

St .MARY UNIVERSITY COLLAGE OF

BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

The Impact of Training and Development on Employees

Productivity at Bahir Dar Textile Share Company

(In the case of Bahir Dar Textile Factory)

***A senior essay submitted to the department of management
in partial fulfillment of the requirements for the degree of
Bachelor of Art in management***

By:

Kassegn Genetu

Advisor: Yeshanbel Emwedih

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Abstract

The study aimed at the Impact of Training and Development on Employees Productivity at Bahir Dar Textile Share Company.

The main purpose of this study was to identify problems and challenges encountered by employees and managers of BDTSC, with regards to training and development, which affect their productivity and to find out the causes and solutions for the stated problems. In order to come-up with the problem stated the researcher have taken 5% out of 1730 employees of which 75% of them are non- management employees, the rest were management members.

The researcher used two types of questionnaires for the non-management and management members who were designed to obtain primary data for the study. The gathered data was analyzed and interpreted by percentage.

To summarize the main parts of this paper the researcher has dealt with the impact of training and development on employees' productivity. I have tried to study methods of training and development, training and development need assessment, opportunities of training and development support and participation towards the program, problems while conducting, implementing, evaluating, training and development program .

Most of the workers have undergone training and development programs, they have grader efficiency due to this and they contribute a lot to the company's overall performance showing the direct relationship between training and development and employee's productivity.

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1 Operational Definition of key terms

- BDTSC- Bahir Dar Textile Share Company
- Development – refers to the process of educating and developing selected personnel so that they have knowledge and skills needed to manage in their future position.
- HRM- human resources management.
- NR –number of respondents.
- Training- is a continuous process of helping employees at a high level from the first day they start to work in order to improve the employee's skill to the current job.

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CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

People are the main determinate factors in every development and in an effort to build a modern nation throughout world. Because, of this, in every economic development of countries man power variables seem to be more crucial than other factors such as materiel and machinery. A country with rich resources could not necessarily achieve its objective if it lacks well trained people. In the other hand, some countries even if they have limited resources, because of they have well trained man power, they have achieve their intended goal.

The primary concern of an organization is its viability, and hence its efficiency. There is continuous environmental pressure for efficiency, and if the organization does not respond to this pressure, Employee training and difficult to understand cheek it Development, therefore, imports specific skills and knowledge to employees in order to they contribute to the organizations efficiency (Arum Monappa 2001, 174).

As many Economist, agreed (Encyclopedia Britannica volume 17,880) investment in human resources are expenditures incurred year health and education of employees particularly training and development. This training and development will also enable employee to make the most economical and best use of materials and equipment. This reduces mistakes and damages to machinery. (Tripathi2002,143).

Many scholars believe that “technological progress is really nothing but quality improvement in human resources” and even many economists take brooder view and speak in production of knowledge” technological progress.(encyclopedia Britannica 1995,v. 17,880).

Productivity is possible when there is increase in knowledge and skill of employee. Training and development programs, by increasing skill and abilities of workers, result in increased productivity.

1.2 Bahir Dar textile Share Company (BDTSC)

Bahia Dar textile Share Company has been contributing its own part to the development of the country in any ways, since it was established in the country. The factor is found in Bahir Dar Amhara region about 565 k.m far away from Addis Abeba. Initial capital for its establishment was 9,649,600 Br. Which was founded by the Italian government as indemnification for the loses during Ethiopia – Italian war from 1936-1941. 360 males and 204 females including 12 foreigners were employed initially.

After 27 years of production the factory procured 423 weaving and other machines and capacity of producing Garments with capital of 16,181,000 In Oct, 1991 E.C. The company was restructured as a share company with capital of 61.808,379 birr by which the Ministry of Finance 100% owned and hence, it increased its production capacity and making their product to be known in world market.

The factory vision and mission since its establishment are creating job opportunity for citizens, helping citizens using the product with fair and reasonable price, get their product internationally accepted and to see themselves as best competitors in global market. Major products of the factory are: bed sheet, Garments and mattresses. Currently the factory employees 663 males and 538 female Total 1201 employees.

As industries in developing countries faces challenges. Lack of raw materials and shortage of spare parts of machines less effectiveness in distributing their product to the market. The company has designed strategy to solve problem for short and long term period.

1.3 statement of the problem

Training and development helps employees and manager increase their level of performance on their present job assignment increased human performance

often directly leads to increased operational productivity and company profit. We understand from this author that training and development as crucial factor for organization and effectiveness in their job.

Strengthening Memories view (Monday, 2000.254) explained: In virtually every market. Customers are demanding higher quality, lower cost and error free products and services. To meet these requirements, firms must continually improve the overall performance. Rapid advances in technology and improved process have been important factors in helping business to meet this challenge.

As (Aswathappa 2002,177) clearly explained: employees' training and development program on their needs and jobs have commitment and motivation to be self- generating, they lack result oriented action that help them to see themselves and internalize the difference between the activity and result and they may not clearly differentiate their potentials and them limitations to accept self image as prelude to change.

When organization design training and development programs to their employees, they will gain good- will form their employee's. On this: (Monappa 1996:181) states that employee motivation is enhanced with employee's opportunities to increase their skills and knowledge, thus enabling them to develop and quality for higher poses. Such practices creates favorable attitude towards the organization, which could result in better adjustments and commitment to one's work and the organization.

As it's stated earlier BDTSC faces many problems such as lack of skilled manpower, employees was motivation to their job, outdated machines backward technologies, poor quality of product, problem in marketing, less effectiveness in distributing their product to the market, etc

By taking the above listed factor, the researcher wanted to investigate problems with human resource management particular the impact of training and developing employees and managers in their effectiveness to productivity.

For an organization to remain variable and service in the world of change, the skills and knowledge of its employees and managers should be upgraded and

maintained through training and development programmers. In addition an organization aims to make better interpersonal relationship among employee's to increase their productivity.

To respond as quickly to external and internal changes as possible and reduce employee's absenteeism and turnover as per its organizational objectives (Kootz, 1980). Because of this the researcher wants to identify problems and challenges encountered by employees and managers on their productivity and also aims to identify causes for problems and solutions to the problem.

1 .4 Objectives to the study

1 .4.1 General objective

To know the merit and demerits of training and development of employees productivities at BDTSC.

1 .4 .2 specific objectives

- In identifying factors/ causes of problem or challenges encountered by employees and managers in regard
- To training and development programmers which affects their good performance in their operation and productivity.
- To understand benefits of training and development to the employees as well as the organization.

1 .5 Research Design

The target population of the study is the functional level workers, those who are doing the real work and some management employees who are responsible for managing different activities. The researcher has taken 7 %(86) out of 1201 workers of the company, of which 75% are ordinary employees, the rest are members of the management.

The researcher used random sampling technique in selection and distributing his questionnaire. The questionnaires are prepared for both non- management employees and members and the nature of the questions are closed ended.

After the dates from the questionnaire were collected the analysis held in accordance with the type and purpose of the two questionnaires. The related items in the first type of questionnaire are grouped and presented in tables. Each table is interpreted and discussed independently by percentage. For the second questionnaire the same procedure is followed.

1 .6 Delimitation of the study

This study is delimited to the human resource in general. And training and development of employees and managers in particular Bahir Dar Textile share company. This is because the researcher believes that training and development ensure adequate supply of human resources that are technically and socially competent and have the capacity of improving their performance in their specialized of managerial position in an organization.

1 .7 Limitation of the study

There are lots of problems that the researcher faced in carry out this research such as problem regarding respondents. The respondents of the study are employees and managers of BDTSC, some of the respondent from both groups were not willing to fill the questionnaire for different reasons. Anyhow, financial problems, references, respondent's unwillingness to fill the questionnaire were problems that the researcher faced.

CHAPTER TWO

2. REVIEW OF RELETED LITERATURE

2.1 Definition Concept and Scope of Training and Development

Training and development is a planned, continuous effort by management to improve employee capacity levels and organization performance. Training is designed to provide employees with knowledge and skills needed for their present jobs. The focus of training is current job, having the goal of fixing current skill deficit for individual employees for short- period of time. Development focus on both current and future jobs with the aim of preparing for future work demands in the long- run covering all work groups. (Gomez Mejia, etal,1995,293).

Most organizations invest in training and development because they believe that higher profit will result and this often happens. Training frequently improves workers skills, abilities, and knowledge and back up their motivation. This in turn leads to higher productivity and increased profitability.

2.2 Importance of Training and Development

2.2.1 Importance of Training

Training is a learning process that involves the acquisition of skills, concepts, rules or attitudes to increase the performance workers. Among the various purposes of training some are as following. Training helps to reduce the cost of raw material and products used. Reducing losses due to west, poor quality production and damage to machineries can be achieved through effective workers training.

- Training helps organization in improving quality of workers output.
- It gives a sense of satisfaction to the worker and makes him feel that he is being properly cared for. As a result, workers moral and their relation with the superiors improve.
- It instructs the worker toward better job adjustment and reduces that the rate of labor turnover and complaints and; absenteeism. (Yogesh Kumar 2000,100)

- It facilitates promotion of workers to higher jobs and increases their market value and earning power.

2.2.2 Importance of Development

Career Development: - As defined by (Gomez- Mejia and et. 1995:327) it is an ongoing and formalized effort that focuses on developing enriched and more capable workers through further education to recognize them as vital organizational resources in the future. Training and development of crew managers and electives is indispensable as stated by (Nao and Narayany 1989) this because of the following reason's

- It increases the efficiency of the performance of current executive.
- It develops unity of purpose and develops moral.
- It serves as a means of control in operations.

2.3 Training and Development processes

Training and Development are key activities for all organizations. There is a positive correlation between increase training and enhanced productivity and profitability (Kempton 1995: 105). This could be real and effective if and only if systematic training and development process is followed. According to Chandra (2002:180) there are fixed general training and development steps that responses to changes of anticipate changes.

2.3.1 Determining Training and Development Need

Effective training and development needs identification facilitate the ground for high performance, improve moral and increase organization potential. Poor and in appropriate ways of training and development needs identification can be source of employee frustration. (Saiyaden1996:219). This researcher and others classify methods of determining training and development needs as follows:

Organizational analysis: - examines the entire firm to determine where training and development should be caudated. It examines organizations culture, mission, business,

climate, long and short term goals and structures. Its purpose is to identify the overall organization needs and the levels of support that exists in the organization. (Monday: 1999:261)

Task analysis:- as (Gomez and etal 1995: 297) explained task analysis is a detailed examination of the job to be performed. The focus is on task itself rather than individual to determine which jobs require training.

Man analysis: - determines which employee needs training examining how well employees are caring out the tasks that make up their job. Saiyadin explained production date. Meting objective, quality of performance, personal date such as work behavior, Absenteeism, Late coming provide input for man analysis.

2.3.2 Establishing Training and Development Objective

After needs assessment phase is over, clear, measurable specific and attainable objective must be formulated. As the success of training and development measure in terms of the objective set, it must relate to the needs identified in the analysis stag. Each objective should relate to one or more of the knowledge, facility and skills and attitudes identified in the task analysis and should be challenging, precise, achievable and understood by all trainees.

2.3.3 Selecting Training & Development Methods

The majority of training and development method generally apply to all employees. Some methods are more applicable to managers and professions and others to operative employees. Therefore, there is on a method that is uniquely right for all situations. When actually making the best choice technique, a uniquely of tradeoffs must be made b/n costs, time require and the capacity of the trainer or trainees. Regardless of where the programs are presented a number of methods are used to import information and skills to managers and employee's (Monday 1999:263). As many writers agreed the most popular training and development methods are the following (Nao and Nahayana 1987:457 Sahni and Kumar 2000:101)

2.3.3.1 on The Job Training And Development

This method places the trainees in an actual work situation and makes them appear to be immediately productive. Some of the most importance methods of on the job training and development methods are. (Sahni and Kumar: 2000:101)

- a) Coaching:- under this technique the superior coaches the job knowledge and job skill to be subordinate. The trainee, in addition to having the opportunity to observe, is assigned must teach the trainees to be flexible, adaptive and to have a broad prospective.
- b) Job- rotation: - As author (Leslie7harris 1994: 140) explained, in this method employees are transferred or rotated from one job to another to broaden variant job skill and experiences. These authors also add that job rotation involves a series of assignment to different position or departments for a specified period of a time.
(Monday 1999:263) by his book explained apprentice ship as a method on which the trainee is given the opportunity to learn on a one basis from more experienced organizational members.
- c) Apprenticeship: writers (Leslie and W, Rue 1994:323) expresses apprenticeship as the system in which employee is given instruction and experience both on off the job in all the practical and theoretical of work required in a skilled occupation, craft or trade.

Though on- the job training and development is the most commonly used, as human resources activities, it has both advantage and disadvantage. (Mamonia: 1980:287)

Listed the merits of on the job – training.

- The trainee is doing the actual work, not hypothetical or simulated tasks.
- The training is per formed in the actual work environment under normal working conditions requires no special facilities.
- Appropriate for teaching the knowledge and skill with in short period of time
- Relatively in expensive and easy to schedule.

Disadvantage:

- It can disrupt regular work.
- Reduce motivation on the part of the trainee to receive training etc

2.3.3.2. Off the Job Training and Development

It's any form of training performed away from the employee's work area. Writers (Rue and bys 1992:334) explain off the job – training as a training method conducted off the job and is probably the most familiar methods of quickly getting information to large groups with limited or no knowledge of the subject being resented. (Harris 1994:141) listed the following off the job methods

- a) **Lecture:** - involves the oral presentation of information by a subject matter expert to a group of listeners. It's popular, because it's an efficient way of transmitting factual information to a large audience in a relatively short period of time.
- b) **Discussion:**-involves two way communication b/n the trainer and trainees. Because active participation is encouraged, the discussion method offers trainees on opportunity for feedback, clarification and sharing points of view.
- c) **Case Study:** - (Mam. 1980: explained as a written description and summary of a real or hypothetical business situation or problem.
- d) **Vestibule training:**- takes place away from the production area which is often imported with the help of equipment and machines which are identical with those is use in the place of work (Mamoria: 1980:268)
- e) **Conferences training:** - is a formal meeting, conducted in accordance with an organized place in which the leader seeks to develop knowledge and understanding by obtaining in considerable amount of oral participation of the trainees.
- f) **Role – playing:** - is a method of human interaction which involves realistic behavior in the imaginary, situation, It demonstrates the gap between thinking and doing (Harris 1994:14).

Advantage of Off the Job Training

(Carrel, 1982) lists the following merits off the job training.

- It promotes analytical thinking and develops a person's problem solving ability.
- It encourages open mindedness and serves as a means of integrating the knowledge obtained from different basic disciplines.
- Enables trainee to learn in an environment free from normal and interruption of the work place.

Disadvantage:-

- Problem of "Transferring of learning " because some of this training method in theoretical and of limited practical value of the trainee specially when the training is conducted outside company.
- Employees attending the program are not performing their jobs. Exam if earning benefits exceed costs because it is an added expense for that movement.

2.3.4 Selecting Training and Development media

In a day's rapid technological change atmosphere several aids are available to trainees presenting information. The most common one are computer assisted instruction and audiovisual aids, (Harris 1994)

2.3.5 Implementation of Training and Development Programs

Training and development programs resulting from a thorough assessment should be direct response to organization needs or problem. A perfectly conceived program can fail if management cannot convince the trainee of its merits. The trainee must believe that the program has value and will help them arrive to their personal and professional goals in addition to that of their firm.

Implementation of training and development Program is often difficult. The reason in that managers are typically action oriented and feel they are too busy for training (Gomez 1995:299) view, lack of qualified trainees, difficult in scheduling around present work requirements and time are other problems. In order to carry out the implementation affectively trainees must possess communication skills, know the firms objective and its philosophy.

2.3.6 Evaluating Training and Development Program

Evaluating phase of training and development compares them post training and development result to the objectives expected by manages, trainees and trainees. It should determine whether trainees actually learned new knowledge, skill and ability or attitude as a result of training and development program. (Gomez-Mejia, etal. 1995.315.) address the effectiveness of training program can be measured in monetary or non- monetary terms. However it's an important criteria by which the training and development is judged to reflect the needs designed to be addressed.

The most popular and influential model of training and development evaluation was articulated by (Kirkpatrick 1986:18)

This author argues that training efforts can be evaluated according to any all of four criteria

- Participant's reaction to the training at the time of learning.
- Participant learning of the content of the training.
- Participant's use of their new skill and knowledge back on the job.
- The result of the program in terms of organization effectiveness.

2.4 Basic Principles of Effective Training and Development

Today, training and development programs are considered as above all the most profitable investment in human resource area in all firms. However, designing the programs above will not lead to greater return. Sometimes it may cause unexpected losses if not well conducted.

Therefore, to achieve their goals, firms must design appropriate training and development programs following the basic principles. As writer (Leslie 1997:402) describe in his book that, there are four basic principles of effective training and development.

I Training and development function must be related to corporate objective

Be it short, medium or long term, every firm has its own specific objectives. Whatever these objectives are the training and development should be linked to the company's objective in one way or another.

II Training and development needs support

Training and development needs a sustainable support from its inception to its completion date. All concerned bodies of the company's such as managers at all levels trained, etc and other must support the program by possible means as and when necessary. Taking principle in to consideration, the training and development head must provide the available training resources (time, budget, facilities, skilled trainers, etc.)

III Involvement of line managers

As line managers day to day works are more related to super vision, they know more about their knowledge, skill and abilities strength, and weakness Human resource department most develop habit of using line managers as a source of information training and development needs assessment. The company must develop also the custom of involving line manages in designing, formulating and evaluating training and development.

IV Training and development function should in hand with HRM policies

To be a successful program, training and development functions must be related and integrated with selection recruitment, compensation, employee safety and security etc, policies. Though conflict of interest in HRM area is natural to exist, there must be strong coordination b/n training and development and wider HRM policies, procedure and rules.

V Trainees Motivation

Trainees should be motivated to develop the desire and willingness that enable them to achieve what his/her company needs to attain.

There is no single employee motivation system that works best in all organizations and situations. Therefore, the generally accepted theories of motivation can be used when and where appropriate, (Richard L.1997:358).

2.5 Manager Needs and developmental programs

Among firms, which profess to believe in some type of planned systematic executive development, a great variety of developmental techniques are used. Edwin Flippo 1984: 205 his book explained that executive development needs are generally classified in to the following

- **Decision making skill:** too many, the essence of the executive job in making under certainty, uncertainty and risk. Though this skill can be approached in many ways including special course. In decision- making there has been a marked tendency to utilize in basket, business games and case studies that entails simulation of executive environments.
- **Inter personal skills:** these are abilities needed to resolve conflict, motivate, lead and communicate effectively with other workers. Development of competent interpersonal skill could be conducted through role- playing, behavior modeling, and sensibility training.

- **Job knowledge:** Regardless of the degree of prior possession of decision making and human skills the executive must acquire knowledge concerning the actual job to he or she is assigned to.
- **General knowledge:** An executive development as compared with operative training tends to move towards the education and the training continuum. In this developmental attempt there are unusual problems of learning transfer from conference or classroom to job actual job situation.

Known writer (Rustom S.Davr 1988:126) explained by his book a careful management development program should include.

- A carefully considered plan and organization for carrying out the program.
- A periodic appraisal or evaluation of each manager regarding his performance in the various states of his development under the program.
- A continuous appreciation and support from top management.

In planning the program these essential are involved

- Who will be responsible for administrating the program?
- What main stages are required?
- How will evaluation be effective?

This writer also depicts steps of arrangement development programs as the following

- **Organization planning:** - determine the companies' present and future needs.
- **Program targeting:-** Focus the companies effort on the most pertinent areas.
- **Ascertaining key positions requirements:-** Stress the basic requirements of a particular managerial positions.
- **Managerial appraisal:-** Evaluate periodically the abilities and performance of the individuals concerned with a view to ascertain the managed indicating promise for further development and their training needs.

- **Replacement skill inventories:** - indicate person qualify in for managerial replacement.
- **Planning individual development program:-** provide specific development program for promising manages and
- **Appraising existing programs:-** to ascertain source of improvement for incorporation in the future programs.

2.6 Factors that in influence human resource training and development

Many organizations face a volatile environment in which change is barely constant. This reason training and development programs are not achieved effectively due to barriers. Writers (Monday and Noe 1990:273) listed the following doctors that affect effectiveness of training and development programs.

- **Top management support**

First and for most, training and development must have top managements full support. This support must be real- not merely lip service and it should be communicated to the entire organization. True support become evident when the top executives provide the resources need for human resource function. The support is further strengthened when top executives actually take part in the training. These actions tend to convince employees of the true importance of training and development programs.

- **Commitment from specialist and generality**

These authors again elaborate generalist and program specialists should be committed to and involved in the training and development process. The human resource development manager operates essentially in a staff, or advisory capacity. According to Milton R.Schieber, Director of corporate Management Development for Lone star Industries, IN,," The primary responsibility for training and development with lie managers from the president and chairman of the board on down."

- **Technological Advances:**

Monday and Noe agreed that the increasing rapid changes in products, system, and methods have had a significant impact on job requirement. Thus employees face the need to constantly upgrade their skill and to develop an attitude that permits them not only to adapt to change, but also to accept and even seek it.

- **Organizational complexity**

Many organizations have grown to gigantic size in terms of the number of employee's sales volume and diversity of products. This growth has resulted in extremely complex organizational structures and a high degree of specialization.

This condition necessitates greater operating interdependence. More than ever, people must interact with group, peers, subordinates and superiors to perform their jobs successfully as cited by Monday and Noe.

- **Behavioral science knowledge**

Monday and Noe in addition explained that in recent years a vast amount of new knowledge has emerged from the behavioral sciences. Much of it it relates directly to human resource management. Today's managers must be aware of this knowledge and capable of utilizing it.

- **Learning principles:**

Human resource training and development specialists must know more than the topic to be presented in a training program. He or she must also have some understanding of basic learning principles. The purpose of training is to change employee behavior, and information must remain to be learned if change is to occur. Although much remains to be discovered about the learning process, several generalizations may be helpful in understanding this phenomenon.

- **Performance of other human resource function:**

From human resource manager's viewpoint as discussed by Monday and Noe successful accomplishment of other human resources function can have a significant impact on training and development. For instance, if recruitment and selection efforts attract only unskilled workers, an extensive training and

development programs may be needed to train entry-level worker. Training and development efforts may also be influenced by firm's compensation package. A firm with a competitive program may find it easier to attract qualified workers, which substantially influences the type of training required.

A firm's employee relations efforts can also influence the human resource development program. Workers want to feel that the company is interested in them. One way to express this interest is through management's support of human resource development. Managers can be taught to treat employees as individual and not merely as numbers.

The emphasis of firm on its employee's health and safety can also affect training and development.

2.7 Pro- Active strategic approaches to training and development needs:

Many companies, now-a-days would like to develop systematic proactive strategies instead of waiting for skill deficiencies. Such strategies enable these firms to go ahead of their competitors in all aspects. The most commonly used proactive strategic approaches to training and development as explained by (Edwin B. Flippo 1988:358) are as follows.

I projecting technological and intellectual trends:

A trend projection method uses qualitative analysis of the available data. It tries to forecast about the future depending on the present technological advancement rate and labor market condition.

II Including training and development in strategic plan:

Strategic plan covers all activities that should be performed to take the company where it intends to be. Including training and development programs in the company's strategic plan greatly reduces future skill differencing the company's expected to face.

III Resource audits and reviewing management practices and job satisfaction can also be used as strategic approach to training and development needs.

CHAPTER THREE

3 . DATA ANALYSIS AND INTERPRETATION OF THE FINDINGS

This chapter contains the discussion and analysis of the main findings of the study. The analysis and interpretation are basically made on the questionnaires distributed both to the management member and permanent non- management employees. The first part of this paper tries to investigate the resulted of the questionnaire form management member workers. This section touches basic areas of training and development program. The section part of this paper, contrary to what is said above, investigates in detail the responses of non management workers of the company.

Back ground of the workers

Table 1. Variables pertaining to respondents age, sex educational status.

No	Item	variable	Respondents		
			No Respond	%	
1	Characteristics of respondents.	Age (in years.)	21-30	35	50
			31-40	24	34.2
			40 and above	11	15.8
			Total	70	100
		Sex	Male	56	80
			female	14	20
			Total	70	100
		Educational status	BA and above	4	5.7
			Diploma	23	33
			12 grades come.	35	50
			No response	8	11.3
			Total	70	100

What is depicted on table 1 is that among the total respondents from both management members and non-management workers of BDTSC 56(80%) are male and the rest 14 (20%) are female Indicating that total number of male is much more greater than that of females.

The above table also reveals that 4 (5.7%) of the respondents hold BA degree and above, while 23(33%) of the respondents are diploma holders: 53(50%) are graduates of high school, and the rest 8(11.3%) of them are unwilling to give response about their educational status.

Concerning the age factor 35(50%) of the sample respondents asserted that they are in the age group 21-30, 24(34.2%) of them are between 31-40 and the rest 11(15.8%) Of them are above 40. From above table we can conclude that most of BDTSC workers are young enough to take further training and complete high school.

Results of the Questionnaire from Management members.

Table 2. Employee's participation to training and development

No	Item		Respondents		
			Yes	No	Total
1	Does your Organization give your chance in participating in training and development program?	*NR	6	4	10
		%	60	40	100
	a) If yes, what do you think the reason?	Alter natives	NR	%	Total
		-To increases productivity	3	30	
		-maintaining employees interest.	1	10	10
		Increase in Quality and Quantity of output	2	20	20
	Total		6	60	

* NR - Number of respondents

From the above table we understand that out of the respondents (management members) 6(60%) of them have participated (get chance) in training and development program of the company and 4(40%) replied that they couldn't get chance in participating in training and development program of the company. Employee's who participated in training and development said that the reason for employee training and development it's to increase productivity 3(30%), increase Quality and Quantity of products 2(20%) and rest 1(10%) responded to maintain employees interest.

Table 3. Factors related to training and Development needs assessment.

No	Description	Methods	Respondents	
			NR	
1	How does BDTSC diagnose current problems and futures challenges that are to be met through training and development?	-exit interview	1	10
		-production and quality control reports	4	40
		-Observations	2	20
		-Consultations	-	-
		-Other	3	30
	Total		10	100

According to the above table, 4(40%) of the sample respondents confirmed that the company uses production and quality control reports to assesses training and development needs, similarly 2(20%) of them commented that BDTSC uses observations as a tool to do so and 3(30%) of the responded that BDTSC uses other methods such as performance appraisal, human resources skill and it and technological trend analysis. The rest 1(10%) of the total sample respondents approved their organization uses exit Interview to diagnose training and development needs.

Generally speaking we understand from table 3 that production and quality control reports are the main methods in identifying training and development needs assessment in this organization.

Table 4. Factors pertaining to selecting training and development methods.

No	Description	No Response	%
1	What are the criteria for selection of training and development methods?		
	a)Cost effectiveness	4	40
	b)Less them and more control	2	20
	c)availability of resources	1	10
	d)others	3	30
	Total	10	100

As clearly pointed out in the above table 4(40%) of the sample respondents assured that cost effectiveness is the main criterion for selecting training and development. similarly, 2(20%) of them commented that less time and more control, 1(10%) availability of resources and facilities and 3(30%) other criteria's such as profit maximization as criterion for selecting and development methods.

Table 5. Variables related to benefits and evaluation of training and development.

No	Description	Evaluation methods	Respondents	
			NR	%
1	What in the means of post training and development our come evaluation at BDTSC?	-Trainees Behavioral change.	-	-
		-Waste reduction and	1	10
		-Increased officers.	3	30
		-Accomplishment of objectives.	2	20
		-All	4	40
	Total		10	100

- There are some respondents who answered more than one.

No	Description	Benefits	Respondents	
			NR	%
2	In what do you think so for conducted training and development programs will benefit BDTSC?	-Keeping cost down.	-	-
		-Increase in produce.	3	30
		-Improve profitability.	1	10
		-Improve job knowledge and	1	10
		-All adjusting BDTSC to changes.	1	10
		-All of the above	4	40
	Total		10	100

As indicated precisely in table 5, 4(40%) of the total sample respondents suggested that BDTSC uses all above listed evolution methods as a means of training and development result evaluation. On the other hand, 3(30%), 2(20%), and 1(10%) of the respondents stated that their organization uses increased efficiency, accomplishment of objectives and waste reduction and time saving, respectively. Table 5 also shows that the company doesn't use trainee's behavioral change as a means of evolution.

Concerning the benefits of training and development table 5 also shows that 4(40%) of the respondents replied that all above listed benefits of training and development will help the organization .3(30%) of them expressed their opinion that the so far conducted training and development will help BDTSC to increase productivity. On the other hand, 1,(10%) of the total sample respondents, respectively each, concluded that, training and development will help BDTSC in terms of improving profitability, improving job knowledge and skill, Adjusting BDTSC to changes. This table also shows that, cost reduction can't be considered as benefit of training and

development. Generally we understand from this table that training and development program help organizational in many aspects.

Table 6. Factors related to management development opportunities clue

No	Description	Alternatives	N.R	%
1	Does BDTSC include training and development program in its long- term strategic plan?	Yes	8	80
		No	2	20
	Total		10	100
	a) If yes what is (are) the purpose (s) BDTSC striving for?	<ul style="list-style-type: none"> Productivity, knowledge skill & ability improvements 	5	50
		<ul style="list-style-type: none"> Capacity building. 	1	10
		<ul style="list-style-type: none"> Attaining competitive edge in the market 	1	10
		<ul style="list-style-type: none"> No response 	1	10
	Total		8	80

No	Description		Responses		Total
2	Is there management development opportunities that enable managers remain successful in their respective departments?		Yes	No	
		N	5	5	10
		R			
		%	50	50	100
			NR	%	
	If your answer is yes what is the reasons for conducting it?	<ul style="list-style-type: none"> Managerial obsolesce prevention. 	1	10	
		<ul style="list-style-type: none"> Increasing overall effectiveness of managers. 	2	20	
		<ul style="list-style-type: none"> Improvement of overall satisfaction. 	2	20	

	Total		5	50

We can understand from table 6 that 8(80%) of the sample respondents agreed that the company includes training and development in its long-term strategic plan. The rest 2(20%) assured that the company does not include training and development programs into its strategic plan. Out of 8(80%) respondents, 5(50%) of them mentioned that productivity and KSA'S improvements are the main purposes that the company is intended to achieve. The rest 1(10%) for each factor responded that sample responded that attaining competitive edge, capacity building respectively. The other 1(10%) of the sample respondents stated that they are not certain about whether BDTSC includes training and development in its long-term strategic plan or not. Table 6 also shows as, 5(50%) of the sample respondents asserted that there is no sufficient management development opportunities that that them to succeed in their jobs. Out of these respondents, 2(20%) of them indicated that increasing managers overall effectiveness as the main purpose, for which BDTSC training and development undertakes. The other 2(20%) stated that improvement of overall satisfaction of managers, 1(10%) presentation of managerial obsolescence, respectively. These are the core reasons for which the company provides training and development to its management member.

RESULTS OF QUESTIONNAIRE FROM NONE MANAGEMENT PERMANENT EMPLOYEES.

Table 7. Factors corresponding to place of training.

No	Item		Responses		Total
			Yes	No	
1	Have you ever taken your job or profession related training so far?		Yes	No	
		NR	39	21	60
		%	65	35	100%
				NR	%
	a)If your answer is yes, where do you think the reason is?	-Inside BDTSC	25	41.7	
		-Outside BDTSC	10	16.6	
		-In both centers	4	6.7	
	Total		39	65	
	b)If your answer is no, what do you think the reason is?	-Personal problem	-	-	
		-It was asked but not allowed.	2	3.3	
		-Less support from the management	17	28.4	
		-Other.	2	3.3	
	Total		21	35	

As we can see from the above table, 39(65%) of the respondents certainly stated that they have taken trainings that corresponds to their occupation, while the remaining 21(35%) of them said that they have never and ever taken trainings related to the day to day activities are able to attend their profession oriented training.

Concerning the training center, among the total sample respondents who have taken training 25(41.7%) and 10 (16.6%) of them are able to follow on the job training

and off the job respectively. On the other hand 4(6.7%) of the respondents explained that they have got chance to be trained in both centers. It can be depicted from table- that BDTSC gives prior attention too inside training and not to outside training.

In case of the factors that prohibited the employees from taking their occupation related training 17(28.4%) of them responded that they have less support from the management. The other 2(3.3%) depicted that other factors contributed to the prohibition of training. From above table we understand that the main reason why employees are unable to take training is that the management of the organization do not sufficient provide training opportunities as per departmental and sub-demotion levels.

Table 8: Respondent’s attitude towards training and development opportunities

No	Item	Responses		Total	
		Yes	No		
	Is there sufficient training and development opportunity that enables you to acquire basic skills experience and attitudes to remain successful operative in your own department?	NR	19	41	60
		%	31.6	68.4	100
				NR	%
	a)If your answer is yes, why do you think?	-preventing skill obsolesces.			
		-Improving effectiveness.		10	16.66
		-Increases in production.		5	8.33
		-Increase satisfaction.		4	6.66
	Total			19	31.65

As the above table demonstrates 41(68.4) of the sample respondents conclude that there is no sufficient training and development opportunities that that help them to remain successful operative in their occupation. On the other hand, 19(31.6%) of the respondents said that there is sufficient training and development opportunity that help them acquire the basic skill, experiences and altitudes.

According to table-out of the total respondents who said 'yes 'for item 'la' 10(16.66%) of them agreed on improvements of employees effectiveness, 5(8.33%)of them said increase in productivity, and 4(6.66%) of forwarded increment of the overall employee satisfaction as a reason why BDTSC conducts the program, each respectively

Table 9 Variable Pertaining to training objective and feedback

No	Item	Responses			Total	
		Yes	No	NR		
1	Is there presentation of specific and time targeted objective of training and development for both trainers and trainees?	NR	28	29	3	60
		%	46.7	48.3	5	100
	If yes, what are the objectives?	-Quality of work.			10	16.7
		-Cost reduction.			5	8.3
		-Improving skill deficiency			5	8.3
		-others			8	13.4
	Total			28	46.7	

No	Item	Responses			Total
		Yes	No	NR	
2	Does BDTSC present timely and quick feedback on				

	the result of training and development activities?	NR	12	44	4	60
		%	20	73.33	6.67	100

As it can understand from table 9, 29(48.3%) of the respondents expressed their opinion that there is lack of training and development objective presentation prior to its implementation. The other 28(46.6%) of the respondents justified their answer that there is sufficient presentation of training and development objectives to both parties ahead of its implementation. Contrary to the above, 3(5%) of respondents have not given a response.

The above table also shows us from total sample respondents who answered 'yes' 10(16.7%). 5(8.3%) and 8(13.4%) of them justified that quality of work, cost reduction, improving skill deviancies and others are among the objectives of BDTSC towards training and development.

As clearly indicated in the above table 44(73.3%) of the sample respondents mentioned that BDTSC does not provide timely feed-back on the outcomes of training and development. On the contrary 12(20%) of them revealed that there is enough presentation of feedback on training and development results. The remaining 4(6.67%) of the respondents have no response at all. What we can conclude from the above table is that there is lack of timely feedback on the training and developments outcomes

Table 10. Factors pertaining to training media support of top management, time and budget allocation after training benefits

No	Item	Alternatives	Number Responses	%
1	Training & development media used by BDTSC	-computer Assisted instruction.	3	5
		-Audio visual.	5	8.3
		-Other methods	42	70
		-No response.	10	16.7

	Total		60	100			
2	Do you believe that existence of training and development program affects, benefits the organization in terms of productivity	-Yes, certainly,	22	36.7			
		-Yes, to some extent	20	33.4			
		-Not at all	10	16.7			
		-No response	8	13.2			
	Total		60	100			
3	How much is the support of top management on the training & development program?		High	Med ium	Low	NR	Total
		NR	5	6	42	7	60
		%	8.33	10	70	11.67	100
4		NNR	8	28	22	2	60
		%	13.3	46.6 7	36.67	3.33	100

N o	Item	Alternatives	Number Responses	%
5	Is there after training benefits that motivate employees for further training and development.	-Yes	12	20
		-No	48	80
	Total		60	100
	Does your organization gives you career promotion	Yes	18	30
		No	42	70
	Total		60	100

What is depicted by the above table is that 3(5%),5(8.8%) of respondents said that computer assisted instruction and audio visuals aids are methods of transmission

of training by the organization uses other methods such as oral class room training. The other 10(16.70) did not given a response.

It can be understood from items 2 of above table out of total respondents who are asked about productivity , effects and benefits of productivity, 22(36.7%), 20(33.4%) of them said certainly benefit the organization and to some extent benefit the organization, respectively. On the other hand, 10(16.75%) of the respondents justified that the existence of training and development do not affect the productivity instead other factors.8(13.2%) of them did not given response to the question.

As shown in table 42 (70%) of the respondents suggested that the participation and support of top managements are training and development program is low, 6(10%) stead that it is medium, 5(8.33) responded it is high and the rest 7(11.67%) do not given response. Generally, wean conclude form this is that participation and support of top management is very low.

When we come to item 5 of table, out of total sample respondents. 28 (46.67%) of them confirmed that their organization allocates medium budget and time for its training course.22 (36.67%) of the respondent stated that budget and time allocation of the company for training is low. In the same manner 8(13.3%) of them responded that the organization allocates high budget and time for training 2 (3.33%) do not give response.

We can understand from the above table that 48(80%) of sample respondents responded that their organization do not give and benefits that motivate them for further growing. On the other hand 12(20%) of the respondents confirmed that the company provides post training to motivate employees for further improvement and development in their profession.

As it can be understood from item 6, 42(70%) of sample respondents responded that they do not get career promotion, On the other hand 18 (30%) of them responded as their company provides promotion opportunity to them.

Table 11. Variables corresponding to productivity improvement.

No	Item	High		Medium		Low		Med.		Total	
		NR	%	NR	%	NR	%	NR	%	NR	%
1	How do you evaluate the following items after the training is over?										
	a) Efficiency.	20	33.3	23	38.3	11	18.3	6	10	60	100
	b) Cost saving.	17	28.3	27	45	13	21.6	3	5	60	100
	c) Quality & Quantity of work.	30	50	27	46.6	2	3.3	-	-	60	100
	d) Work attitude	20	33.3	24	40	6	10	10	16.6	60	100

One can understand from table that 20(33.3%), 17(28.3%) 30(50%) and 20(33.3%) of the sample respondents certainly assured that they have high efficiency, cost saving, quality of work produced and work attitude towards their job after training respectively. Similarly, 23(28.3%),27(45%),28(46.6%)& 4(40%) of the respondents explained that they have got medium of what is stated, consecutively in the above table item 1 a-d following the same order, 11 (18.3%), 13(21.6%)2(3.3%)0 and 6(10%) of the sample respondents proposed that they have got low of each factors stated above. The rest, 6(10%), 3(5%) &10(16.6%) of the respondents gave no response to each of these three item. For factors quality and quantity of work all of the respondents gave their comment.

Generally speaking, most of the respondents have got medium efficient at work, cost reduction, quality and quantity of work and moderate work attitude towards their job.

Table 12 variables pertaining to the causes, problem and solution to training and development.

No	Item	Alternatives	NR	%
1	Have your acquired the knowledge and skill you	Yes	19	35.67

	are supposed to gain from this training	No	17	28.33
		No Response	3	5
	Total		39	69
	a) If your answer is no, what do you think the reason is?	-Unrelated training	-	-
		-Unskilled trainer.	-	-
		-Budget and time shortage.	2	3.3
		-Lack of top management support.	10	16.6
		-Inadequate methods.	3	5
		-others.	2	3.3
	Total		17	28.3
2	Have you ever come across problems while implementing the training knowledge?	Yes	15	25
		No	18	30
		No Response	6	10
	Total		39	
	a) If Yes what do you think the root cause is?	-Absence of practice.	2	3.3
		-Lack of mgmt support	2	3.3
		-Shortage of training time	3	5
		-Other	8	13.3
	Total		15	25
	b) What do you propose as a solution for the stated problems in item 2a?	-practical training	2	3.3
		-Expanding training time.	5	8.3
		-Support from top management/coordination	6	10
		-Other	2	3.3
	Total		15	25

No	Item	Alternatives	NR	%
3	What your opinion for the present training & development methods & policy?	-better continue.	-	-
		-Needs improvement	32	53.3
		-Change all in all.	24	40

		-No response	4	6.6
	Total		60	100s

As clearly shown in item 1 of the above table 39(31.6) of the simple respondents approved that they have acquired the knowledge and skills they are expected to gain from the training. On the other hand 17 (28%) of them concluded that they have got none of what they are supposed to gain from the training, the remaining 3 (5%) of the respondents gave no response about it, from the above description it can be concluded that must be the trainees could not be conducted very well.

Out of total respondents who replied 'no' to item 1 of table 12,3(3.3%) of the respondents, each stated that budget and time shortage, and other 3(5%) inadequate methods and 10(16.6%) lack of management support. What we can conclude from the above table is the lack of management support has great impact on training.

When we come to training knowledge implementation 18(30%) of the respondents said that they have never come across problems. On the other hand, 15(25%) of them replied that they faced problems while impending the knowledge acquired from the course. the remaining 6(10%) of them gave no response at all to the question

From those who replied 'Yes' to item 2, of table 12,2(3.3%) each forwarded absence of practical training and lack of support from management respectively. Similarly 3(5%) and 8(13.3%) of the respondents suggested that shortage of time on training and relied other factors on implementing training.

To tackle the problems stated in the above table item 2'a' 2(3.3%) of the respondents mentioned that the theoretical trainings must be proportionately supported by respondents mentioned that the theoretical trainings must be proportionately supported by practical on the job training, this is because, some of the trainees only know the theoretical part and when they come to real world (practice) things may change. In the same manner 6(10%) of them proposed that management

coordination in area of training and development as a solution to the explained obstacles. The rest 5(8.3%) and 2(3.3%) agreed that expanding training time and other factors to cure problems while implementing the knowledge.

Table 12 also shows us that 32(53.3%) of the total sample respondents stated that the present performance of BDRSC'S training and development programs should be changed or needs improvement and 24(40%) of them recommend that the program should be changed all in all and 4(6.6%) of them gave no response to wards the current training and development program of BDTSC. We can conclude from the above table that no respondents agreed on the continuation of the training and development of the company.

CHAPTER FOUR

4. CONCLUSSION AND RECOMMENDATION

4.1 Conclusion

Based on the findings of the study, the following conclusions are drawn by the researcher.

- BDTSC gives first priority to on the job training and development followed by off the job.
- Most of the non-management and management employees have no training and development opportunities that enable them to acquire the basic skills and expertises and attitudes to remain successful in their profession.
- Top management support and participation towards training and development is very low which in turn hinders productivity of employees.
- Employees of BDTSC believe that the existence of training and development program will benefit the organization in terms of productivity increment
- The company allocates moderate time and budget for the program which may not be enough.
- There is no specific and time-targeted presentation of objective of training and development
- BDTSC provides almost no appropriate after-training benefit that motivates employees for father skill improvements, moral development, career promotion (management development).
- BDTSC does not provide timely and quick feedback on the result of training and development activities.
- Employees of BDTSC, due to some factors, have moderate, efficiency, and cost saving, better work attitude etc after training is over.
- Generally, it can be concluded that as most of the workers have undergone training and development programs, they have grader efficiency due to this and

they contribute a lot to the company's overall performance showing the direct relationship between training and development and employee's productivity.

4.2 Recommendation

The researcher in light of the finding of the study has recommended the following points towards the end of better training and development activates.

- Training and development should be designed based on effective training and development, this can be done through detailed analysis of human resource data, areas of high turnover, observation, low performance, task performed in the organization and creating a good human resource information system
- BDTSC should provide the right training and development for the right trainee, at the right time, place and method, by the right trainer using appropriate and necessary resources. This can be achieved through preparation of both .trainee and trainers to the program on time i.e. before conducting and assessing the methods by considering the potential resources of the organization.
- The program should be conducted under planned manner based on performance appraisal and future demand forecast having continuous assessment of employees performance with regard to their job will help the organization.
- Using effective training and development assessment needs the company should give employees sufficient training and development opportunities and of course after training benefit to motivate them based on their talent and effectiveness to the job the company as much as they can should be familiar with latest technologies to the improvement of overall performance by considering their capacity to afford it.
- By assess in problems or weakness with training and development methods, measuring the capacity of conducting the program, there should be successive improvement in the methods by giving priority to the programs, the company should also allocate enough time to the program in order to have qualified and

technically skilled employees which intern help the organization to increase its productivity.

- By successive follow-up and digging problems that employees and managers face from the beginning to the end of program, the company can reach an effective program, there should be good relationship between other human on the program.
- The support of top management towards training and development should be high so as to make employees motivated, initiated, etc to their job.
- Finally, BDTSC should take in to account that if the company's training and development program is effectively done, employees' morale, quality products, productivity, etc would be acquired.

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