



A RESEARCH PAPER SUBMITTED AS A PARTIAL FULFILLMENT FOR THE
REQUIREMENT OF BACHELOR OF ART DEGREE IN MANAGEMENT

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ROLE OF TRAINING AND DEVELOPMENT ON PERFORMANCE OF
EMPLOYEES

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May, 2015

JIMMA, ETHIOPIA

ABSTRACT

The study's intention is to assess the role of training and development on employee performance in the case of commercial bank of Ethiopia, chiro main branch. The study used the primary source of data which were collected through the primary data collecting methods like structured closed ended questionnaire and structured interview. The reason to use this questionnaire is aimed at gathering detail information from a large number of people in relatively short period of time and lower cost. The interview is used to gather current and related information that leads to the sound decision of the desired organization. The researcher used census method. These method is commonly used by most researcher as it helps to get real information from all respondents. The respondents of the study were the employees of the bank. The research is used descriptive of research design. The sample size used for this study are 35 respondents. After data collected tools such as tables and percentages are applied to analyze and present raw data to meaningful information. At the end the researcher draw conclusion and recommendations based on the general findings. The main finding of the study are: - the staff has been in collaborations with trainees to attain the objective of the center, trainees are more exposed to theoretical studies, duration of the total training is not adequate unless the employee come back for some sort of refresher courses. Since employees are the precious resource of the organization they should been trained and developed. This shows that training shuld be given emphasis to help of employees achieves the overall objective of the organization.

Acknowledgement

First and most of all I would like to thank almighty GOD and his mother ST.MERRY for giving my strength and patience.

Second I would like to express my respect and gratitude to my Advisor Wendmu A. for his unreserved effort of evaluation, correcting and giving constructive ideas and suggestions during the completion of the research paper.

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CHAPTER ONE

1. Introduction

1.1 Back ground of study

An organization whether a business or an individual enterprise need for its growth father development and survival, Four importance elements these are Money, Material, Machinery and men. It is an effective contribution of this factors that success or failure of in an organization. depends on these, however management of human resources is a very important and challenging job because it is a job, not only of managing men or work, but also administrating social system (C.B Momario 1984)

Human beings are one of the resources of an organization like any other material an economic recourse. In every Organization human resources are pivotal variable without which the animate asset are worthless like cash put in to saving account human resources appreciate in value. Therefore, human recourse need to be understood in their proper perspective and utilized effective the goals of an organization (Ibid, 1984)

Success in today's competitive business environment increasingly a fluctuation of effective human resource management structure and technology that can be easily duplicated the factor that can set a part of an organization whether in manufacturing or service or private or public sector is its people. In addition to is the quality the organization employees their enthusiasm and satisfaction with their jobs and their sense of their treatment all have a significant on the firms productive, levels of customer service, reputation and survival luis R. Gomze-Mejja 1995).

Although training is often used in conjunction with development the terms are not synonyms. Training focused on providing employees with specific skill or helping them, correct deficiencies in their Performance. In contrast development is an effort to provide employees with the abilities that organization will need the future (Luiz Gomez – Missa 1995)

The researcher motivated to conduct this research because there is no previous study conducted on the area as far as the researcher knowledge is concerned.

1.2 Background of Organization

The history quite a long one, it dates back to 1942, to the time when we had the state bank of Ethiopia handling both the commercial bank and the central banking. Both activities combined in 1963. A privately owned bank was started, and it became necessary to separate the function of the commercial bank from central bank, Therefore in 1963, the central bank of Ethiopia was divided into two the commercial bank and the national bank were established since then the number of banks were established. Since then the number of banks have existed in this country. However in 1975 the socialism regime nationalized the entire private owned banks. We had about 13 insurance companies which were nationalized and merged to form the Ethiopia insurance corporation. Additionally in July 1980 Addis bank joined the commercial bank of Ethiopia. Therefore commercial bank of Ethiopia stands to be the merger of several banks. By the virtue of that it is the biggest bank of Ethiopia that was handling the entire commercial banking sectors as monopoly bank. (WWW.Winne.com).

Commercial bank of Ethiopia chiro main branch is one bank of commercial bank of Ethiopia among several branches of the bank which is found eastern of Addis Ababa 336km away. It was established in 1977, since its establishment the bank provides current accounts saving accounts .loans and other services to its customers from the early establishments and now it provides much services to its customers. (zefye,2010) .

1.2.1 Vision

To become a world class commercial bank by the year 2025

1.2.2 Mission

We are committed to best realize stake holders need through enhanced financial intermediation globally and supporting national development priorities by developing highly motivated skilled and disciplined employees as well as state of the art technology we strongly believe that coming the public confidence is the basis of our success (WWW.Ethio construction .net).

1.2 Statement of the problem

Human resources are one of the most important resources of any organization. It is the only resources which enhanced any companies development and competitive. Organization are established with definite objectives to be achieved the fulfillment of the objective responsible through the usage of resources. Today in the age of technology, people are still the most important to country resources organization which more successful are through which best method policies and source of training and development pangram have. But organization that have not this kinds of program cannot achieved its objective properly due to lack of proper training and development technique the mechanism by which the organization uses to train its employees vague there is no successfulness in entire vision and mission of the organization.

It can also leads to reduction of necessary skills competency and knowledge's goes with updating of advanced technology. In addition it lacks tradition of continuous and sustained employee's development.

As explained above some organization for instance commercial bank of Ethiopia face those kinds of problem as eyes of researcher Conducted the researcher interested to give solution for these problem. Various organization face different problem which affect the training and development procedures.

The program of face different problem which affect the training and development procedures.

The program of training and development incorporates change which skill, attitudes and social behaviors of the employees. So the program helps to employees to prepare for change in current job that build in new technology and work design. All employee want to be a valuable and remain competitive in the labor market all times. This can only achieved through employees Training and development. Better training and development of employee's leads to an important

of employee's performance. Which leads to the organization productive, efficiently and effectiveness.

Training and development improve the employees mind and day to day activities within the organization and also have fullSelf-confidence happen in the employees mind in their job, decrease anxiety and tension that forced before they take training and development, increase their communication skill, increase respect their job, reduced disagreement on work place (Filipo, 1998)

Due to short and press factor, commercial bank of Ethiopia has settled its vision to become a world class commercial bank and also settled its missions "Commercial bank" of Ethiopia is committed to maximize shareholders through enhanced financial intimidation and unparalleled customer satisfaction.

The gap in human resource development in commercial bank of Ethiopia, chiro Branch is that is a different in the policies and practice of training and development program means that theories a problem in the evaluation, selection in the types of training given for employees so in policies written in the organization but practically not practiced efficiently and effectively.The researcher wished to identify and investigate the factors that affected performance clearly presently and organized training and development and to study problem that organization faces as well as effectively meet performance through training and development in commercial bank of Ethiopia, Chiro main Branch.

Basic research question

- ✓ What type of training and development the bank gives to for employees?
- ✓ What are the procedure (Steps) and the methods of training and development adopted by the organization?

- ✓ How the organizations evaluate/measure/ the role of training and development on employees performance?
- ✓ What factor affect the CBE to provide training and development for employees

1.3 Objective of the study

The general objective of the study is to assess the role of training and development on employees' performance in commercial bank of Ethiopia, Chiro main Branch.

1.3.1 Specific objective of the study

- ✓ To know the type of training and development the bank gives to the employees.
- ✓ To identify the procedure and the methods of training and development adopted by the organization.
- ✓ To assess the evaluation or measure the role of training and development on employee performance.
- ✓ To know factor affect the commercial bank of Ethiopia to provide training and development for employee:

1.4 Significance of the study

The important of this study is to know the training and development system in commercial bank of Ethiopia (CBE). By which familiarize the new system and mechanism of training is important therefore. It enables to know the practical point view rather than knowing its theoretical points of view. Therefore the significance of the study is as follows.

- ✓ By conducting this study, the researcher can get more knowledge or research process.

- ✓ This research paper can help as document (reference) in the preparation of other research or to improve this research.
- ✓ This research can help for a commercial bank of Ethiopia (CBE) to know more about their strength and weakness and depends on their weakness how to eradicate the problem

1.5 Scope of the study

Despite human resources are valuable asset for every organization, the researcher will face constraints at the commercial bank of Ethiopia (CBE). Chiro branch. In addition, though the human resources have different elements including, recruitment, selection and appraisal). But the researcher study was delimited only to training and development aspect of human resource management.

This study has been conducted starting from the month of November up to June 2007 E.C.

1.6 LIMITATION OF THE STUDY

Because the researcher conducts his study only in the commercial bank of Ethiopia, Chiro main branch in Chiro town, the researcher was not able to generalize his findings to the overall organization and other similar organizations throughout the country.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Definition

Training and development is a process attempt to improve current or future employee's performance by increase an employee's ability to perform through learning usually by changing the employee's attitude or increase his or her skills and knowledge.

A number of skills are instilled in employees through training and development training refers to planned effort to facilitate to the learning of job related knowledge skill and behavior by employees development involves acquiring knowledge skill and behaviors that improve employees ability to meet the challenges of exiting jobs that not yet exist (Nee, 2003)

Training and development focus on the important of the knowledge, skills and abilities of individuals training involves processes providing knowledge skill and abilities specific to a particular or job. Development actives in contras have a long term focus or preparing for future responsibilities while increasing the capacity of employees to perform their current job (Horkis, 1994)

2.2 Training and development objective

As I learned from human resource management. The most effective development performance has objective that are attainable. Those programs must be in harmony with other organization objectives.

They are oriented towards organization objective should state desired behavior and the condition under which it's to occurs. Objective also serves as the standard against which individual performance and training performance be specified goals.

1. Expressed in learner oriented teams by the end the performance, trainers should be able to demonstrate specific knowledge and skill. For example by the end of the training. The manager should be able to use the computer to prepare spread sheets to create a project plan showing all the main stage in the plane accurately.
2. It should be measurable as possible capable of achievement in the time allowed for training.
3. Should be expressed in a language that clearly states what the trains have to do.

As for as my study is concerned the main objectiveness of training are:-

- ❖ The importance job performance
- ❖ The development of potential in order to meet contingencies to succeed to high or posts.
- ❖ The motivation of manager, though the seating of performance criteria sustainable rewards.
- ❖ The reaction of a climate which is conducive to individual growth and self-development.

2.3 typical reasons for employees training and development

Training and development can be initiated for variety of reason for an employees and group of employees performance improvement is needed part in over professional development program as part of succession paining to help employees

to be eligible for a planned change in role within the organization to be able to move the status of Important so far in a performance or prevent effort to lag or test the operation of new performance management system and to train specific topics of employees training.

2.4. The role training and development for employees

Although training seeks to help employees do their present job, the benefit of training may extend throughout a person's entire career and help development that person for future responsibilities. Development & activities on the other hand aim to help the individual handle future responsibilities with little concern for present job duties. The researcher summarizes some of the more common roles of training and development as follows:-

- . It is the corner stone for sound management for it gives opportunity /makes/ employee more effective and productive.
- . It has a role in improving profitability and or more positive attitude towards profit orientation.
- . It plays a main role in improving job knowledge and skills at all levels of the organization.
- . It also has a role in improving the morale of the work force etc.

To receive the role summarized above human resource specialists and managers must also consider the needs, objectives content and learning principles associated with training and development.

2.5 Training and development methods

Training and development is an investment in a person the employees invest money and the employees invest time. In the employees' study in the companies the returns that the company

gets on that instrument are high regardless of whether that training job specification or brochure in nature the appropriate training approach must be chosen. (Decenzo and Kobbins 1999)

The following are brief summary of training approach

1. On the job training: - is training a person to learn a job while working at it. It's the most common types of training at all levels in an organization. On the job training is usually under taken by the manager, other employees or both. The learning that place is centered around the job.

The trainees use the machine and tools; the learning takes place in surroundings where familiarity by working regular tasks. A manager or supervisor who trains an employee must be able to teach as well as show, the employee what to do. On the job training is the most commonly used form of training because it is practical and relevant to the employee is doing. However, trainers have no experience in delivering training and if it's haphazardly done training likely will not be effective (Aquino – 2005)

2. Simulation:- is training employees on special off this job equipment as in plain pilot training so, training costs & hazards can be decreased. It is also called visit training simulation is a training approach that use a training site up to be identical to the work site. In this setting trainee can learn under realistic condition but be a way from the pressures of the production schedule simulated training must be realistic to be effective the equipment should be the type the train actually will use so that transfer of learning can be made easily (Gary Dessler, 2006)

3. Cooperative training

There are two widely used cooperative training methods, i.e.

A. Internship: - is a form of on the job training that combines job training with class room instruction, colleges or university interns get real world exposure and chance to examine a possible employee closely.

B. Apprenticeships:- provides an employee with on the job experience under the guidance of on the job experience under the guidance of as killed certified workers (Gary Dessler 2006)

4. Class room (off the job) and conference training

Training seminars, course and presentation can be used in both job related and development training lectures and meetings usually consists of class room training were as company sales meeting are a common types of confidence training (Aquinas 2005)

5. Job rotation to gross train employees in variety of jobs. Some trains will have the trainee job to job. This helps to provide employees experience of a wide range of operation with an organization besides giving workers variety in their job (Aquinas 2005)

2.6 evaluation of training effectiveness

Evaluation of any training implemented in an organization effort must be cost effective. That the benefit must out weight the cost associated with providing are learning experience only by analyzing such not enough to merely assume that training an organization offer is effective. We must develop substantive data to determine with or out training effort is achieving its goals. If it is correcting the deficiencies in skill, knowledge or attitude that where assessed as needing attention (Deczo and Robbins 1999)

There are two type form evaluation:-

I subjective evaluation:-

Can be made by the trainer who will be can be made by the training who will be aware wither or not the training want well.

II objective evaluation

Performance i.e. (productivity, quality, customer relation) and my measures consider robust by the organization (Dessler, 2006)

2.7 criteria evaluation

There are 3 types of criteria for evaluating training. i.e.

A. External criteria:-

And related more to the ultimate purpose of the program

B. internal criteria

Are directly associated with employee learned the fact or guidelines covered in the program

C participant reaction:-how subjects fill about the benefits of a specific training or development experience is common only used as an internal criteria (Monappa and, 1993)

2.8 evaluation process level

- Behaviors: - what changes in job behaviors result from the programs too (systematic appraisal of on the job performance before and after the program).
- Reaction:- how will did the participant like the program of tool (questioners observation interview)
- Learning:- what principles fact and technique where learn is tool test examination, quiz, projects
- Endorsement level:- refers to what the executive trainees ting about the course though questionnaires
- Result level:- examine the desired on income of economies
- Result: - what where the tangible result of the program. Is should be measurable. As possible capable of achievement in the time allowed for training

2.9 types of training and development

As the research noted earlier the method to training and development next focus on the type of training that are commonly used in the day's organization.

A. Skill training

- This type of training focus on a particular skill need. Retaining subset of skill training it focus on giving employees the skill that need to keep place with changing requirements their job.

B. Creative training

- Companies are looking for a way to do more with less and remain competition in increasingly crowded markets

C. Cross functional training

- It is a training of employee to perform operation in areas other than their assigned operation in a need other than their assigned job.

D. Techniques training

- It concerned with technical feature of the job that the trainee must train means to provide knowledge for employees jobs related to technique

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Research design

The researcher used descriptive type of research design. Because this type research used to identify and obtain information on the particular characteristics of issue or problem as it exist. It is conducted for the purpose of identifying the role of training and development on employee performance in case of commercial bank of Ethiopia, chiro main branch.

3.2. Type and Source of data

The researcher used both primary and secondary data source to obtain the required information for the study. The primary source includes the employees who were currently working in commercial bank of Ethiopia in chiro branch and manager of this organization. Secondary sources were collected from book, publishing materials, internet and annual report from the commercial bank of Ethiopia.

3.2. Target population and Sampling

The target population of this study was employee of commercial bank of Ethiopia in Chiro branch. There are a total 35 so the researcher was used census method because the total number of population in commercial bank of Ethiopia in Chiro branch is very small.

3.3. Methods of data collection

The researcher was used interview and questionnaire for data gathering.

Interview: data were collected through personal interview that was structured interview. The interview was face to face interviews so that the researcher can get best answer about the research question. Primary data were collected through

structure closed ended questionnaire from employee and structured interview was conduct to manager.

3.4. Method of data analysis

The researcher was applied both qualitative and quantitative data analysis and representation the data that was collected through interview and questioners wereanalyzed and presented though qualitatively used describing each data systematically and the data that was collected though closed ended questionnaire were analyzed through quantitatively by using tables and percentage distribution.

CHAPTER FOUR

4. Data presentation, analysis and interpretation

This section of the paper represents the responds of two groups where subjected to study. i.e. (employee who taken a training program and highest level managers of the organization).

The response of the employee is about the impact of training programmer on their performance obtained through questionnaires. These questionnaires where containing both close ended questionnaires and open-ended question of 35 copies of questionnaires prepared for employee all of them where filled and returned.

In addition to this, interview was held with three different level. Leader of organization. I.e. general manager, human resource manager and operation department head.

Theresearcher collected all the questionnaires that previously distributed to the respondent and analyzed the collected data, as follows first, grouping has been made on similarity of respondents then, the response of the respondents in to percentage and the data analysis is supported by tabular representation and it is presented as follow and attached the questionnaires in the last page appendix ‘A’ and Appendix ‘B’

Table 4.1. Show personal information

	Description	No	%
Sex	Male	25	71.42
	Female	10	28.58
	Total	35	100
Age	18-30	27	77.14
	31-50	6	17.14
	51-80	2	5.714
	Total	35	100
Educational status	Diploma	12	34.28
	Degree	20	57.14
	Master	3	8.57
	PHD	-	-
	Total	35	100

Source: result, 2015

According the survey result 25(71.44) of employee are males and 10(28.58) are females. From this it can be conclude that majority of the employee are males. The age distribution of employee show that 27(77.14) ‘between’ 18-30, 6(17.14) between 31-50 and 2(5.14) are above than 51 years. The education status of Ethiopian commercial bank of chiro main branch show 12(34.28) employee are diploma, 20(57.14) employee are BA degree, and 3(8.57) are asters. This data shows that majority (57.14) of the employees are the holders diploma. Generally this imply even though the organization have a problem in equaldistribution of sex because of lack of female relative to male , it have good in human resource as a result of most of employee are in range productive age.

Table 4.2. Who is responsible to select the training program

No	Items	Responders	
		No	%
1.	Who is responsible to select the training program?	3	2.57
	A. General manager	30	85.7
	B. Human resource manager	2	45.71
	C. Supervisor	-	-
	D. Other specify		
	Total	35	100

Source: result 2015

From table 2. Shows, those responses given by trainees for the question by who selected for training program. 3(8.57) said by general manager, 30(85.71) side by human resource manager, 2(5.71) said by supervisor. Human resource manager. This shows that organization training selection process is activated by human resource manages. This imply strong side of the organization because the selection process by human resource manager is going to good, hence human resource manager have full information about employs and their respective performance.(Noe,2003) so as a result who show weak performance in the job easily selected by human resource manager for sake of improving weak performance.

Table 4.3. Accountability and responsibility of training selection process

No	Items	Responders	
		No	%
2.	Is the selection activity based on accountability and responsibility?		
	A. Strong agree	29	82
	B. Agree	4	12
	C. Neutral	2	6
	D. Disagree	-	
	E. Strong disagree	-	
	Total	35	100

Source: result 2015

Table 4.3 indicates that 29(82) of the respondent are strongly agree there is accountability and responsibility, 4(12) of respondent agree there is accountability and responsibility selection activity, 2(6) of respondent are neutral about the accountability and responsibility of selection activity. This shows that the organization selection activities pretty well, because most of respondents strongly agree for the reason accountability and responsibility clearly applied in selection process. Due to the employees feel a sense of equality and this leads reduction of conflict between employees, give respect to their job and increase their day to day performance.

Table 4.4. Understanding of the purpose of selection for training

No	Items	Responders	
		No	%
3.	Do you have any idea why you selected for training?		
	A. Yes	33	97.14
	B. No	2	2.85
	Total	35	100

Source: result 2015

Table 4.4 indicates that 34 (97.14) know the idea of selection for training program but the remaining 1(2.857) don't have any idea why they are selected for training program. According to the about survey result majority (97.14) of employee know these idea of selection for training program. This imply the institution done fantastically in creating awareness why it employees selected.It good when employee's well informed the reason why they selected.so these leads to improvement in the performance of the employees.

Table 4.5. Response of employee concerning table 4.7 the reason selection

No	Items	Responders	
		No	%
4.	If your answer “yes” for question No 3 the reason are?		
	A. To related with new technology	25	971.428
	B. To improve my skill at work place	5	17.142
	C. I am new comer for organization	4	11.421
	D. Other (specify)	-	-
	Total	35	100

Source: result 2015

Their answer is “yes” for table answer the question of table “5” the response of employees are 25(71.428) said to related with the new technology, 5(17.14) side to related with the improve my skill at work place and 4(11.42%) said because they are new comer for organization. This imply that the company is not working intensively to train the employees for improvement of their skill at work place.

Table 4.6. Is the response of employee about the training objective and their awareness

No	Items	Responders	
		No	%
5.	Have you enough knowledge about objective of training?	33	94.15
	A. Yes	2	5.85
	B. No		
	Total	35	100
6.	My objective in training programs/		
	A. Improve acquire skill & performance	33	94
	B. To create individual growth (self-development)	2	6
	C. To motivate my manager for suitable award		
	D. Other (specify)		
	Total	35	100

Source: result 2015

Table 6.1. Shows the response of trainee's objective and awareness. There respondents of employee about "have you enough knowledge about the objective

of training?" 33(94.14) of the respondents said yes 2(5.714%) of respondents said no.

It imply that the objective of training program is enough known by the trainees, it is good areas of the organization. Related to table 6.1. Is then reason of the objective of the training program? The major objective of the training program for the organization to skilled & good performance at work place to effective their activity. This imply that even if the company have an objective to develop skill of the employee but have a problem in attaining those objective as the researcher explained above.

Concerning of the objective of training program. 33(94.14%) said that to improve acquired skill of performance at work place, almost all respondents objective is to improve acquired skill and performance at work place.

Table 4.7. Represent the response of employee about the availability of training tool & equipment at training center enough

No	Items	Responders	
		No	%
7.	If the availability training tool & equipment enough?		
	A. Strongly agree		
	B. Agree	3	8.58
	C. Neutral	6	17.28
	D. Disagree	5	14.28
	E. Strong disagree	18	51.32
		3	8.58
	Total	35	100

Source: result 2015

Table 7. Is the response of trainees about the available equipment and material in the training institution? The training tools and equipment's is one of the basic things needed in the center for practical transfer of learning in the skill.

As obtained from the response of the trainees. Only 3(8.5) of them are strongly agree of the availability of training tools and equipment in the center and 6(17.28%) agree of the availability of training tools & equipment in the center and 18(51.432) disagree on the availability of enough training tools and equipment & 5(14.28%) of the respondents are neutral, 3(8.58%) strongly disagree. These data imply that training tools and equipment in the center is not adequate to accomplish the training processes effectively as the researcher eyes.

Table 4.8. Represent the response of employee about the availability of training & equipment at training center improve skill?

No	Items	Responders	
		No	%
8.	Is the availbity of material/ equipment) help to improve your skill?		
	A. Strongly agree	3	8.58
	B. Agree	4	11.28
	C. Neutral	5	14.28
	D. Disagree	17	51.32
	E. Strong disagree	6	8.58
	Total	35	100
9.	Instructional equipment in the training ins titration/ program?	10	28.571
	A. Modern	5	14.285
	B. Old	20	57.142

	C. Both are them D. Other (specify)	-	-
	Total	35	100

Source: result 2015

Based on this data question “8” response are the available material or equipment help to improve their skill, 3(8.571) of respondents are strong agree for the available material help to improve their ability. 4(11.28%) agree for the available materials help to improve their ability, 5(14.285%) neutral for the available material help to improve their ability, 17(48.57%) not agreed that the available material as not assist to improve their skill.

Majority employee or trainees agreed that the available material is not enough to improve their skill, ability and so on. These imply that the material provide by the bank potentially is not enough to enhance the employees skill.

Concerning the status instructional equipment in the training institution 10(28.751%) of the respondents said that the equipment are modern, 5(14.142%) believe that they are old. 20 (57.142/) believe both old and modern material are available. This imply above half of the respondent agreed that the material available in modern and old form this the researcher absorb there is lack of modern equipment in the training institution.

Table 4.9 Represent the response of employee about the time convenience

No	Items	Responders	
		No	%
10.	Are the time table convenience for you?		
	A. Yes	10	28.74%
	B. No	25	71.36%
11.	The duration of training given to you enough in improve your performance?		
	A. Strongly agree	4	11.428
	B. Agree	5	14.285
	C. Neutral	6	17.142
	D. Disagree	8	22.857
	E. Strong disagree	12	34.285
	Total	35	100

Source: result 2015

Regarding to the convenience of the time table 25(71.42%) of the respondent are said not comfortable for us and 10(28.57%) of the respondent are comfortable with prevailing time table, from these the researcher understand that the bank give the training without considering the convenience of the employee.

As the researcher saw from the quotation “11” statement is provided to assess the opinion of trainees on the adequacy of allocated time for the program. According to the amount to time in relation to training goal attainment in regarded as insufficient by 20(57.142%) of the respondent.

Where a 9(25.71%) accept it and the remaining 6(17.142) of the respondents neutral for the giving time to improve their performance enough. These show that the time that given to training by the bank is not sufficient.

Table 4.10. The response of employee regarding the training method used by the institution for trainees

No	Items	Responders	
		No	%
12.	What trainings method is used when you take the training	5	14.285
	A. Off the job training	15	42.85
	B. On the job training	15	42.85
	C. Both off & on job training	-	-
	D. Other specify		
	Total	35	100
13.	What is the proportion of theoretical and practical training given in the institution		
	A. Theory and practice given equally	7	20
	B. Wore emphasis give for theory	20	57.14
	C. More emphasis given to practice	8	22.96
	D. Other specify	-	-
	Total	35	100
14.	What type of training the bank give you?		
	A. Skill training	20	57.57
	B. Create training	0	0
	C. Cross sectional training	5	14.28
	D. Technology training	10	28.57
	Total	35	100

Source: result 2015

Question “12” shown that the training method used to train the employees. 5(14.285) of employees takes off the training, 15(42.85) of takes on the job training and the remaining 15(42.85) of the employees both (off & on the job training) .this imply strong side of the bank because it emphasis on the job training.

Question “13” tell us the proportion of theory and practical training given in the training center. Accordingly, the majority of the respondents 20(57.14) believed that more emphasis is given for theory, 8(22.85%) believed that more emphasis is given for practice and 7(20%) respondents said that both are given equally. This imply that the bank more emphasis on theoretical aspect these is a great problem that exitin the organization.

Question “14” this question concerned with what type of training the bank given to the employees. 10(28.57%) respondents said skill training, 10(28.57%) respondents said Create training, 5(14.28%) of respondent said cross functional training and the remaining 10(28.57%) said technical training.

Table 4.11. The response of employee their view of the training performance

No	Items	Responders	
		No	%
15.	Do you believed that training program changed you?		
	A. Highly changed	8	22.85
	B. Moderatelychanged	20	57.71
	C. No changed at all	7	20
	Total	35	100
16.	If your answer is change for the above question what type	18	51.42

	A. Skill change	-	-
	B. Behavior change	4	11.42
	C. Performance change	13	37.14
	D. All change		
	Total	35	100
17.	Do you think that the content of training enables you to get designed skill		
	A. Strongly agree	10	28.85
	B. Agree	4	11.428
	C. Neutral	10	28.85
	D. Disagree	8	22.85
		3	8.57
	Total	35	100

Source: result 2015

Table 4.10. We can see from the above table that response given by employee for the question 8(22.85%) respondents said highly changed. 20(57.71%) of respondents side moderately changed and also the remaining 7(20%) said change at all. The researcher understand that there is a problem in the training program which given by the bank because of that the employees are not changed highly.

Concerning the change comes from training question “16” requesting the types of change they question.

18(51.42%) of the respondent said that skill change, 4(11.42%) of respondents said performance change and 13(37.14) of respondents said then change in all direction means skill change, behavioral change, performance and other.

According to question “17” do you think that the content of training enables you to get the desired skill? 10(28.85) of population strong agree that concept of training

get the desired skill and 4(11.428%) of respondent agreed that the content of training gives the desired skill and 10(28.85%) of the population neutral considering to the content of training give the desired skill and the remaining 11(31.27%) of respondent do agree that the continent of the training is not give the desired skill.

Table 4.12. The response of employee about the evaluation and follow up activities of after training program and how it is important for.

No	Items	Responders	
		No	%
18.	How you pet the role of training and development for your performance.		
	A. Highly import	10	28.57
	B. Made rate important	20	57.14
	C. It is not important	5	14.28
	Total	35	100
19.	Do you evaluated your performance after the training over?	10	28.57
	A. Yes	25	71.42
	B. No		
	Total	35	100
20.	Evaluation and follow up by the training institution after trainees completed the program.		
	A. Frequent evaluation & follow up	-	-

	B. Infrequent follow up	9	25.71
	C. No contact	26	74.28
	Total	35	100
20.	Do you think that you performance is change when evaluate your effectiveness?		
	A. Strongly agree	4	11.42
	B. Agree	4	11.42
	C. Neutral	16	45.71
	D. Disagree	8	22.85
		3	8.57
	Total	35	100

Source: result 2015

If training to be effective as possible some attempt of evaluation should be made it's desirable to known firstly. Whether the techniques employed are the most effective and secondly, to see whether there is change in performance at work place or it not to improve selection procedure or redesigning training methods.

When we observe from the table “11” question “18” understand that most often population response as the training is moderate important for themselves and 10(28.57) is said highly important and the remaining 5(14.28) of population said is not important.

The researcher see from question No “19” majority of respondents 25(74.28%) believed that there is no evaluation and follow up by the center (training is situation) often training is completed of the program but remaining 10(25.71%) said that there is evaluation and follow up after the training is covered.

From question “20” evaluation and follow up by the center (training institution) after training is completed the program? Almost all respondent 26(74.28%) agreed

that there is no contact at all with training institution after the training is lasted ad 9(25.71) believed that there is evaluation and follow up but it is not frequented (in frequented).

Question 21 said “do you think that your performance is changing when evaluation your effectiveness?”

9(27) of the population are agreed and 12(32) of respondents and disagree.

4.12. Analysis of interview

Interview was held with three different level leader of the organization for general manager, human resource and others read. Each of them is asked four (4) questionnaires. The response is analyzed as follows:

Question 1

Would you please describe how you selected the trainees for training?

These of respondents said employees selected for training by looking different criteria. The first, one is we see employee who have problem in work place or who are not perform his job in a good manner by observation, test, performance appraise report and other techniques, use to selected who have less grade and then put him/her to training center.

Second, one if from different department corporation area select the person who perform his/her job in a good manner or who have awareness about his job them selected and send to training cater, when his finished and return to the job learn to other employee who are related to their filled of training.

Question 2

Would you please tell me what types of training method used for training? And which are is suitable?

One is what the respondent said in origination both of training method is used to give training. i.e off the job and on the job the training. But mainly focused on off the job (theoretical) training and some circumstance on the job is preferable. For suitability two of them are suitable but when compare off the job is more suitable than on the job consider.

For example:- for manager, accountant off the job is suitable, but for other employee like line man, operator, technical and other are on the job training is suitable.

Question 3

Would you please tell me what types of training method used for training? And which are is suitable?

Would you like to describe what the main objective of the training program is Both of the respondent said that the main objective of training program to improve the employee performance at work place, the other one is to conduct (related) with new techno which is assist (help) in working area, the other objective is to trained the new comer of the organization which is fresh man workers which is selected from the university on from different area before they started working they take the training program which is important (assist) to job the work.

The other one is to motivate the worker for effective doing which means it some body trained and return back to the work, in our opinion they champed in different director like skill, behavior and others

Question 4

Would you please tell me what types of training method used for training? And which are is suitable?

There of them said that effectiveness is not evaluated continuously but in some ways, we try to evaluation. Their performance change. A trainee finished the training program and return to work them they evaluate by their ahead or manager in different way, if may be: - by observation giving immediate test. By asked unexpected interview about generally.

The training program this help to evaluate how the participant is caged by training payment to see their quality of work, customer handling technique, responsiveness other. If they have a good ability.

CHAPTER FIVE

5. Summaries, conclusions and recommendations

In the previous chapter as researcher have seen the data analysis and discussion in detail and in this chapter the researcher where present his Owen summary conclusion and recommendation.

This summary, conclusion and recommendation made based on the data analysis and finding of the previous chapter.

5.1. Summaries

In this research the researcher try to summarize in detail the major finding or facts of chapter three in the following way.

- Regarding to the trainees employee response 85.57% of respondent argued that they selected by human resource manager of the organization and related most of them 82.85% respondent are agreed that the selector activity made based on acceptability & transparent.
- Around 97.14% of respondent are know why they selected for training & according to the idea of selector, their reason around 71.42% are related with new technology.
- Majority of the respondent 94.28% have enough knowledge about the objective of the training program and their main objective of the trains (44.14%) of respondents are to improve acquired skill and performance at work places.
- Regarding to the available training tools and equipment 51.427% are disagree that the trading rooms and equipment are enough available, related to this 48.57% are disagree that the available material and equipment are hot help to

improve their skill and also the institutional equipment in training institution 57.14% are said both mender and old type of training equipment.

- Most respond (71.42%) agreed that the time table are not convenient for trainees and related to the duration 58% they are disagreed that the training time was not enough to improve their performance.
- Training method is available in training institution 42.85% are taken on the job training and 42.85% of the respondent are taken both off the job & on the job training. Considering the proportion of theoretical and practical training. 57.14% of respondents agreed that more emphasis are given to the theoretical aspect, most respondent response 57.57% skill training are they are taken.
- Around 82% of respondent are believed that the training program are changed them 45.1% of trainees are believed there is a skill change, related to this 41 of trainees are believed that they agree that the content of training enables them to get the desired skill.
- Regarding to the evaluation of performance after training is over (71.421) are a greed there is no evaluation of performance after the training over and also (74.28%) of respondent said there is no any contact with institution for evolution & follow up program related this (30.71%) and disagree that their performance change enough to improve their performance just like they weeded.

5.2. Conclusion

1. To know easily the weakness and strength of the employee there is need to a manager who is there to the employee, as show in the study the majority of the respondents selected by human resource manage & the selection activities are based on accountability and responsibility. Based on this the researcher conclude that the training program give equal opportunities for employee without any bias. This likely give for employees psychology satisfaction so it leads to improvement in there performance.
2. The great majority of the respondent has a positive attitude towards the training program idea of can conclude form this that training have motivated too related with the new technology.
3. In order to achieve the goals (objective) of the institute (training center) the training of skilled man power who can successfully carry out the operation of the organization activities. Vast majority of the population have a clear objective in the training and said to improve skill & per active in the training and said to improve skill & performance at work place form this can conclude that the training program play a major role in improving employee performance.
4. According to the statistics obtained from the study, about $\frac{3}{4}$ of the population say that there is no enough training tool & equipment in the center.

The majority of respondents argued that the training give to then the derived skill this indicated that or the researcher can conclude that employee change their ability doe to training.

As regard to evaluation and follow up by the institute it seems that there is no contact between the instituted and the employees at work, unless the employees come back to institute for some sort of refresher course. The training center does

not make a study how the employee study apply the skills that they had required and the majority argued that performance are not changed in evaluation of their effectiveness.

5.3. Recommendation

❖ From the study major finding and conclusion the following possible solution are offered in the hope that they would help provide solution to some of observed problem of the institute for effect man power care full selection eradicates in training program is an important step for successful achievement of goals. Among criteria for selection of trainees, to reproduce the future effective employee, when they selected should look in to different direction like their performance at work place, their problem /weakness and give the training based on their performance result.

❖ Employee need to know why they selected for training program majority of respondents may have an idea but not all so. CBE give enough information for their employee by using different method like orientation or indirect conduct to their nearest manger. To motivate the employee for training program, trainees first should have enough objective knowledge for training program. To know the objective of the employee the organization can take different measurement like, using formal and informal.

❖ If they have not any objective take some creating awareness method, in order to develop the necessary skill in the operation of technical requirement, a training program constitute both theory and practice is believed to be in dispensable. In situation where graduate are expected to operate various technical equipment, the practice aspects of the training need to be given greater employees.

- ❖ This implies that the trainees not practicing the material learn for practical trainer to the training in to skill and it indicate the desired skilled is not achieved. In addition the equipment available both the old and modern types.
- ❖ As regards to the training time schedule, majority of the respondent said the time she duce are convenient but also the majority of the trainees complain the total amount of time given to complete the training program. Form this one conclude that external time and budge should be taken in to account so as to maximize the quality of the training or to improve the trainee's performance.
- ❖ As it can be seen form the study the majority respondents argued that training is given both on the job & off the job training methods.
- ❖ In a skill training where adequate practical training in absolutely essential it is observed. That the trainees are exposed to more theoretical studies that training are not provided with the necessary equipment that are similar to the actual facilities used on the work site. The greater majority of respondents have a positive attitude toward, changes through training. From this I can conclude that the majority change skill is due to training program.
- ❖ Therefore CBE man power training institute must design an additional programmer for more practical training on the work site before return to work. To conduct the therefore aspect with practical training an there is need of available training tools and equipment energy an must the tool related to improve the performance, skill at employees of CBE in chiro main branch there stronger of available training tool equipment enough to improve the skill of employee, the desired and the institute material is

both the old and new one but the institute should change the old material of new, because of to conduct with new technology available. The available material must enough of this equipment should help to improve their skill.

- ❖ The organization should took the duration of training program to be effective the training program. There is need of full fires the required them, the duration of training program should be educate for effective coverage of material though and for the trainees to internalize of understand the theory & to get time for practice the training should plan to increase the duration of training program.
- ❖ Training skill man power is a continuous process it's not one end stop once the worker is assigned in the world of work. This contact with the training institute should follow up must be arranged by the center in collaboration with the other department so as to help the employees update the skills and improve the training program through feed.

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Appendix A

JIMMA UNIVERISTY

COLLEGE OF BUSINES AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear respondent the objective of this study is for fulfillment of BA degree and also to assess the impact of training and development on employee performance and to find out problems countered the training program and to forward possible suggestion for important

I would like to tanks in advance for your voluntary response mark on your choose.

I. Personal information

Sex A. Male B. Fen

Age A. 18-30 B. 31-50 C. 51-80 D. PHD

II. The following questionnaire prepared for permanent and contract employees.

1. By who selected for training program?

A. General manger B. Supervisor

C. Human Resource manager other (specify)

2. It is selection activities base on accountability and responsibility?

A. Strongly agree agree Natural

D. Disagree strongly disagree

3. Do you have idea why you selected for training?

A. yes B. No

4.If you answer is yes for question No 3 the reason are

A. To related no technology B. to improve my skill ability

B. I'm new camera for organization C. Other (Specify)

5. Have you enough knowledge about objective of training?

A. Yes B. No

6. Objective of training program is/are

A. Improve acquire skill and improve my performance at work price

B. To create individual growth (Self-development)

C. To motivate my marriage to suitable result

D. Other Specify _____

7. is the training tools and equipment available employee?

A. Strongly Agree B. Agree C. Disagree

D. Natural E. Strongly Disagree

8. is the availability of material /equipment/ help to improve your skill?

A. Strongly agree B. Agree C. Neutral

D. Disagree E. Strongly disagree

9. Instructional equipment in the training program.

A. modern B. old C. Others are there

10. is the time table convenient for you?

A. Yes B. NO

11. The duration of training given to you enough in improve your performance.

A. Strongly agree B. Agree C. Neutral

D. Disagree E. Strongly disagree

12. What training method is used by your organization?

A. Of the job training B. On the job training

c. Both on the job of the job D. Other specify

13. What type of training the bank gives you?

A. Skill training B. Crenate training

C. Cross fractional training D chnology training

14. What is the proportion of theoretical and practical training given id the institute (training Center)

A. Theory and prectreare given equality

B. More emphasize given for theory

C. More emphasis given for practice

D. Other (Specify)

15. Do you believe that training program changes your performance?

A. Highly change B. Moderately changed

c. Not change

16. It your answer is to question 15 is changes for the above question what type of change?

A. Skill change B. Behavioral change

C. performance change D. Bothe direction change

17. Do you think that the content of training enables you to pet the desired skills?

A. Strongly agree B. Agree C. Neutral

d. Disagree E. Strongly disagree

18. How you get the role of training and development for your performance

A. Highly important B. Moderate important

C. it is not important for my performance

19. Do you evaluate your performance after the training is over?

A. Yes B. No

20. Evaluation and follow up by the training institution often training completed the training program?

A. Frequent evaluate and following up

B. In frequent follow up

C. No contact

21. Do you think that your performance change when evaluate your effectiveness.

A. Strongly Agree B. Agree C. Neutral

D. dis agree E. Strongly disagree

Appendix B

Interview question for managers

1. Would you please describe how you selected the trainees for training
2. Would you please tell me what type training method that used for training and which one is suitable
3. Would you like to describe what is the main purpose or objective of the training program.
4. Would you like to describe the role of training and development on employee performance
5. Would you please tell me how the training effectiveness is evaluated?
6. Would you like to describe the type training that the bank gives to the employees

Declaration

I under signed declare that this student research is my original work and has not been presented for a degree in any other University, and all the materials used for this study have been duly acknowledged.

Name of student

Signature

This student research paper has been submitted for examination with my approval as University advisor.

Name of advisor

Signature

Date _____

Date _____