St.Mary's University College

Business Faculty

Department of Management

Employees Training Practices and Problem the case on of City Government Addis Ababa Fire and Emergency

Prepard by G/Tnsay Mekonen Hagos

EAD/D4MN88973/02

mar,2005

Acknowledgments

CHAPTER ONE

INTRODUCTION

1. Background of the Study

The world of competition the ability of an organization to scan its environment is a pillar for its survival. The more it can scan its environment, the more it exploits the existing opportunity and minimizes threats. This objective is attained if the organization can give more importance to capitalizing its attained if the organization can give more importance to capitalizing its internal strengths and reducing internal weakness. To know strengths and weakness one of the essential jobs that must be accomplished is to assess the training needs for employees.

It is believed that the quality of goods and services provided by an organization is the reflection of worker's quality. To this end, giving emphasis to the employees of an organization to improve their skill and knowledge is a crucial means to achieve the objective of an organization. The best way that personnel management uses to improve workers skills or knowledge is using effective training program.

People are the greatest asset to an organization that really makes the difference. So, the development of people and the creation of organization condition for full utilization of their developed talents should be given highest priority and concern by the management of an organization. Nothing can be done without involvement of human resource. In order to utilize this resource effectively and efficiently, the necessary training practice should be fulfilled, so that both the organization and the individual will benefit out of it.

Training is a planned process to modify attitude, enhance knowledge or skill and behavior through learning principles to achieve effective

performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of individual and to satisfy the current and future manpower needs of the organization.

Here are several organizations that have their own training center to help them achieve their objectives.

Training is most likely to be effective when three conditions apply. These are that training is seen as important for future, that there is a need for training to meet individual job and development goals, and that there is a likelihood of recognition or reward by the organization. For training to be truly effective it must receive a positive reception at the workplace and trainees must feel that the training has been worthwhile and can be incorporated in to future plans and actions. From this point of view, the study will try to find out or investigate some of the problems and possible solutions that are needed for better training practices in city government of Addis Ababa fire and emergency service.

1.2. **Background of the Organization**

The city government of Addis Ababa fire and emergency service was established in 1934. The total number of staff was 100 with very few college graduates and no fire and emergency professionals. The principal objective is to save life and properties of the residents of Addis Ababa from fire accidents. The departments only equipment to combat fire was manpower and horse drawn steam pumps. In 1954 the city government began to see the importance of a trained and equipped fire department. It was imperative that a city's fire department be prepared to deal with any fire emergency. In the past 74 years, fire department objectives and new legislation on outweighed corporation's needs. Fire safety, training and prevention have now become an integral part of today's business operations. The total number of staff reached 408 at the end of 2008 with having more university graduates and fire and emergency professionals. The organization believes that the most important factors bearing on effective rescue in survivable fire accident are the

training received, the effectiveness of the equipment, and the speed with which personnel and equipment designated for rescue and fire fighting purpose can be put to use.

The rescue and fire fighting personnel are properly trained to perform their duties in an acceptable manner through initial and recurrent trainings.

The city government of Addis Ababa fire and emergency service has the following vision, objective and values:

Vision

To see the Addis Ababa Fire Brigade Service Office becomes a body competent enough to protect the life and properties of the residents of Addis Ababa form accidents with the creation of strong safety insurance feeling within the residents.

Objectives

1. To reduce the vulnerability rate in the city of adds Ababa gradually.
2. To minimize the damage on life and property through integrated disaster prevention work.
3. To develop a system that enables the execution of immediate response to emergency calls.

Values

1. To save life and property from accident with honesty and efficiently
2. To develop transparent and accountable system.
3. To reach to accident sites rapidly.
4. To be always stand by for the control of accidents.
5. To put accident under control boldly.

1.3. Statement of the Problem

Addis Ababa is a seat for Africa union and other international organizations. But the city does not have sufficient fire emergency service. For this reason, the city administration allocates highest budget for the development of fire and emergency service. Though the administration allocates highest budget, there is no many trained human power as expected. So, the budget couldn't be utilized properly. To alleviate this problem the government has established a capacity building office at ministerial level. This enables to give intensive training for service workers.

Despite the fact that the government establishes capacity building to train the workers, the Addis Ababa Fire Emergency Service did not give due recognition for training. The main problem in training program is defective system in managing the training scheme. All to the information given from the training department trainer's lack of ability, inadequate number of trainers and no having facilities for long- term training programs are some of the problems.

Therefore, this study tried to investigate issues directly related to the application of effective training program in the city government of Addis Ababa fire and emergency service.

1.4. Research Questions

The aim of the research question is to provide answers to the questions raised in relation to raining and development. These questions can be summarized as:

- o What types of training are given at city government of Addis Ababa fire and emergency service?
- o What is the main problem to offer training?
- o How is the employee's development process in the organization?
- o What are employees attitude forwards training?

1.5. Objective of the Study

The general objective of this research is to investigate employee training practices and problems at city government of Addis Ababa Fire and Emergency Service. The specific objective of this research includes:

1. To identify and analyze the training practice.
2. To assess the main problem in offering training.
3. To know strength and weakness of training in the organization
4. To provided recommendation on how to apply training.

1.6. Significance of the Study

Undertaking a researcher on the practice of effective employee training at city government of Addis Ababa Fire and Emergency service will have the following importance.

- It helps the manager to give more emphasis about the training practice in the organization.
- It is important for trainers to revise their methodology and to find out factors that affects the training program.
- It gives the employees the opportunity to share their idea about the training program.
- It can serve as a footstep and additional references to the other researchers who are interested to conduct such and the like studies.

1.7. Delimitation of the Study

Now a day the city government of Addis Ababa fire and emergency service has one head office and seven sub branches that are operating in over the city. The area of the study is delimited to the head office only. The student researcher tries to see the impact of training and to review the problems and to prospect on the employees of rescue and fire

protection personnel, and who work in the head office in the year 2009 because of time and budget constraints.

1.8. Research Design and Methodology

1.8.1. Research Design

This study used descriptive research in order to get background knowledge and better understanding of the organization problem.

1.8.2. Sources of Data

In order to get adequate information the study used both primary and secondary source of data.

1.8.3. Data Collection Method

The data collection method was questionnaire and interview. Questionnaires are designed for the employee of the organization and interview questions designed for the management level of the organization.

1.8.4. Sampling Design

The population of the study was managers and employees of the organization. In the head office there are about 76 employees. Out of this 7 are management groups and the rest 69 are employees. All of them are taken as a sample to carry out the study.

1.8.5. Data Analysis Methods

After the relevant data was collected through questionnaire and interview, the collected data are presented and analyzed by using tables and percentage.

1.9. Limitation of the Study

As several researches are exposed to some constraints, this study also has some constraints like, budget and other resources. In addition, carelessness of people's to fill the questionnaire and lack of domestic research work on this area.

1.10. Organization of the Study

The research paper is divided in to four chapters. The first chapter is an introduction that covers the background of the study, background of the organization, statement of the problem, objective, significance, scope and organization of the study. The second chapter deals with the review of related literatures. The third chapter is about the data presentation, analysis and interpretation. The fourth chapter presents summery of findings conclusion and recommendation part of the study.

CHAPTER TWO

REVIEW OF REALTED LITERATURE

2.1. Training

The terms training and development are used synonymously, but they have different meanings. Training is a systematic process of changing the behavior knowledge and /or motivation of present employees to improve the match between employees characteristics and employment requirements where as "management development" is an act by which managers and executer acquire skill. Knowledge and competence not only in their present job but also for future managerial tasks. To put is differently training is an activity to the operational level workers where as management development is used to update the skill and competence of the top level managers to be computable with the system.(Milkovich and boudkeav,2006:535)

2.2. Definitions

Many scholars and writers have tried to define the term training in different ways but the concept behind the definitions are similar some of the definitions of training by different scholars and wither are listed below:

1. Training is a program designed to help an employee increase his/her knowledge and skill for doing a particular job so that he/she can meet certain organizational behavior preferred. By the employer. (Margaret,1989:91)
2. Training involves learning specific, detailed and routine skills and techniques. (Muggin son 1980:205)
3. Training is a systematic process of altering the behavior, knowledge and /or motivation of employees in a direction to increase organizational goal achievement. (Glueck, 1989:410)
4. Training is the systematic process of altering the behavior of employees in direction to increase organizational goal.(Ivancerich,1989:530)

5. Training is a short-term process utilizing a systematic and organized procedure by which in managerial personnel learns technical knowledge and skill for definite purpose(Chandan 1995:178)

2.3. The Aim of Training

The aim of training is to help the organization in order to achieve its objectives by adding value to its key resources. It means investing in people to enable them to perform better and improve them and to empower them to make the best use of their natural talent. Training has the following particular objectives:

- To develop the competencies of employees and improve their performance.
- To help people to grow within an organization, as for as possible and in order to meet the future needs for human resource within the organization.
- To reduce the learning time for employees starting in new tabs and appointment, transfer or promotion, and to insures that they become fully competent quickly and economically as possible.(collate, 1997:126)

2.4. The Benefit of Training

Training benefits both the employee and the organization. Armstrong, 1991:415 notes that, effective training can:

- Minimize learning costs
- Improve individual, team and corporate performance in terms of output, quality, speed and overall productivity.
- Improve operational flexibility by extending the range of skills possessed by employees.
- Attract high quality staff by developing their competence and enhancing their skills, thus enabling them to obtain more tab satisfaction, to gain higher rewards and to progress within the organization.

- Increase the commitment of staff by encouraging them to identify with the mission and objectives of the organization.
- Help to development a positive culture in the organization.
- Provided higher level of service to customers

2.5. Identifying Trading Needs

Identifying training needs is a process that involves establishing areas where individuals (employees) lack skill, knowledge, and ability in effectively performing the job and also identifying organizational constraints that are creating read blocks in the performance. Training needs identification consists three components. (Mirza, 2003:240)

Organizational analysis: - involves a comprehensive analysis of organizational structure, objectives, culture, process of decision making, future objectives, and so on. The analysis would help identify deficiencies and mechanisms that would be needed to make adjustments in those deficiencies. This analysis begins with an understanding of short term and long term goals of the organizations, as a whole and for each department specifically. This would help to identify what capacities are needed to fulfill these goals. Generally requirements have to be considered.

- Do we have adequate number of people to fulfill organizational objectives?
- Do these people possess required skills and knowledge?
- Is the organizational environment conductive to facilitate activities that would help achieve its goals?

Task analysis: - involves a detailed analysis of various components of jobs, and how they are performed. Analysis of talks would indicate have adequate skill in performing these tasks. For almost all jobs there are some standards, though in some cases these standards may be more concrete that others. The blue color jobs all more clearly defined.

Some, however, may not be true for while collar jobs or jobs at higher level in the hierarchy.

Man analysis: - the focus is on individual (employee), his skills, abilities, knowledge, and attitude. Of the three, this is a more complex component because of difficulties in assessing human contribution. If a person's work is acceptable, training may not be needed. If the employees performance is below standard further investigation will be needed to identify the specific knowledge and skill required for satisfactory job performance.

2.5.1. Establishing Training Objectives

Needs result in training objectives; these objectives should state the desired behavior and the conditions under which it is to occur.

Objectives also service as the standard against which individual performance and training program can be measured. (Wether: 312)

Clear and concise objectives must be formulated for human resources training and development. Without them, design meaningful human resource training program wouldn't be possible. (Mondy: 281)

The most effective training programs have objective that are attainable. These programs must be in harmony with other organizational objectives are:

To help the organization grows

One of the objectives of personnel managers is to see that the resources available to their organizations are used efficiently and effectively. Therefore, these managers should be concerned importing the performances of their employees.

To adapt to technological developments

Human resources development is needed to adjust to rapid technological changes. Now only must new employees be trained, but ones must be retained and upgraded.

To fulfill social responsibility

If there is a change in public policy towards providing employment and promotional opportunity for everyone and considerable emphasis is given to training and developing minority groups, this policy has lead to many successful attempts to upgrade the ability and achievement of these groups.

To provide greater job satisfaction

Development lead to greater job satisfaction, for employees gain a greater sense of worth, dignity, and well being as they become more valuable to their employees. They also receive grater income from increased productivity. These two factors will provide a sense of satisfaction in the achievement of personal and social goals. (Megginson, 1981:206)

2.5.2 Training Method

A variety of training methods are available and used by training agencies and organizations. The choice of method or a mix of methods is a function of a number of considerations by the organization. For the purpose of these study we will discuss the following methods.

2.5.2.1. On the Job Training

On the job raining refers to learning-to-learning while actually performing a particular work on job. This type of training is probably the most widely used method of training. This program is apparently simple and relatively less costly, but if it is not handled properly, the costs can be high in damaging machinery, poorly treating customers etc. (Ramasamy 1999:225)

2.5.2.2. Off the Job Training

In this type of training system, a trainee is removed from this normal working place and spends his full time for training purpose in some other places. Normally this type of training is provided outside the organization and rarely within the organization but not in the working place. (Ibid, 1999:227)

2.5.2.3. Apprentice Training

Apprentice training is a combination of the job training and off the job training. If commits to a period of training and involves both classroom learning and practice on the experience. Therefore, it requires the operation of the employer and trainers at the work place and in school respectively. (invancenich1989:422)

2.5.2.4. Vestibule Training Approach

In vestibule training approach the trainee learns the job within the environment that stimulates the real working environment as closely as possible. This form of vestibule training as now called" clinic learning". This indicates the point that the working environment itself facilitates a ground for learning. Therefore, the trainee becomes stimulated by the environmental condition. (Ibid, 1989:428)

2.5.3. Training Media

Organizations have utilized various media to enhance their training programs. As used in this contest, Media are special methods of communicating ideas and concepts in training and development. These media include: video tapes, films, closed circuit televisions, over head ad opaque projectors, flipcharts and chalk boards.

Audiovisual are valuable supplements to training methods. For example, a lecture might be greatly enhanced by use on an overhead projector or a short film. This media can assist in gaining and maintaining trainee interests attention. Various applications of

audiovisual media are not mutually exclusive. The use of more than one type of audio visual aid (multimedia) may be appropriate for many training sessions. (Mondly, 1990:294).

2.5.4. Implementing Training Programs

Types of standard training programmes:

1. **Induction Training:** - where in a new recruit is introduced to the organization, condition of services, rules of behavior, etc. in addition, it is also given to familiarize a new entrant with the job.

2. **Supervisory Training:** - supervisors are trained for technical skills, leadership qualities, for handling machines and men.

3. **Technical Training:-** this type of training programs helps in inducing new entrants to the operational requirements of the unit and in improving the skills of existing employees for promotion, etc.

4. **Management Development:-** this type of training is for managers. This training programmes emphasis attitude and values, conceptual knowledge, analytical abilities and decision making skills. The purpose is to equip managerial personnel for management roles.

2.5.5. Evaluation or Training Programs

To evaluate training, you must systematically document the outcomes of the training in terms of how trainees actively behave on the job and in terms of the relevance of that behavior to the objectives of the organization. To assess the utility or value of training, evaluation of the utility or training deals broadly with four questions.

1. Whether a given training programme has actually brought about the desired modification in behavior or not?

2. Whether training has a demonstrable effect on the performance of the task or achievement of organizational goals?

3. Whether the present method of training is the most superior one to achieve the desired result?

4. Whether the cost of training commensurate with achievement in the performance of the job?

In evaluating training program, it is possible to measure changed in terms of four levels:

- **Reaction: -** How do the participants feel about the training program?
- **Learning: -** to what extent have the trainees learned what was taught?
- **Behavior: -** What on –the-job changes in behavior have occurred because of attendance of the training program?
- **Result: -** To what extent has training produced cost related behavioral out comes(e.g. Productivity or quality improvements, reductions in turn over or accidents)?

Since measures of reaction and learning are concerned with outcomes of the training program per sec, they are referred to as internal criteria. Measures of behavior and results indicate the impact of training on the job environment they are referred to as external criteria.

CHAPTER THREE

DATA PRESENTAION, ANALYSIS AND INTERPREATION

This chapter is concerned with the presentation, analysis and interpretation of data gathered through questionnaire and interview.

The total number of 69 questionnaires were distributed to employees from the total population of 76 employees i.e. 91% of the total, out of which 41 of them have completed and returned.

Table3.1 Personal Background of Respondents

N<u>o</u>	Item	Respondents	
		No	%
	Sex		
	Male	40	97.56
	Female	1	2.43
	Total	**41**	**100**
2	**Age**		
	<25	11	26.83
	26-35	21	51.22
	36-45	7	17.07
	>45	2	4.88
	Total	**41**	**100**
3	**Years of service**		
	Below 3 years	30	73.17
	3-6 years	2	4.88
	6-9 years	2	4.88
	Above 9 years	7	17.07
	Total	**41**	**100**
4	**Job Category**		
	Junior fireman	2	4.88
	Fireman	29	70.73
	Rescue fireman	-	-
	Shift supervisor	6	14.63
	Other	4	9.76
	Total	**41**	**100%**
5	**Educational level**		
	Below 12 grade	8	19.51
	Certificate	18	43.90
	Diploma	14	34.15
	Degree and above	1	2.43
	Total	**41**	**100**

The sample population comprises 40(97.56%) of males and 1(2.43%) of female. Out of these 11(26.83%) of the respondents are below 25 years old, 21(51.22%) are between the ages of 26-35, 7(17.07%) of respondents are between the age group of 36-45, while 2(4.88%) of them are found to be above 45 years old. Thus, it can be said that majority of respondents are from the age group of 26-35. On the other hand, it can be observed from the above table that 30(73.17%) of respondents has work experience of below 3 years. A group of respondents who have work experience of 3-6 years and 6-9 years are 4(4.88%) and yet 7(17.07%) of the respondents are found to have experience of 9 years and above. Those with work experience of below 3 years consists 30(73.17%) of the total sample. This implies that most respondents have served the city governments of Addis Ababa fire and emergency service for less than 3 years.

Concerning educational level of employees, 8(19.5%) of the respondents are below 12 grade, 18(43.90%) of the respondents are certificate holders, 14(34.15%) of them are diploma holders and the remaining 1(2.43%) is degree holder and above. It implies that the organization depends on certificate holders so as to undertake the main activities of its work.

Regarding the current work position of respondents, 2(4.88%) of the respondents are junior fireman, 29(70.73%) are fireman, 6(14.63%) are shift supervisor and 4(9.76%) are others. As could be seen from the table, majority of the respondents are fireman.

Table3.2: Frequency of participation in training program

Training Program	Number of Respondents	Percentage of Respondents
1-2 times	26	63.41
3-4 times	9	21.95
5-10 times	2	4.88
10 and above	4	9.76
Total	**41**	**100**

Table .3.2 presents that 26(63.41%) of the respondents have participated in 1-2 times training programs, whereas 9(21.95%) of them participated in 3-4 times training programs, 2(4.88%) of them participated in 5-10 times and 4(9.76%) are trained 10 times and above. From this we can understand that majority of the respondents have participate for 1-2 times. This question also raised for interviewees. The responses obtained from them shows the following:

The city government of Addis Ababa fire and emergency service gives training when it is necessary. They do not have a schedule, i.e. time table.

Table 3.3: Purpose of Training

Training Program	Number of Respondents	Percentage of respondents
To familiarize with new system	7	17.07
To improve basic skill	25	60.98
For promotion	2	4.88
For performance improvement	5	12.2
Other	2	4.88
Total	**41**	**100**

As it is indicated in the above table, about the purpose of training program, 7(17.07%) of the respondents said the purpose of training is to familiarize with new system, while the other 25(60.98%) said it is to improve basic skill, 2(4.88%) answered as it is for promotion, 5(12.2%) answered to performance improvement and 2(4.88%) answered the purpose of training is for other. Therefore, it implies that the city government of Addis Ababa Fire and Emergency Service used training to improve the basic skill of employees.

Table 3.4 Selection of Trainees

Trainees selected by	No of respondents	Percentage
Training Department	29	70.73
Immediate supervisor	4	9.76
Managerial group	6	14.63
Personal request	2	4.88
Total	**41**	**100**

As indicated in table 3.4, 29(70.73%) trainees were selected by training department and 4(9.76%) by immediate supervisor, 6(14.63%) by managerial groups and only 2(4.88%) by personal request. It implies that most selections are done by training department.

The interviewees were also asked how trainers are selected, they all answered that for most training programs the training department uses internal trainers and they are selected by their experience and by asking recommendation from this immediate supervisors. Regarding external trainers, selection is made based on trainer's curriculum vitae (CV's), interviews and recommendation from concerned organs.

Table 3.5: Preference of respondents on the method of Training

Training Techniques	Method of Training			
	Most used by city government of Addis Ababa Fire Emergency Service		Respondents preference	
	Number of Respondents	**Percentage**	**Number of Respondents**	**Percentage**
On job	18	44.80	14	34.15
Off job	8	19.51	5	12.2
Both	15	36.6	22	53.66
Total	**41**	**100**	**41**	**100**

According to the response 18(44.80%) of the employees answered as the method of training is on job training, 8(19.51%) is off job training, 15(36.6%) of the employees response shows as the method of training is both on job and off job training. As shown in table3.5 more than 50% of the employees prefer both on job and off job training. The interviewees were also asked about the training procedures. Their answer was as follows:

- The class room type training
- Practical and demonstration type training
- Audio visual devices aided training
- Training manual preparation system

Table 3.6: Course Content in Relation to its Objective

Question	Response	
How do you rate the training content in relation to the objective?	**Number of Respondents**	**Percentage of Respondents**
Excellent	3	7.32
Very good	10	24.4
Good	21	51.22
Fair	6	14.63
Poor	1	2.43
Total	**41**	**100**

As indicated in the table 3.6, 34(83%) of the respondents stated that course content in relation to the intended training objective was "good" ad "above good", 6(15%) of the respondents rated it "fair" and 1(%) of the respondents rated it "poor" though this figure is minimal, it indicates a gap between the objective of the training and the training content. Thus, the city government of Addis Ababa Fire and Emergency service

training department need to investigate whether the training is in line with training needs. In addition to these, knowing training objectives at the beginning of the training helps t understand what will be required at he end of training. But the findings of the research revealed that these trainees were not clear with the training objective at the beginning of the training programs to be offered. The interviewees also asked about the objectives of the training program. Their answer for this question forwarded as follows:

- To familiarize the new employees with the rules, policy and procedures.
- To proved necessary information about the fire truck and equipments.
- Train the new employees how t prevent fire accident.
- Train the employees about basic fire fighting and how to give firs aid for patients.
- Train the employees when there is a change in technology.

Table 3.7: Evaluating of Training

Question	Response	
How do you evaluate the result achieved from the training program?	**Number**	**Percentage**
Excellent	3	7.32
Very good	13	31.71
Good	16	39.02
Fair	8	19.51
Poor	1	2.43
Total	**41**	**100**

As indicated in table 3.7, 32(78%) of the respondents stated that result achieved from the training program were "good" and "above good", 8(20%) of the respondents rated results as "fair" and 1(2%) of the respondents rated it "poor". Though this figure is small; it indicates a gap between the result achieved from the training program and the predetermined objectives. The interviewees were also asked about how they evaluate the training results. Their answer regarding evaluation of trainings is, it's being evaluated in different ways right from end of training session by distributing questionnaires and also by performance change in the job activity and attitude of the trainees.

Table 3.8: Techniques to Identify Training Needs

Question	Response	
What techniques city government of Addis Ababa Fire and Emergency service use to Identify Training Needs?	**Number**	**Percentage**
Organizational analysis	21	51.22
Task analysis	15	36.6
Personal analysis	5	12.2
Total	41	100

As indicate in the table 3.8, 21(51%) of respondents stated that techniques to identify training needs used an organizational analysis, 15(37%) of respondents give a task analysis and 5(12%) of respondents give a personal analysis. It indicates the city government of Addis Ababa fire and emergency service use to identify training need an organization analysis.

As to the question about the training out come at city government of Addis Ababa fire and emergency service, respondent's statements are summarized as follows:

- Training helps for skill development, performance improvement and personal attitudinal change towards the job accomplishment.
- Training maximizes employees satisfaction and self development.
- Training helps to deliver appropriate and standard service for the residents of Addis Ababa.

The interviewees were also asked about major results achieved through training. They mentioned that:

- Improve individual, team and corporate performance in terms of output, quality, speed and overall services which are given by city government of Addis Ababa Fire and Emergency Service.
- Extend the range of skills possessed by employees.
- Increase the commitment of employees by encouraging them to identify with the mission and objective of the organization
- Develop a positive culture in the organization.
- Nowadays the organization provides higher level of service to resident of Addis Ababa.

The interviewees were asked about the presence of the training policy in the organization. The answer to his question was no. the organization has not formulated training policy, but various documents and circulars issued by the upper management bodies are used as guidelines to run training activities.

The interviewees were asked about what problems they face in training activities. They mentioned that:

- Inadequate number of trainers

- Insufficient payment to trainers

- Some supervisors and managers do not understand the benefits of training and they hesitate to send employees for trainings.

- The interviewees were also asked how they try to alleviate those problems: they explained that they are trying to solve the problems by using different methods, such as increasing trainers fee, creating awareness for supervisors and managers bout the benefit of training….etc.

From the response above, it is possible to understand that all respondents are happy about the training program. Because it gives them detailed knowledge about the service they provided, how to overcome and control the fire accidents and also training helps them for the employee's job satisfaction. As the employees satisfied, they can strive themselves to properly serve the residents of Addis Ababa helps organization to retain the skilled staffs for longer service period.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

1.1.   Summary of Major Findings

This study dealt with the employee training practices and problems at city government of Addis Ababa Fire and Emergency service. It is assumed that it will help the organization to provide effective training program in the future. The following basic questions were raised in order to prepare a better ground for the assessment and to get real information about employee training practices and problems at city government of Addis Ababa fire and emergency service:

- o What types of training are given at city government of Addis Ababa Fire and Emergency Service?
- o What the main problem to offer training?
- o How is the employee's development process in the organization?
- o What are employees attitude towards training?

In this study descriptive research method was used and the data were interpreted in terms of percentage in the tables. Based on the presentation, analysis and interpretation of data in the previous chapter, the following are summary of major findings.

- Almost all respondents or 97.56% are male
- More than half of the respondents i.e. 51.22% of respondents age ranges from 26 to 35 years.
- The majority i.e. 73.17% of respondents are those who have work experience of below 3 years.

- Most of the respondents i.e. 70.73% of the respondents position in the city government of Addis Ababa fire and emergency service are fireman.

- Majority of the respondents i.e.43.90% of the respondents educational level is certificate.

- Majority of the respondents i.e. 63.41% of the respondents have been participated in 1-2 times training programs.

- Majority of the respondents i.e. 60.98% of the respondents believed that the purpose of the training is to improve basic skill.

- 70.73% of respondents answered the selection of trainees is made by the training department.

- The majority i.e. 44.80% of the respondents agreed that the training method used at city government of Addis Ababa fire and emergency service is on job training method.

- Most of the respondents i.e. 83% of the respondents stated the course content in relation to the intended training objective was 'good" and "above good".

- Majority of the respondents i.e. 78% of the respondents stated that results achieved fro trainings were " good" and "above good".

- More than half of the respondents i.e. 51% of the respondents stated that techniques to identify training needs are organizational analysis.

1.2.   Conclusions

Based on the data presentation, analysis and interpretation of the previous chapter, the following conclusions are made.

- Training policies are expressions of training philosophy of the organization. They provide guidelines of the amount of training that should be given, the scope and aims of training schemes, and the responsibility. But the city government of Addis Ababa Fire and Emergency Service has no formulated training policy. With the implication that there is no concrete initial point for training activities.

- Though the city government of Addis Ababa Fire and Emergency Service has stated trainees are selected on the basis of needs assessment, employees thought that trainees are selected by the god will of supervisors, i.e.., employees do not have clear picture of how they are selected for training.

- The training methods employed by city government of Addis Ababa Fire and Emergency Service include class room lectures, discussions, demonstrations, film/video tapes and on the job trainings.

- Knowing training objective at the beginning of the training helps to understand exactly what will be required at the end of training. But the findings of the research revealed that some trainees were not clear with the training objective at the beginning of trainings.

- In the city government of Addis Ababa Fire and Emergency Service post training evaluation is made at the end of training programs concerning only the training session. Because no effort has been seen in improving, upgrading of redesigning training programs. Especially impact assessment (post training evaluation) on trainee's behavior and job is not measured in the city government of Addis Ababa fire and emergency service.

- Training helped the city government of Addis Ababa fire and emergency service to have skilled and experienced employee. If employees take proper training, it

can make their job simple, and help them to accomplish their task in a professional manner.

The study identified the following weakness associated with the training activities in the city government of Addis Ababa fire and emergency service.

- Trainer's lack of ability and approach to conduct trainings.
- Inadequate number of trainers.
- Absence of any change on employees benefit after training.
- Most of the trainings are conducted on the job training with in the organization
- Not having sufficient training materials.
- Timeliness of the training programs.
- No facilities for long- term educational programs
- Routine training programs.

Recommendations

The students researcher would like to make the following recommendation in views of what has been concluded by the data collected and analysis made and from the personal opinion of the student researcher:

- The base for all training activities is training policy. Therefore, the city government of Addis Ababa fire and emergency service needs to develop its training policy in order to make the best possible contribution to the achievement of organization objectives.

- It is clearly known that training is arranged to develop employee's skill and competencies. As it is observed for the respondents' opinion there may be some means of incentive system to improve the interest of the training participants. Therefore, the city government of Addis Ababa fie and emergency service needs to have incentive system because it has an advantage for the inducement and motivation of workers for higher efficiency and greater output.

- Selection of trainers is an important step for successful achievements in training program. For internal trainers, carefully designed performance appraisal system, which could evaluate both ability and aptitude of employees, is essentially a determinant factor in addition to their personal records. This can also be used to maintain air level of mix of participants in training programs.

- It is highly advisable to provide or give clarification and awareness for the participants about ht training objectives and plans of the training program at the beginning. Because it helps to exert the effort and makes easier to achieve what will be required at the end of the training program.

- It is highly recommended for the training department to have experienced and knowledgeable trainers who can appropriately transmit their knowledge to the trainees. In addition to this, the training department should also have appropriate materials which are essential for teaching and learning process.

- In order to developed skill, a training program consisting of both theory and practice is very important. But, to give practical training, those trainers who have exposure to the real practice of the task are more useful. So the city government of Addis Ababa fire and emergency service needs to invite trainers who have experiences in the field.

- The success of an organization largely depends on qualities of its employees. Dissatisfactions, complaints, absenteeism, and turnover can be reduced when employees are so well trained. Moreover, they feel that direct satisfaction associated with a sense of achievement and the knowledge that they are developing their inherent capabilities at work is being made real. Therefore, the organization needs to pay a much closer attention to the manpower training program to have a very stable and productive workforce.

- An finally, the city government of Addis Ababa fire and emergency service has to give an emphasis to the objectives of improving the qualification and competence of employees so as to effective face with the challenges of dynamic environment, technology and the economy as a whole through training.

Annex

St. Mary's university college

Faculty of business

Department of management

Survey on employees training practices and problems: the case of city government Addis Ababa fire and emergency services (head office). The researcher is a graduating student as the St. Mary's university college. The researcher is conducting this survey for the requirement of the partial fulfillments of B.A degree in the Management. The aim is to gather some facts about training program practice of the city government of Addis Ababa fire and emergency services. Knowing that you answer have a direct impact on the quality of the of the research. The researchers kindly request you to answer all of them. Your honest answer and genuine participation by responding to the proposed question highly appreciate and credited.

Your answer is completely confidential. Your name will not be written on this form, and will never be used in connection with any of the information you tell.

This questionnaire is to be filled by city government of Addis Ababa recues and fire protection personnel.

Thank you in advance

Please put "✓" in the boxes associated to your response and write in word on the space provided for answer.

1. Sex

    Male ☐   female ☐

2. Age

    Below 25 years ☐   36-45 years ☐

    26-35 ☐   above 45 years ☐

3. How long have you been in the city government of Addis Ababa fire and emergency services?

Below 3 years ☐   6-9 years ☐

3-6 years ☐   above 9 years ☐

4. What is your current job category?

Junior fireman ☐   rescue fireman ☐

Fireman ☐   shift supervisor ☐

Other _____

5. What is your level of education?

Below 12 grade ☐   Diploma ☐

Certificate ☐   degree and above ☐

6. How many times have you been participated in any of the training programs?

1-2 times ☐   5-10 times ☐

3-4 times ☐   10 and above ☐

7. What was the purpose of your training?

   a) To familiarize with new system ☐

   b) To improve basic skill ☐

   c) For promotion ☐

   d) For performance improvement ☐

   e) Other _____

8. Who imitates the selection of training program?

   a) Training department ☐

   b) Immediate supervisor ☐

   c) Managerial group ☐

   d) Personal request ☐

   e) Other _____

9. Which type of training method is used in the city government of Addis Ababa fire and emergency service?

    a) On job training ☐

    b) Off job training ☐

    c) Both ☐

10.   Which method of training do you prefer?

    a) On job training ☐

    b) Off job training ☐

    c) Both ☐

11.   How do you rate the training connect in relation to the objective?

Excellent ☐   very good ☐   good ☐   fair ☐   poor ☐

12. How do evaluate the result achieved for the training program?

Excellent ☐   very good ☐   good ☐   fair ☐   poor ☐

13. What techniques city government of Addis Ababa fire and emergency services uses to identify training needs?

    a) Organizational analysis

    b) Task analysis

    c) Personal analysis

BIBLIOGRAPHY

Aswathappa.K.(2004). Human Resource Management. 3rd Ed.

New Delhi: Tata Megraw Hill publishing Company.

City government of Addis Ababa fire and emergency service. (

 Metadeg. Addis Ababa: Artistic Printing Press.

Invaevich M. Johan and William. F Guluek. (1989). **Foundation of personal**;

human resource management. 4th ed. Boston: library of copies.

Margret. (1989). **Personal Management**, London; McMillan education; Ltd.

Megginson Leon. C. (1981) **personal management**, A human resource approach 4th ed. Richard D. Irwin. Inc.

Michael Armstrong. (1991). **Personnel Management** practices. England: British Library cataloging in publication data.

Milkovich and Boundereau. (2006) **persona human resource management** Business publication Inc.

Mirza S. saiyadin. (2003). Human resource Management.

New Delhi: Tata Me Graw Hill publishing company limited.

Mondy R. Wayne. Robert M. Noe. (1990) **human resource management**. England: Simon and Schuster, Inc.

Ramasamy T. (1999) principle of management. New Delhi; Himalaya publishing houses.

Acknowledgments

I would like to express my heartfelt gratitude to my advisor. ATO Brehanu Alemyhue. Whose understand guidelines has brought the successful accomplishment of this Essay in addition to this I would to like to acknowledged him in depth for this encouragement and support in every details my success in over all works area of my study.

Finally, my special thanks to goes to Eden Nega for her splendid collaboration in writing and editing my essay.

CHAPTER ONE

INTRODUCTION

1. Background of the Study

The world of competition the ability of an organization to scan its environment is a pillar for its survival. The more it can scan its environment, the more it exploits the existing opportunity and minimizes threats. This objective is attained if the organization can give more importance to capitalizing its attained if the organization can give more importance to capitalizing its internal strengths and reducing internal weakness. To know strengths and weakness one of the essential jobs that must be accomplished is to assess the training needs for employees.

It is believed that the quality of goods and services provided by an organization is the reflection of worker's quality. To this end, giving emphasis to the employees of an organization to improve their skill and knowledge is a crucial means to achieve the objective of an organization. The best way that personnel management uses to improve workers skills or knowledge is using effective training program.

People are the greatest asset to an organization that really makes the difference. So, the development of people and the creation of organization condition for full utilization of their developed talents should be given highest priority and concern by the management of an organization. Nothing can be done without involvement of human resource. In order to utilize this resource effectively and efficiently, the necessary training practice should be fulfilled, so that both the organization and the individual will benefit out of it.

Training is a planned process to modify attitude, enhance knowledge or skill and behavior through learning principles to achieve effective

performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of individual and to satisfy the current and future manpower needs of the organization.

Here are several organizations that have their own training center to help them achieve their objectives.

Training is most likely to be effective when three conditions apply. These are that training is seen as important for future, that there is a need for training to meet individual job and development goals, and that there is a likelihood of recognition or reward by the organization. For training to be truly effective it must receive a positive reception at the workplace and trainees must feel that the training has been worthwhile and can be incorporated in to future plans and actions. From this point of view, the study will try to find out or investigate some of the problems and possible solutions that are needed for better training practices in city government of Addis Ababa fire and emergency service.

1.2. **Background of the Organization**

The city government of Addis Ababa fire and emergency service was established in 1934. The total number of staff was 100 with very few college graduates and no fire and emergency professionals. The principal objective is to save life and properties of the residents of Addis Ababa from fire accidents. The departments only equipment to combat fire was manpower and horse drawn steam pumps. In 1954 the city government began to see the importance of a trained and equipped fire department. It was imperative that a city's fire department be prepared to deal with any fire emergency. In the past 74 years, fire department objectives and new legislation on outweighed corporation's needs. Fire safety, training and prevention have now become an integral part of today's business operations. The total number of staff reached 408 at the end of 2008 with having more university graduates and fire and emergency professionals. The organization believes that the most important factors bearing on effective rescue in survivable fire accident are the

training received, the effectiveness of the equipment, and the speed with which personnel and equipment designated for rescue and fire fighting purpose can be put to use.

The rescue and fire fighting personnel are properly trained to perform their duties in an acceptable manner through initial and recurrent trainings.

The city government of Addis Ababa fire and emergency service has the following vision, objective and values:

Vision

To see the Addis Ababa Fire Brigade Service Office becomes a body competent enough to protect the life and properties of the residents of Addis Ababa form accidents with the creation of strong safety insurance feeling within the residents.

Objectives

1. To reduce the vulnerability rate in the city of adds Ababa gradually.
2. To minimize the damage on life and property through integrated disaster prevention work.
3. To develop a system that enables the execution of immediate response to emergency calls.

Values

1. To save life and property from accident with honesty and efficiently
2. To develop transparent and accountable system.
3. To reach to accident sites rapidly.
4. To be always stand by for the control of accidents.
5. To put accident under control boldly.

1.3. **Statement of the Problem**

Addis Ababa is a seat for Africa union and other international organizations. But the city does not have sufficient fire emergency service. For this reason, the city administration allocates highest budget for the development of fire and emergency service. Though the administration allocates highest budget, there is no many trained human power as expected. So, the budget couldn't be utilized properly. To alleviate this problem the government has established a capacity building office at ministerial level. This enables to give intensive training for service workers.

Despite the fact that the government establishes capacity building to train the workers, the Addis Ababa Fire Emergency Service did not give due recognition for training. The main problem in training program is defective system in managing the training scheme. All to the information given from the training department trainer's lack of ability, inadequate number of trainers and no having facilities for long- term training programs are some of the problems.

Therefore, this study tried to investigate issues directly related to the application of effective training program in the city government of Addis Ababa fire and emergency service.

1.4. **Research Questions**

The aim of the research question is to provide answers to the questions raised in relation to raining and development. These questions can be summarized as:

- o What types of training are given at city government of Addis Ababa fire and emergency service?
- o What is the main problem to offer training?
- o How is the employee's development process in the organization?
- o What are employees attitude forwards training?

1.5. Objective of the Study

The general objective of this research is to investigate employee training practices and problems at city government of Addis Ababa Fire and Emergency Service. The specific objective of this research includes:

1. To identify and analyze the training practice.
2. To assess the main problem in offering training.
3. To know strength and weakness of training in the organization
4. To provided recommendation on how to apply training.

1.6. Significance of the Study

Undertaking a researcher on the practice of effective employee training at city government of Addis Ababa Fire and Emergency service will have the following importance.

- It helps the manager to give more emphasis about the training practice in the organization.
- It is important for trainers to revise their methodology and to find out factors that affects the training program.
- It gives the employees the opportunity to share their idea about the training program.
- It can serve as a footstep and additional references to the other researchers who are interested to conduct such and the like studies.

1.7. Delimitation of the Study

Now a day the city government of Addis Ababa fire and emergency service has one head office and seven sub branches that are operating in over the city. The area of the study is delimited to the head office only. The student researcher tries to see the impact of training and to review the problems and to prospect on the employees of rescue and fire

protection personnel, and who work in the head office in the year 2009 because of time and budget constraints.

1.8. Research Design and Methodology

1.8.1. Research Design

This study used descriptive research in order to get background knowledge and better understanding of the organization problem.

1.8.2. Sources of Data

In order to get adequate information the study used both primary and secondary source of data.

1.8.3. Data Collection Method

The data collection method was questionnaire and interview. Questionnaires are designed for the employee of the organization and interview questions designed for the management level of the organization.

1.8.4. Sampling Design

The population of the study was managers and employees of the organization. In the head office there are about 76 employees. Out of this 7 are management groups and the rest 69 are employees. All of them are taken as a sample to carry out the study.

1.8.5. Data Analysis Methods

After the relevant data was collected through questionnaire and interview, the collected data are presented and analyzed by using tables and percentage.

1.9. Limitation of the Study

As several researches are exposed to some constraints, this study also has some constraints like, budget and other resources. In addition, carelessness of people's to fill the questionnaire and lack of domestic research work on this area.

1.10. Organization of the Study

The research paper is divided in to four chapters. The first chapter is an introduction that covers the background of the study, background of the organization, statement of the problem, objective, significance, scope and organization of the study. The second chapter deals with the review of related literatures. The third chapter is about the data presentation, analysis and interpretation. The fourth chapter presents summery of findings conclusion and recommendation part of the study.

CHAPTER TWO

REVIEW OF REALTED LITERATURE

2.1. Training

The terms training and development are used synonymously, but they have different meanings. Training is a systematic process of changing the behavior knowledge and /or motivation of present employees to improve the match between employees characteristics and employment requirements where as "management development" is an act by which managers and executer acquire skill. Knowledge and competence not only in their present job but also for future managerial tasks. To put is differently training is an activity to the operational level workers where as management development is used to update the skill and competence of the top level managers to be computable with the system.(Milkovich and boudkeav,2006:535)

2.2. Definitions

Many scholars and writers have tried to define the term training in different ways but the concept behind the definitions are similar some of the definitions of training by different scholars and wither are listed below:

1. Training is a program designed to help an employee increase his/her knowledge and skill for doing a particular job so that he/she can meet certain organizational behavior preferred. By the employer. (Margaret,1989:91)
2. Training involves learning specific, detailed and routine skills and techniques. (Muggin son 1980:205)
3. Training is a systematic process of altering the behavior, knowledge and /or motivation of employees in a direction to increase organizational goal achievement. (Glueck, 1989:410)
4. Training is the systematic process of altering the behavior of employees in direction to increase organizational goal.(Ivancerich,1989:530)

5. Training is a short-term process utilizing a systematic and organized procedure by which in managerial personnel learns technical knowledge and skill for definite purpose(Chandan 1995:178)

2.3. The Aim of Training

The aim of training is to help the organization in order to achieve its objectives by adding value to its key resources. It means investing in people to enable them to perform better and improve them and to empower them to make the best use of their natural talent. Training has the following particular objectives:

- To develop the competencies of employees and improve their performance.
- To help people to grow within an organization, as for as possible and in order to meet the future needs for human resource within the organization.
- To reduce the learning time for employees starting in new tabs and appointment, transfer or promotion, and to insures that they become fully competent quickly and economically as possible.(collate, 1997:126)

2.4. The Benefit of Training

Training benefits both the employee and the organization. Armstrong, 1991:415 notes that, effective training can:

- Minimize learning costs
- Improve individual, team and corporate performance in terms of output, quality, speed and overall productivity.
- Improve operational flexibility by extending the range of skills possessed by employees.
- Attract high quality staff by developing their competence and enhancing their skills, thus enabling them to obtain more tab satisfaction, to gain higher rewards and to progress within the organization.

- Increase the commitment of staff by encouraging them to identify with the mission and objectives of the organization.
- Help to development a positive culture in the organization.
- Provided higher level of service to customers

2.5. Identifying Trading Needs

Identifying training needs is a process that involves establishing areas where individuals (employees) lack skill, knowledge, and ability in effectively performing the job and also identifying organizational constraints that are creating read blocks in the performance. Training needs identification consists three components. (Mirza, 2003:240)

Organizational analysis: - involves a comprehensive analysis of organizational structure, objectives, culture, process of decision making, future objectives, and so on. The analysis would help identify deficiencies and mechanisms that would be needed to make adjustments in those deficiencies. This analysis begins with an understanding of short term and long term goals of the organizations, as a whole and for each department specifically. This would help to identify what capacities are needed to fulfill these goals. Generally requirements have to be considered.

- Do we have adequate number of people to fulfill organizational objectives?
- Do these people possess required skills and knowledge?
- Is the organizational environment conductive to facilitate activities that would help achieve its goals?

Task analysis: - involves a detailed analysis of various components of jobs, and how they are performed. Analysis of talks would indicate have adequate skill in performing these tasks. For almost all jobs there are some standards, though in some cases these standards may be more concrete that others. The blue color jobs all more clearly defined.

Some, however, may not be true for while collar jobs or jobs at higher level in the hierarchy.

Man analysis: - the focus is on individual (employee), his skills, abilities, knowledge, and attitude. Of the three, this is a more complex component because of difficulties in assessing human contribution. If a person's work is acceptable, training may not be needed. If the employees performance is below standard further investigation will be needed to identify the specific knowledge and skill required for satisfactory job performance.

2.5.1. Establishing Training Objectives

Needs result in training objectives; these objectives should state the desired behavior and the conditions under which it is to occur.

Objectives also service as the standard against which individual performance and training program can be measured. (Wether: 312)

Clear and concise objectives must be formulated for human resources training and development. Without them, design meaningful human resource training program wouldn't be possible. (Mondy: 281)

The most effective training programs have objective that are attainable. These programs must be in harmony with other organizational objectives are:

To help the organization grows

One of the objectives of personnel managers is to see that the resources available to their organizations are used efficiently and effectively. Therefore, these managers should be concerned importing the performances of their employees.

To adapt to technological developments

Human resources development is needed to adjust to rapid technological changes. Now only must new employees be trained, but ones must be retained and upgraded.

To fulfill social responsibility

If there is a change in public policy towards providing employment and promotional opportunity for everyone and considerable emphasis is given to training and developing minority groups, this policy has lead to many successful attempts to upgrade the ability and achievement of these groups.

To provide greater job satisfaction

Development lead to greater job satisfaction, for employees gain a greater sense of worth, dignity, and well being as they become more valuable to their employees. They also receive grater income from increased productivity. These two factors will provide a sense of satisfaction in the achievement of personal and social goals. (Megginson, 1981:206)

2.5.2 Training Method

A variety of training methods are available and used by training agencies and organizations. The choice of method or a mix of methods is a function of a number of considerations by the organization. For the purpose of these study we will discuss the following methods.

2.5.2.1. On the Job Training

On the job raining refers to learning-to-learning while actually performing a particular work on job. This type of training is probably the most widely used method of training. This program is apparently simple and relatively less costly, but if it is not handled properly, the costs can be high in damaging machinery, poorly treating customers etc. (Ramasamy 1999:225)

2.5.2.2. Off the Job Training

In this type of training system, a trainee is removed from this normal working place and spends his full time for training purpose in some other places. Normally this type of training is provided outside the organization and rarely within the organization but not in the working place. (Ibid, 1999:227)

2.5.2.3. Apprentice Training

Apprentice training is a combination of the job training and off the job training. If commits to a period of training and involves both classroom learning and practice on the experience. Therefore, it requires the operation of the employer and trainers at the work place and in school respectively. (invancenich1989:422)

2.5.2.4. Vestibule Training Approach

In vestibule training approach the trainee learns the job within the environment that stimulates the real working environment as closely as possible. This form of vestibule training as now called" clinic learning". This indicates the point that the working environment itself facilitates a ground for learning. Therefore, the trainee becomes stimulated by the environmental condition. (Ibid, 1989:428)

2.5.3. Training Media

Organizations have utilized various media to enhance their training programs. As used in this contest, Media are special methods of communicating ideas and concepts in training and development. These media include: video tapes, films, closed circuit televisions, over head ad opaque projectors, flipcharts and chalk boards.

Audiovisual are valuable supplements to training methods. For example, a lecture might be greatly enhanced by use on an overhead projector or a short film. This media can assist in gaining and maintaining trainee interests attention. Various applications of

audiovisual media are not mutually exclusive. The use of more than one type of audio visual aid (multimedia) may be appropriate for many training sessions. (Mondly, 1990:294).

2.5.4. Implementing Training Programs

Types of standard training programmes:

1. **Induction Training:** - where in a new recruit is introduced to the organization, condition of services, rules of behavior, etc. in addition, it is also given to familiarize a new entrant with the job.
2. **Supervisory Training:** - supervisors are trained for technical skills, leadership qualities, for handling machines and men.
3. **Technical Training:-** this type of training programs helps in inducing new entrants to the operational requirements of the unit and in improving the skills of existing employees for promotion, etc.
4. **Management Development:-** this type of training is for managers. This training programmes emphasis attitude and values, conceptual knowledge, analytical abilities and decision making skills. The purpose is to equip managerial personnel for management roles.

2.5.5. Evaluation or Training Programs

To evaluate training, you must systematically document the outcomes of the training in terms of how trainees actively behave on the job and in terms of the relevance of that behavior to the objectives of the organization. To assess the utility or value of training, evaluation of the utility or training deals broadly with four questions.

1. Whether a given training programme has actually brought about the desired modification in behavior or not?

2. Whether training has a demonstrable effect on the performance of the task or achievement of organizational goals?

3. Whether the present method of training is the most superior one to achieve the desired result?

4. Whether the cost of training commensurate with achievement in the performance of the job?

In evaluating training program, it is possible to measure changed in terms of four levels:

- **Reaction: -** How do the participants feel about the training program?
- **Learning: -** to what extent have the trainees learned what was taught?
- **Behavior: -** What on –the-job changes in behavior have occurred because of attendance of the training program?
- **Result: -** To what extent has training produced cost related behavioral out comes(e.g. Productivity or quality improvements, reductions in turn over or accidents)?

Since measures of reaction and learning are concerned with outcomes of the training program per sec, they are referred to as internal criteria. Measures of behavior and results indicate the impact of training on the job environment they are referred to as external criteria.

CHAPTER THREE

DATA PRESENTAION, ANALYSIS AND INTERPREATION

This chapter is concerned with the presentation, analysis and interpretation of data gathered through questionnaire and interview.

The total number of 69 questionnaires were distributed to employees from the total population of 76 employees i.e. 91% of the total, out of which 41 of them have completed and returned.

Table3.1 Personal Background of Respondents

No	Item	Respondents	
		No	%
	Sex		
	Male	40	97.56
	Female	1	2.43
	Total	**41**	**100**
2	**Age**		
	<25	11	26.83
	26-35	21	51.22
	36-45	7	17.07
	>45	2	4.88
	Total	**41**	**100**
3	**Years of service**		
	Below 3 years	30	73.17
	3-6 years	2	4.88
	6-9 years	2	4.88
	Above 9 years	7	17.07
	Total	**41**	**100**
4	**Job Category**		
	Junior fireman	2	4.88
	Fireman	29	70.73
	Rescue fireman	-	-
	Shift supervisor	6	14.63
	Other	4	9.76
	Total	**41**	**100%**
5	**Educational level**		
	Below 12 grade	8	19.51
	Certificate	18	43.90
	Diploma	14	34.15
	Degree and above	1	2.43
	Total	**41**	**100**

The sample population comprises 40(97.56%) of males and 1(2.43%) of female. Out of these 11(26.83%) of the respondents are below 25 years old, 21(51.22%) are between the ages of 26-35, 7(17.07%) of respondents are between the age group of 36-45, while 2(4.88%) of them are found to be above 45 years old. Thus, it can be said that majority of respondents are from the age group of 26-35. On the other hand, it can be observed from the above table that 30(73.17%) of respondents has work experience of below 3 years. A group of respondents who have work experience of 3-6 years and 6-9 years are 4(4.88%) and yet 7(17.07%) of the respondents are found to have experience of 9 years and above. Those with work experience of below 3 years consists 30(73.17%) of the total sample. This implies that most respondents have served the city governments of Addis Ababa fire and emergency service for less than 3 years.

Concerning educational level of employees, 8(19.5%) of the respondents are below 12 grade, 18(43.90%) of the respondents are certificate holders, 14(34.15%) of them are diploma holders and the remaining 1(2.43%) is degree holder and above. It implies that the organization depends on certificate holders so as to undertake the main activities of its work.

Regarding the current work position of respondents, 2(4.88%) of the respondents are junior fireman, 29(70.73%) are fireman, 6(14.63%) are shift supervisor and 4(9.76%) are others. As could be seen from the table, majority of the respondents are fireman.

Table3.2: Frequency of participation in training program

Training Program	Number of Respondents	Percentage of Respondents
1-2 times	26	63.41
3-4 times	9	21.95
5-10 times	2	4.88
10 and above	4	9.76
Total	**41**	**100**

Table .3.2 presents that 26(63.41%) of the respondents have participated in 1-2 times training programs, whereas 9(21.95%) of them participated in 3-4 times training programs, 2(4.88%) of them participated in 5-10 times and 4(9.76%) are trained 10 times and above. From this we can understand that majority of the respondents have participate for 1-2 times. This question also raised for interviewees. The responses obtained from them shows the following:

The city government of Addis Ababa fire and emergency service gives training when it is necessary. They do not have a schedule, i.e. time table.

Table 3.3: Purpose of Training

Training Program	Number of Respondents	Percentage of respondents
To familiarize with new system	7	17.07
To improve basic skill	25	60.98
For promotion	2	4.88
For performance improvement	5	12.2
Other	2	4.88
Total	**41**	**100**

As it is indicated in the above table, about the purpose of training program, 7(17.07%) of the respondents said the purpose of training is to familiarize with new system, while the other 25(60.98%) said it is to improve basic skill, 2(4.88%) answered as it is for promotion, 5(12.2%) answered to performance improvement and 2(4.88%) answered the purpose of training is for other. Therefore, it implies that the city government of Addis Ababa Fire and Emergency Service used training to improve the basic skill of employees.

Table 3.4 Selection of Trainees

Trainees selected by	No of respondents	Percentage
Training Department	29	70.73
Immediate supervisor	4	9.76
Managerial group	6	14.63
Personal request	2	4.88
Total	**41**	**100**

As indicated in table 3.4, 29(70.73%) trainees were selected by training department and 4(9.76%) by immediate supervisor, 6(14.63%) by managerial groups and only 2(4.88%) by personal request. It implies that most selections are done by training department.

The interviewees were also asked how trainers are selected, they all answered that for most training programs the training department uses internal trainers and they are selected by their experience and by asking recommendation from this immediate supervisors. Regarding external trainers, selection is made based on trainer's curriculum vitae (CV's), interviews and recommendation from concerned organs.

Table 3.5: Preference of respondents on the method of Training

Training Techniques	Method of Training			
	Most used by city government of Addis Ababa Fire Emergency Service		Respondents preference	
	Number of Respondents	**Percentage**	**Number of Respondents**	**Percentage**
On job	18	44.80	14	34.15
Off job	8	19.51	5	12.2
Both	15	36.6	22	53.66
Total	**41**	**100**	**41**	**100**

According to the response 18(44.80%) of the employees answered as the method of training is on job training, 8(19.51%) is off job training, 15(36.6%) of the employees response shows as the method of training is both on job and off job training. As shown in table3.5 more than 50% of the employees prefer both on job and off job training. The interviewees were also asked about the training procedures. Their answer was as follows:

- The class room type training
- Practical and demonstration type training
- Audio visual devices aided training
- Training manual preparation system

Table 3.6: Course Content in Relation to its Objective

Question	Response	
How do you rate the training content in relation to the objective?	**Number of Respondents**	**Percentage of Respondents**
Excellent	3	7.32
Very good	10	24.4
Good	21	51.22
Fair	6	14.63
Poor	1	2.43
Total	**41**	**100**

As indicated in the table 3.6, 34(83%) of the respondents stated that course content in relation to the intended training objective was "good" ad "above good", 6(15%) of the respondents rated it "fair" and 1(%) of the respondents rated it "poor" though this figure is minimal, it indicates a gap between the objective of the training and the training content. Thus, the city government of Addis Ababa Fire and Emergency service

training department need to investigate whether the training is in line with training needs. In addition to these, knowing training objectives at the beginning of the training helps t understand what will be required at he end of training. But the findings of the research revealed that these trainees were not clear with the training objective at the beginning of the training programs to be offered. The interviewees also asked about the objectives of the training program. Their answer for this question forwarded as follows:

- To familiarize the new employees with the rules, policy and procedures.
- To proved necessary information about the fire truck and equipments.
- Train the new employees how t prevent fire accident.
- Train the employees about basic fire fighting and how to give firs aid for patients.
- Train the employees when there is a change in technology.

Table 3.7: Evaluating of Training

Question	Response	
How do you evaluate the result achieved from the training program?	**Number**	**Percentage**
Excellent	3	7.32
Very good	13	31.71
Good	16	39.02
Fair	8	19.51
Poor	1	2.43
Total	**41**	**100**

As indicated in table 3.7, 32(78%) of the respondents stated that result achieved from the training program were "good" and "above good", 8(20%) of the respondents rated results as "fair" and 1(2%) of the respondents rated it "poor". Though this figure is small; it indicates a gap between the result achieved from the training program and the predetermined objectives. The interviewees were also asked about how they evaluate the training results. Their answer regarding evaluation of trainings is, it's being evaluated in different ways right from end of training session by distributing questionnaires and also by performance change in the job activity and attitude of the trainees.

Table 3.8: Techniques to Identify Training Needs

Question	Response	
What techniques city government of Addis Ababa Fire and Emergency service use to Identify Training Needs?	**Number**	**Percentage**
Organizational analysis	21	51.22
Task analysis	15	36.6
Personal analysis	5	12.2
Total	41	100

As indicate in the table 3.8, 21(51%) of respondents stated that techniques to identify training needs used an organizational analysis, 15(37%) of respondents give a task analysis and 5(12%) of respondents give a personal analysis. It indicates the city government of Addis Ababa fire and emergency service use to identify training need an organization analysis.

As to the question about the training out come at city government of Addis Ababa fire and emergency service, respondent's statements are summarized as follows:

- Training helps for skill development, performance improvement and personal attitudinal change towards the job accomplishment.
- Training maximizes employees satisfaction and self development.
- Training helps to deliver appropriate and standard service for the residents of Addis Ababa.

The interviewees were also asked about major results achieved through training. They mentioned that:

- Improve individual, team and corporate performance in terms of output, quality, speed and overall services which are given by city government of Addis Ababa Fire and Emergency Service.
- Extend the range of skills possessed by employees.
- Increase the commitment of employees by encouraging them to identify with the mission and objective of the organization
- Develop a positive culture in the organization.
- Nowadays the organization provides higher level of service to resident of Addis Ababa.

The interviewees were asked about the presence of the training policy in the organization. The answer to his question was no. the organization has not formulated training policy, but various documents and circulars issued by the upper management bodies are used as guidelines to run training activities.

The interviewees were asked about what problems they face in training activities. They mentioned that:

- Inadequate number of trainers

- Insufficient payment to trainers

- Some supervisors and managers do not understand the benefits of training and they hesitate to send employees for trainings.

- The interviewees were also asked how they try to alleviate those problems: they explained that they are trying to solve the problems by using different methods, such as increasing trainers fee, creating awareness for supervisors and managers bout the benefit of training….etc.

From the response above, it is possible to understand that all respondents are happy about the training program. Because it gives them detailed knowledge about the service they provided, how to overcome and control the fire accidents and also training helps them for the employee's job satisfaction. As the employees satisfied, they can strive themselves to properly serve the residents of Addis Ababa helps organization to retain the skilled staffs for longer service period.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

1.1.   Summary of Major Findings

This study dealt with the employee training practices and problems at city government of Addis Ababa Fire and Emergency service. It is assumed that it will help the organization to provide effective training program in the future. The following basic questions were raised in order to prepare a better ground for the assessment and to get real information about employee training practices and problems at city government of Addis Ababa fire and emergency service:

o What types of training are given at city government of Addis Ababa Fire and Emergency Service?
o What the main problem to offer training?
o How is the employee's development process in the organization?
o What are employees attitude towards training?

In this study descriptive research method was used and the data were interpreted in terms of percentage in the tables. Based on the presentation, analysis and interpretation of data in the previous chapter, the following are summary of major findings.

- Almost all respondents or 97.56% are male
- More than half of the respondents i.e. 51.22% of respondents age ranges from 26 to 35 years.
- The majority i.e. 73.17% of respondents are those who have work experience of below 3 years.

- Most of the respondents i.e. 70.73% of the respondents position in the city government of Addis Ababa fire and emergency service are fireman.

- Majority of the respondents i.e.43.90% of the respondents educational level is certificate.

- Majority of the respondents i.e. 63.41% of the respondents have been participated in 1-2 times training programs.

- Majority of the respondents i.e. 60.98% of the respondents believed that the purpose of the training is to improve basic skill.

- 70.73% of respondents answered the selection of trainees is made by the training department.

- The majority i.e. 44.80% of the respondents agreed that the training method used at city government of Addis Ababa fire and emergency service is on job training method.

- Most of the respondents i.e. 83% of the respondents stated the course content in relation to the intended training objective was 'good" and "above good".

- Majority of the respondents i.e. 78% of the respondents stated that results achieved fro trainings were " good" and "above good".

- More than half of the respondents i.e. 51% of the respondents stated that techniques to identify training needs are organizational analysis.

1.2. Conclusions

Based on the data presentation, analysis and interpretation of the previous chapter, the following conclusions are made.

- Training policies are expressions of training philosophy of the organization. They provide guidelines of the amount of training that should be given, the scope and aims of training schemes, and the responsibility. But the city government of Addis Ababa Fire and Emergency Service has no formulated training policy. With the implication that there is no concrete initial point for training activities.

- Though the city government of Addis Ababa Fire and Emergency Service has stated trainees are selected on the basis of needs assessment, employees thought that trainees are selected by the god will of supervisors, i.e.., employees do not have clear picture of how they are selected for training.

- The training methods employed by city government of Addis Ababa Fire and Emergency Service include class room lectures, discussions, demonstrations, film/video tapes and on the job trainings.

- Knowing training objective at the beginning of the training helps to understand exactly what will be required at the end of training. But the findings of the research revealed that some trainees were not clear with the training objective at the beginning of trainings.

- In the city government of Addis Ababa Fire and Emergency Service post training evaluation is made at the end of training programs concerning only the training session. Because no effort has been seen in improving, upgrading of redesigning training programs. Especially impact assessment (post training evaluation) on trainee's behavior and job is not measured in the city government of Addis Ababa fire and emergency service.

- Training helped the city government of Addis Ababa fire and emergency service to have skilled and experienced employee. If employees take proper training, it

can make their job simple, and help them to accomplish their task in a professional manner.

The study identified the following weakness associated with the training activities in the city government of Addis Ababa fire and emergency service.

- Trainer's lack of ability and approach to conduct trainings.
- Inadequate number of trainers.
- Absence of any change on employees benefit after training.
- Most of the trainings are conducted on the job training with in the organization
- Not having sufficient training materials.
- Timeliness of the training programs.
- No facilities for long- term educational programs
- Routine training programs.

Recommendations

The students researcher would like to make the following recommendation in views of what has been concluded by the data collected and analysis made and from the personal opinion of the student researcher:

- The base for all training activities is training policy. Therefore, the city government of Addis Ababa fire and emergency service needs to develop its training policy in order to make the best possible contribution to the achievement of organization objectives.

- It is clearly known that training is arranged to develop employee's skill and competencies. As it is observed for the respondents' opinion there may be some means of incentive system to improve the interest of the training participants. Therefore, the city government of Addis Ababa fie and emergency service needs to have incentive system because it has an advantage for the inducement and motivation of workers for higher efficiency and greater output.

- Selection of trainers is an important step for successful achievements in training program. For internal trainers, carefully designed performance appraisal system, which could evaluate both ability and aptitude of employees, is essentially a determinant factor in addition to their personal records. This can also be used to maintain air level of mix of participants in training programs.

- It is highly advisable to provide or give clarification and awareness for the participants about ht training objectives and plans of the training program at the beginning. Because it helps to exert the effort and makes easier to achieve what will be required at the end of the training program.

- It is highly recommended for the training department to have experienced and knowledgeable trainers who can appropriately transmit their knowledge to the trainees. In addition to this, the training department should also have appropriate materials which are essential for teaching and learning process.

- In order to developed skill, a training program consisting of both theory and practice is very important. But, to give practical training, those trainers who have exposure to the real practice of the task are more useful. So the city government of Addis Ababa fire and emergency service needs to invite trainers who have experiences in the field.

- The success of an organization largely depends on qualities of its employees. Dissatisfactions, complaints, absenteeism, and turnover can be reduced when employees are so well trained. Moreover, they feel that direct satisfaction associated with a sense of achievement and the knowledge that they are developing their inherent capabilities at work is being made real. Therefore, the organization needs to pay a much closer attention to the manpower training program to have a very stable and productive workforce.

- An finally, the city government of Addis Ababa fire and emergency service has to give an emphasis to the objectives of improving the qualification and competence of employees so as to effective face with the challenges of dynamic environment, technology and the economy as a whole through training.

Annex

Survey on employees training practices and problems: the case of city government Addis Ababa fire and emergency services (head office). The researcher is a graduating student as the St. Mary's university college. The researcher is conducting this survey for the requirement of the partial fulfillments of B.A degree in the Management. The aim is to gather some facts about training program practice of the city government of Addis Ababa fire and emergency services. Knowing that you answer have a direct impact on the quality of the of the research. The researchers kindly request you to answer all of them. Your honest answer and genuine participation by responding to the proposed question highly appreciate and credited.

Your answer is completely confidential. Your name will not be written on this form, and will never be used in connection with any of the information you tell.

This questionnaire is to be filled by city government of Addis Ababa recues and fire protection personnel.

Thank you in advance

Please put "✓" in the boxes associated to your response and write in word on the space provided for answer.

1. Sex

   Male ☐   female ☐

2. Age

   Below 25 years ☐   36-45 years ☐

   26-35 ☐   above 45 years ☐

3. How long have you been in the city government of Addis Ababa fire and emergency services?

Below 3 years ☐   6-9 years ☐

3-6 years ☐   above 9 years ☐

4. What is your current job category?

Junior fireman ☐   rescue fireman ☐

Fireman ☐   shift supervisor ☐

Other _____

5. What is your level of education?

Below 12 grade ☐   Diploma ☐

Certificate ☐   degree and above ☐

6. How many times have you been participated in any of the training programs?

1-2 times ☐   5-10 times ☐

3-4 times ☐   10 and above ☐

7. What was the purpose of your training?

   a) To familiarize with new system ☐
   b) To improve basic skill ☐
   c) For promotion ☐
   d) For performance improvement ☐
   e) Other _____

8. Who imitates the selection of training program?

   a) Training department ☐
   b) Immediate supervisor ☐
   c) Managerial group ☐
   d) Personal request ☐
   e) Other _____

9. Which type of training method is used in the city government of Addis Ababa fire and emergency service?

    a) On job training ☐

    b) Off job training ☐

    c) Both ☐

10. Which method of training do you prefer?

    a) On job training ☐

    b) Off job training ☐

    c) Both ☐

11. How do you rate the training connect in relation to the objective?

Excellent ☐   very good ☐   good ☐   fair ☐   poor ☐

12. How do evaluate the result achieved for the training program?

Excellent ☐   very good ☐   good ☐   fair ☐   poor ☐

13. What techniques city government of Addis Ababa fire and emergency services uses to identify training needs?

    a) Organizational analysis

    b) Task analysis

    c) Personal analysis

BIBLIOGRAPHY

Aswathappa.K.(2004). Human Resource Management. 3rd Ed.
New Delhi: Tata Megraw Hill publishing Company.

City government of Addis Ababa fire and emergency service. (
 Metadeg. Addis Ababa: Artistic Printing Press.

Invaevich M. Johan and William. F Guluek. (1989). **Foundation of personal**;
human resource management. 4th ed. Boston: library of copies.

Margret. (1989). **Personal Management**, London; McMillan education; Ltd.

Megginson Leon. C. (1981) **personal management**, A human resource
approach 4th ed. Richard D. Irwin. Inc.

Michael Armstrong. (1991). **Personnel Management** practices. England:
British Library cataloging in publication data.

Milkovich and Boundereau. (2006) **persona human resource management**
Business publication Inc.

Mirza S. saiyadin. (2003). Human resource Management.
New Delhi: Tata Me Graw Hill publishing company limited.

Mondy R. Wayne. Robert M. Noe. (1990) **human resource management**.
England: Simon and Schuster, Inc.

Ramasamy T. (1999) principle of management. New Delhi; Himalaya
publishing houses.