ( ) B) Female ( )

3. Educational Background;

- A) Elementary school ( ) B) High School ( )
- C) Certificate ( ) D) Diploma ( ) E) First Degree ( )
- F) Masters Degree ( ) G) Other (please specify) (-----)

4. How long have you been working with this organization?

- A) 1 – 5 years ( ) B) 6 – 10 years ( )
- C) 11 – 15 years ( ) D) 16 – 20 years ( )
- E) 21 and greater than ( ) F) if other specify (-----)

5. Have you ever seen any form of training for employees under your supervision since you have become a supervisor?

A) Yes ( ) B) No ( )

6. What methods were used for the facilitation if your answer yes Q # 5? **May be more than one answer is possible**

A) off-job training ( ) B) On-the-job training ( )

C) If any other please specify (-----)

If your answer for question # 5 is yes, how do you evaluate the effect of the training after the training relative to the objective of training? Please answer by putting “√” in the box you think represent the result of the training in front of each question.

S/n	Objective	Very low	Low	Moderate	High	Very high
7	Increased productivity & quality of service					
8	Improve skills, knowledge, attitude and capability					
9	Enhance the use of tools and machine, operational safety & reduces accidents					
10	Reduces lateness, absenteeism & eliminates obsolesce in skills,					
11	Reduction in errors and material wastage					
12	Reduction in turnover and increase job satisfaction					
13	Improved motivation and profitability					
14	Increased work efficiency and less supervision					



## QUESTIONNAIRES

### APPENDIX C

**Jimma University**

**Business and Economics College**

**Department of Management**

**MBA Program**

#### *Interview Questions*

Dear Participants

My name is Fetiya Mohammed. I am a postgraduate student in the Department of Management: MBA program at Jimma University. Now I am conducting a research in the area of “Effect of Training and Development on Employees Performance”.

This study is conducted on Ethio Telecom SWR with aim of examining effect of training and development on employee’s performance. Therefore, your answers are very important and valuable for the successful completion of the study.

1. Did your organization give training for the employees for the last 3 year?
2. How are training needs determined?
3. How are objectives for training determined?
4. How are employees selected for training?
5. How do you develop your training plan?
6. What methods of training are employed?
7. How is training evaluated?
8. What are the impact of training on employee performance and productivity?
9. Have training and development helped your organization to meet its objectives and goals?