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**School of Graduate Studies (MBA)
Masters of Business Administration**

**THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE IN THE
CASE OF HIBERT BANK SHARE COMPANY**

BY:- FETLEWERK MILKESSA

JANUARY, 2024

ADDIS ABABA, ETHIOPIA

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HIBERT BANK SHARE COMPANY**

BY: FETLEWERK MILKESSA

ADVISOR: YIBELETAL NIGUSSIE (ASS.PROF.)

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF St. MARY'S
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SCHOOL OF GRADUATE STUDIES

THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE IN THE CASE OF
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BY: FETLEWERK MILKESSA

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature & Date

Advisor

Signature & Date

Yibeletal Nigussie (Ass.Prof.)



External Examiner

Signature & Date

Internal Examiner

Signature & Date

Statement of Declaration

I, Fetelwerk Milkessa, attest that the research paper titled " The Effect Of Training On Employee Performance In The Case Of Hibert Bank Share Company has not been submitted for a degree or as part of the requirements for a degree. Each and every source of information used in the paper has been properly acknowledged. I also certify that the thesis has been written by me and that any help that I have received in doing my research work and in the preparation of the thesis itself has been duly acknowledged.

Fetlewerk Milkessa

Name

Signature

St. Mary's University, Addis Ababa

JANUARY, 2024

ENDORSEMENT

This is to certify that Fetlewerk Milkessa completed her research on the topic " The Effect Of Training On Employee Performance In The Case Of Hibert Bank Share Company On Saris Branch " and that this is her original work and is acceptable for submission for the award of a Master's Degree in Business Administration.

Yibeletal Nigussie (ASS.PROF.)

A rectangular box containing a handwritten signature in dark ink. The signature is stylized and appears to be the name 'Yibeletal Nigussie'. Below the box is a horizontal line.

Advisor

Signature

St. Mary's University, Addis Ababa **JANUARY, 2024**

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Abstract.

The main purpose of the study is to investigate the effect of employee training on employee performance of Hibret bank share company with status commitment, efficiency and effectiveness For the purpose of this study, a purposive (also known as judgmental or subjective) sampling technique and Stratified sampling technique would be used to select samples from the employees of the organization; this is because, the study focuses on different groups of respondents and each group of the respondents would be required to have its own representative from the total sample size, and also to present the association between the variables, the data collected would be analyzed using both quantitative and qualitative type of explanatory(causal)analysis method and descriptive statistics method by Statistical Package for Social Science (SPSS) version 25, all Variables of training are positively and significantly correlated with employee's performance. Training manual preparation, Training delivery, Feedback have the highest association with employee job performances. While On job training, off job training have the least association; from regression analysis of Variables of training with the employee's job performance, on job training, off job training, training manual preparation, training delivery, and Feedback have strong positive and statistically significant effect on employee's job performance. As a result, alternative hypotheses related with on job training, off job training, training manual preparation, training delivery, and Feedback are confirmed and have Positive effect on employee's job performance. Therefore; alternative hypotheses related with all Variables of training are accepted.

Key words: Training, training design, employee performance.

CHAPTER ONE:

1. INTRODUCTION

1.1. Background of the Study

Training is a learning process whereby people acquire the necessary skills and knowledge to enhance the achievement of organizational goals. Since learning process is tied to a variety of organizational purposes, training provides employees with specific, identifiable knowledge and skills for use on their present job. Skills and knowledge can easily become obsolete in same way as machines or technology. So if an organization is to survive these must be constantly kept up to date. In support of this idea, (Meyer and Allen, 1991) mentioned that no organization can choose whether or not to train employees. They further stated that continuous training could help employees develop their ability to learn, adapting themselves to new work methods, learning to use new kinds of equipment and adjusting to major changes in job content and work related activities. The goal of employee training is to increase the capabilities and potential of employees in carrying out their duties. Effective training program contribute significantly to the improvement of organizations' competitiveness, productivity, sustainability and the quality of product/ service to customers; reduce the need for close supervision, increased moral and adaptability to new methods (Cowling and Mailer, 1998:61; Graham and Bennet, 1998: 283; Pont, 1991:1) Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a short term educational process and utilizing a systematic and organizational procedure by which employees learn technical knowledge and skill for a definite purpose. Different authorities defined the term training in different ways. However, the concept remains similar. Foot and Hook (2005:228) defined training as a planned process to modify attitudes, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities.

Its purpose is to develop the ability of the individual and satisfy the current and future needs of the organization. Similarly, Monopa and Saiydain (1999:172) mentioned that, the central ideas of training Activities focuses on improving employees and manager's performance on the current job she/he holds. They further said that it is an activity that is designed to help workers to acquire

and apply knowledge, skill, ability and attitude in their work place. For Dessler (2005:270) training is the method used to give new or present employees the skills they need to perform their jobs. For Byar and Rue (2006:164) training is a learning process that involves the acquisition of knowledge, skills and abilities (KSA) necessary to successfully perform a job. Cascio (2010), on the other hand, described training as a planned program undertaken to improve employee knowledge, skill, and social behavior so that, the performance of the organization improves considerably. Griffin (2000:394) argues that training usually refers to teaching operational or technical employee how to do the job for which they are hired. Hence, from the above definitions, it is possible to say that, all scholars agree on the point that training provides employees with specific, identifiable knowledge and skills for use on their present jobs. Sometimes the word training is synonymous with development. But both training and development have similarities and differences. Regarding the similarity and differences of training and development, Decenzo and Robbins (1999:227), states that both are similar in the methods used to affect learning, improve employees and organizational competencies to cope up with the changing environment. However, they are different in their time frame i.e. training is more present day oriented; its focus is on individuals' current jobs, enhancing those specific skills and abilities to immediately perform their jobs. On the other hand, development is a long term activity which focuses on future jobs requirements in the organizations. Adams and Griffin (1994), indicated the distinction between training and development as training is the acquisition of knowledge and skills, often manual for particular job, while development as improvement and growth of individual's faculties, attitudes insights and traits. To sum up the above-mentioned ideas, training provides employees with specific, identifiable knowledge and skills for use on their present jobs whereas development being broad in scope focuses on less tangible aspects of performance useful for both present and future jobs. Although provision of training and development opportunities to new and experienced employees are time consuming and expensive, organizations should find these costs to be a sound investment in human resources.

In support of this idea Harris and De Simon (1994:2) state that those programs that are designed to develop in an organization should be integrated to long term plans and strategies of the organization. Graham and Bennett (1998:283) identified training as having dual functions. On the one hand, training benefits the organization by enabling it to make use of its human resource whose ability and competence to perform organizational tasks is improved. On the other hand,

training gives employees a feeling of mastery over their work and of recognition by management which in turn increases their job satisfaction. According to Vemic (2007), training should not be undertaken for its own sake. It must be geared to the objectives of the particular organization. It is essential to know what the present skills are and based on the agreed objectives, what training is required to meet the objectives. Training also leads the employee to the right mix of knowledge, skills and attitudes, help a job holder to perform tasks successfully (Kumpikaitè, 2008). Often effective training can produce productivity gains that offset the cost of training. Training is especially important in industries with rapidly changing technologies. In modern industrial environment, the need for training of employees is widely recognized to keep the employees in touch with the new. Organizations need to be aware of more realistically towards keeping their human resources up-to-date.

In so doing, managers need to pay special attention to all the human resource management. This study, therefore, goes on to discuss one of the core functions of human resource which is training, employee performance, and how the former affects the latter. Training can help the standardization of operating procedures, which can be learnt by the employees. Standardization of work procedures makes high level of performance rule rather than exception. Employees work intelligently and make fewer mistakes when they possess the required know-how and skills. For employees to carry out their duties effectively and efficiently, they must have the relevant skills, knowledge, values, attitudes and competencies as well as understand their organization's culture. Thus, the purpose of this study is to investigate the effect of training on employee performance at hibert bank Share Company provide suggestions to the organization as how it can make best use of training programs to make their employees perform well on their job. In order to understand the study aim, emphasis to need analyses for training given, identifying the training programs' existing in the organization, the objective of the training offered, the methods employed and finally the effects of training on employee performance need to be explored in depth.

1.1. Statement of the Problem

Staff training and development is recognized as crucial element in the attainment of organizational goals and objectives. In order to sustain economic and effective performance, it's important to optimize the contribution of employees to the aims and goals of an organization (Armstrong .M (2003) Training and development activities have implications for attempts to motivate and involve the workforce with an aim of improving performance. One of the primary objectives of human resource management is the creation of conditions whereby the latent potential of the employees will be realized and their commitment to the success of the organization secured. The perception of employees on training in combination with an adequate and effective training program has a great impact on the success of any training carried out in an organization.

If employees receive adequate and effective training, this will have a positive impact on the employees' productivity. Effective training programs are aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training programs not only develop employees' performance, but also help an organization to make best use of its human resources in favor of gaining organizational advantage. Training programs have to be designed carefully if the intended goals are to be achieved and evaluated. In designing the training program, issues like analysis of training needs, training content, selection of trainers, trainees, the training facilities and environment and training methods should be given serious attention for the learning process to be effective and successful. Evaluation of the training program also needs to be carried out to obtain feedback for further improvement in designing training programs Therefore, it would seem mandatory by any organization to plan for such a training program for its employees to enhance their abilities and competencies that are needed at the workplace. Though there are challenges confronting companies there is increasing realization of the effect of human resource training. Though some researchers believe that training and its effect towards enhancement of employee performance as well as organizational performance is very important.

(Amir Elnaga and Amen Imran (2013), the majority of governmental, private and international organizations fail to recognize the importance of training to increase their employees' productivity and when the economy slows or when profits decline, many organizations first seek

cuts in their training budgets. This will leads to high job turnover then increase the cost to hire new employees which lower down the organization's profitability. For example, Saleem et al. (2011) stated that good training system help organizations make sure those employees in every organization can understand the condition in which the company is in and keeps them updated to have the required skill that they need to perform their day to day activity. This shows human resource training provides an opportunity for human resource department to play a more strategic role in employee performance enhancement. (NeelamTahir, Israr Khan Yousafzai, Dr. Shahid Jan and Muhammad Hashim (2014), also stated that training is an important aspect of HRM and it is important for organizations to get skilled and capable employees for better performance, and employees will be competent when they have the knowledge and skill of doing the task.

Training would provide opportunities to the employees to make a better career life and get better position in organizations. In doing so, organizations' efficiency would be increased. On the other hand, employees are the resources and assets of an organization if they are skilled and trained would perform better than those who are unskilled and untrained. Therefore, the purpose of this study is to find out the relationship between training and its effect on employees' performance. On the contrary, few people these days would argue against the importance of training and its major influence on the success of organizational effectiveness and employee performance enhancement. According to (Andrew Shepherd (2012), investment on training entails obtaining and maintaining space and equipment. It also means that operational personnel employed in the organization's main business function must also direct their attention from time to time towards supporting training and its delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organization's main business. (There has been valuable study entitled with the training practice by(Dagmawit, 2014) and employee training and development in by (Solomon, 2015)) However, none of them are conducted on effects of training practice on employee performance. So, this study tries to assess the existence of training practice on Hibert Bank share company on Saris branch, for which employee training seems to have become essential to achieve national economic objectives and the aforementioned problems exist or not and reanalyze the effect of training practice on employee performance.

In other words, how training practice affects the employee performance and to evaluate the existence of training practice such as needs assessment, training objectives, selection of

appropriate trainees and trainer, implementation of training program and well established evaluation and feedback have effect on employee performance. Furthermore, lack of well-planned and established training practice policy, lack of consideration about the link between human resource function and training are some of the major problems that most organization including Hibert Bank share company on Head Office are facing. So, in this thesis I trying to figure out the Employee training enhance a company's performance by changing the knowledge, skills and attitude, of employees through training and development

1.2. Objectives of the Study

1.2.1. General objective

The main objective of the study is to investigate the effect of employee training on employee performance of Hibret bank in head office with status commitment, efficiency and effectiveness.

1.2.2. Specific objectives

The main objectives lead to the development of the following specific objectives.

1. Determine the influence of training design on employee performance
2. Establish the impact of training policies on employee performance
3. Assess the effect of evaluation of training programs on employee performance
4. Explore training challenges that affect employee performance
5. Establish training roles and relations with employee performance relationship with employee performance

1.3. Research Questions

The research questions will be drawn in line with the objectives as follows:

1. What influence does training designs have on employee performance?
2. To what extent does training policies have effect on employee performance?
3. How are training programs evaluated at Hibert Bank?
4. What training challenges that affect employee performance?
5. What roles does training play on employee performance?

1.4. Significance of the Study

This finding was believed to give the following significances:-

1.4.1. To the Bank

The study would help the Bank to understand the importance of training programs, it would also enable the organization structure their training programs to make them more effective in terms of helping to improve the efficiency of the workforce and lead to better performance, It ensures the existence of a pool of skilled workforce who could be utilized for Bank development,as organizations perform better, they are able to increase output and contribute more to the economy. With better organizational performance, firms compete to develop quality products which enable the economy to remain vibrant, When a company has an organized system of training for employees, it helps them learn in a consistent and systematic way. It also prevents the employees from learning by trial and error.

1.4.2. To Employee

Employee training programs help improve the knowledge and skills of employees to match the various changes in the bank industry. These improvements will positively affect the productivity of workers, which can increase the profits and efficiency of an organization. Some of the things employees may learn through training include work ethics, human relations and safety, Though training employees should not totally eliminate the need for supervision, it can significantly reduce the need for excessive supervision in the workplace, Training programs can also help prepare employees who are moving into higher roles and taking on more responsibilities in an organization. These programs will help them learn the skills that are required to function effectively in their new positions. For example, they may be trained in leadership skills or in a specific software they will use in their new role,Implementing training programs in the workplace will help employees feel like the company is invested in them. By continuing to teach your employees new skills and abilities, they will not just become better workers, they will feel like more productive members of the organization. This will improve their morale as well as their workplace capabilities, when employees undergo training, it improves their skills and knowledge of the job and builds their confidence in their abilities. This will improve their performance and make them work more efficiently and effectively,When employees in a workplace are exposed to training, it helps to standardize the work process among the staff. Workers will apply and follow similar procedures as a result of their exposure to similar training,When employees are trained, they

will learn to make good, safe and economical use of the company's materials, tools and equipment. Accidents and equipment damage will be minimized, and this will keep waste low.

1.4.3. To the body of knowledge

It would be important for other researchers who want to make further investigation in this topic, Finally, it would be important for the researcher to get the knowledge about the methodology and tactics of conducting research.

1.4.4. To the practitioner

It would have important input for manager to use in identifying training need and some action plan to solve such skill gap problem, It would also help the management of the Bank in encouraging employees who wish to pursue higher studies in order to aid them in their development

1.5. Scope and Limitations of the Study

1.5.1. Scope

The study had geographical, methodological and conceptual delimitations. Geographically, the scope of the study was delimited to Hibert Bank share company in Addis Ababa.

Conceptual scope of the study was concentrated on the effect of training on employees' performance. Although there are different issues concerned the effect of training on employees' performance, this study focuses only on a minimum of six independent variables namely:

On job training, Off ,job training, Training need assessment, Training manual and preparation,

Training delivery, Feedback In connection with methodological delimitation, the researcher used explanatory and descriptive research design and in order to answer the study questions quantitative research approach was employed.

1.5.2. Limitations

The results of a study conducted in a single context (focused only on training effect on employee performance), The sample size was not enough to give the complete picture of all organizations

due to the worker is not actively enrolled in office. Hence, these limitations were a negative impact on the quality of the subject study.

1.6. Operational Definition of Terms

Employee performance: refers to the ability of an employee to perform a given task to the satisfaction of its employer.

Employee: refers to any person currently employed, or on leave of absence. The term does not include applicants for employment.

Learning: occurs when one adds new and modifies existing behaviors patterns in a way that has some influence on future performance on attitudes.

Performance: refers to the accomplishment of a given task measured against preset known

Training: is the planned and systematic modification of behavior through learning events activities and programs which results in the participants achieving the level of knowledge, skills, competencies and abilities to carry out their work effectively?

Training and development: refers to the field which is concerned with organizational activity aimed at enhancing the performance of individuals and groups.

1.7. Organization of the Study

The study will be organized in five chapters from the first chapter to the fifth chapter

Chapter 1 deals with Introduction, which consists of background study, the research questions and research objectives. It also states the significance, scope and organization of the study.

Chapter two consist literature review. Which provide information on the literature related to the study and sampling process.

Chapter three Research Methodology, research design and clear idea about data collection of the study and sampling process. is presented.

Chapter four data presentation, analysis of the data and interpretation of the finding to test the hypotheses and described in this chapter.

Chapter five finding, conclusion and recommendation are provided based on the study finding.

CHAPTER TWO

REVIEW OF LITERATURE

2.1. Introduction

2.2. Definitions and Concepts

Definition of training Training is concerned with imparting specific skills for a particular purpose. Training is the sequence of learning a sequence of programmed behavior. Training is the act of increasing the skills of an employee for doing a particular job. Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management.

2.3. Theoretical and Empirical Reviews

As the literature suggests, the nature of the training in the public sector has changed over the recent decades. Traditionally, training was considered to be job-focused, limited to the technical skills and abilities needed by public employees to perform specific tasks. As such, it was differentiated from education, which was considered to be broader in scope, more oriented toward a range of future jobs and generally provided by institutions of higher learning. Traditionally, individuals obtained their education first and subsequently received training in the work environment. Recently, the distinction among training, education, and development has become blurred (VanWart M, Cayer NJ, Cork S., 1993). As public organizations find themselves needing to help employees learn about new technologies and skills, training, in many instances, has begun to look like what has traditionally been called education. According to DeSario et.al. (1994), training refers to learning experiences designed to enhance the short-term and/or long-term job performance of individual employees. In this respect, training is viewed as part of an on-going developmental process. Training needs to be linked with the organizational mission (Eurich, 1985; Fischer, 1989; Latham, 1988; Miller, 1989).

So, when local governments plan their training activities, they need provide the link with the organizational mission and local budget and implementation. Some authors suggest considering training as investment decisions Eurich, (1985), and they should be made after careful consideration. It is usually advised that training activities should be examined from the perspective of their ability to influence individual job performance, rather than isolated experiences that may or may not contribute to the organization's success. (McGhee Et Al , 1996), are usually regarded as the authors of the first textbook on training in organizations. They suggested a three-fold approach to determine the types of training and development experiences that should be implemented, including organizational analyses, task analyses, and person analyses. Accordingly, organizational analyses focus on the organization's ability to support training. Task analyses focus on the knowledge, skills, abilities, and other personal characteristics required to perform the agency's task. Person analyses focus on the needs of the individual, identifying personal characteristics possessed by the particular individual. There are two basic questions must be addresses in the design of training activities. The first is the question of how a given course should be delivered. Who should participate? Where the course should be held? What types of learning tools should be used in the program? A second question is the creation of a learning experience that improves the transfer of knowledge. It is not enough for the trainees to learn; they must be able and willing to seek new abilities on their job. From the field of adult education, it is well known that adults are learning differently than children. First of all, adults have to know why they should learn something. Thus, employees need to see training experiences as relevant to their current work environment. Second, trainees need to be self-directed; they should be active participants in the learning process. Third, both trainees and trainers must recognize that adult employees have a greater volume and different quality of experience than youth. In the design of training and development activities, a wide variety of instructional media is available to trainers and managers (Campbell, 1988; Goldstein, 1986; Latham, 1989). There are different instructional techniques that can be used, including lectures, case studies, simulations, role-play exercises, and small-group discussions. Regardless of the particular technique, trainees should be active participants in the learning process. They should have an opportunity to practice their knowledge and skills in a scenario that closely resembles the actual job situation. Also, participants should receive feedback.

2.3.1 Training and Development

(Noe 2008)) says that organizations that embrace training and development practices are able to retain their customers, suppliers, employees, shareholders and other stakeholders in the long run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders. This translates into better financial performance for the business. (Myles Dowrey, 2002), states that a company that seeks to train and develop its employees well and reward them for their performance has its employees in turn are motivated and thus are more likely to engage in their work hence improving their performance and loyalty to their company. These same employees being the point of contact with customers will provide better service, leading to more repeat business and more referrals from the satisfied employees.

The increase in sales through repeat business and referrals will translate into an increase in business profits thus improving shareholders 'investment.

The shareholders are therefore benefiting from the increased returns on their investment and may choose to increase their investment into the business. This example illustrates the virtuous circle 'as described by Lisk (1996) where there is a reciprocal relationship between training and development and performance.

(Learner, R 1986), conducted an eleven year study and found that organizations with cultures that emphasized training and development and ethical values in every area with regards to employees, customers and stakeholders, as well as leadership from managers, outperformed companies that did not have this cultural characteristics by a huge margin. (Seligman L 1998), stated that where values are clarified and shared, productivity and job satisfaction increase.

2.3.2. Training and Development Methods

(Rhebergen B. Ida WOGNUM 2002), have described core development as a process organizations deliberately undertake in order to develop its employees to meet future challenges. Management also this process to develop proper human resources development program that ensure employees are trained and their skills are upgraded as they go up the organizations ladder to occupy positions of higher responsibilities. (Kessler, G, 2002)) argues that career development facilitates the organizations objective of showing a well-articulated growth oriented yet flexible a path to its employees.

Information technology on the other hand has been hailed as a catalyst of human resources development. (Powell T.C, T.CMicallef 1997),investigated linkages between information technology and performance and observed that information technology alone cannot produce sustainable performance advantages in the organization but that firms had gained advantages, by using information technology to leverage performance.

(Beardwell Ian, Holden Len,1997), pin point that a careful use of training methods can be very cost effective investment in the sense of using appropriate methods. Further they state that, if an increase in the training methods is not appropriate, trainees may end up not benefiting from the exercise. Broadly, training programs are classified into: on-the-job training and off-the-job training.

On-the-job training this is probably the most common approach to training and range from the selectively unsophisticated approach which involves verbal instructions or demonstrations of how to use tools and other equipment.

According to (Armstrong 2000), on-the-job training is useful in developing and practicing specific managerial, leadership, technical, manual and administrative skills needed by the organization to improve competitiveness. It has the advantage of actuality and immediate since the trainee works, learns and develops expertise at the same time. (Jacobs, Ronald L and Michael J Jones, 1995) argues that on-the-job training focuses on the acquisition of skills within the work environment generally under normal working conditions.

(Ruthwell Williams J, and H.CKazanas, 1994), observed that on-the-job training has been used to develop employees and typically includes verbal and written instructions, demonstrations and observations and hands on practice imitation. Generally the on-the-job training includes the following types of training, orientation or induction training, apprenticeship and refresher training. Off-the-job training – sometimes may be necessary to get away from the immediate work environment to a place where the frustration and hustle of work is eliminated. This enables the trainees to study theoretical information or be exposed to new and innovative ideas. This type of training takes place on special courses or in a training area or centre that has been specifically equipped and staffed for training.

They include: lectures, training by management institutions, conferences, seminars, case study, and brainstorming. According to Lisk (1996), human resources training and development approaches can be viewed from two perspectives, the macro and micro practices. The micro identifies the degree to which internal career development systems facilitate organizational progression and personal development. It also addresses the extent to which organizations perceive need for skill enhancement to equip employees with relevant skills for future work demand. These approaches include career development information technology, job rotation, job design, job enhancement, job enlargement, 360 degrees feedback and on-the-job training.

2.3.3. Benefits of Training and Development

The adoption of changing technology in this era of globalization and the emergence of new technologies, organizations are striving to survive, grow and operate profitably in a turbulent, even changing environment.

They have to position themselves in order to keep abreast with the new technologies and business development globally. Employees need to be trained and developed regularly so as to deliver even when the external environment changes lead to obsolescence of the current technology in place with the organization Nadler (1984). Training eliminates job discrepancies.

To be successful, organizations have to be responsive and fast to changing environment. They have to respond fast to changing consumer requirements and needs for quality, variety, customization, convenience and timeliness.

There is need to ensure that there is synchronization and standardization in how things are carried out in organizations. (Beardwell Ian, Holden Len., 1997), human resource management has emerged as a set of prescriptions for managing people at work. The central claim is that by matching the size, skills of the workforce to productive requirements of the organization and by raising the quality of individual employee contribution to production, organizations can make significant improvements on their performance. The main purpose of training and development is to eliminate performance discrepancies whether current or anticipated. Training and development leads to increased employee motivation (Seligman L 1998).

The management can motivate people through such methods as pay, promotion, praise and training. (Gale T Bradley, 1994), states that motivating other people is about getting them to move in the direction you want them to go in order to achieve a result. Motivated people are those with clearly defined goals who take action that they expect will achieve those goals.

Training and development also enhances competitive advantage of an organization. This is the essence of competitive strategy. It encompasses those capabilities, resources, relationships and decisions which permit an organization to capitalize on opportunities in the market place and avoid threats to its desired position: Gellatily (1996). (Armstrong .M (2003), many organizations have got to the point of recognizing that training and development is a strategic priority rather than a tactical response. A reason for training and development is to give the organization a competitive edge. Training and development ensures increased productivity. (Armstrong .M (2003),all organizations are concerned with what should be done to achieve sustainable high level of performance through people.

The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver results in accordance with the expectation of management.

It also enhances customer relations. (Muchel'le, Tom 2007), suggests the following aspects that enhance customer relations with the clients like being good listeners to the customers and communicating well with them, being sensitive and tactful, employees being sincere with the information they provide, making promises they can keep, loyal to customers, associates and the company.

2.3.4. Employee Performance

Employees must know what they need to do to perform their job successfully. Setting performance expectations and goals for individuals and groups to channel their efforts towards achieving organizational objectives. Getting employees involved in the planning process helps them understand the goals of the organization, what needs to be done, why it needs to be done and how well it should be done, Terrington (1995). Performance expectations need to be understood and where possible, to involve the contribution from the employees as Terrington (2005) puts it. Williams (2000), argues that as individuals cannot always control their results, it's important to have behavioral targets as well as output targets.

It is recommended that there is a personal development plan which would again underpin the achievement of objectives. Price (2005) states that managing employee performance every day is the key to an effective performance management system. Setting goals, making sure expectations are clear and providing frequent feedback help people perform most effectively. Goal setting involves managers and subordinates jointly establishing and clarifying employees 'goals. It affects performance through influencing what people think and do by focusing their behavior in the direction of goals, energize behavior, motivate people to put forth the effort to reach difficult goals that are expected and clarifies duties and responsibilities. Participation convinces employees that the goals are achievable and can increase motivation and performance Cummings and Worley (2005). Clear performance expectations are a critical factor in teamwork success, whether your goal is to develop a project team, your departmental team, or a sense of teamwork company-wide, clear performance expectations support teamwork success.

Use clear performance expectations to help employees develop accountable, productive, meaningful, participatory teamwork (Armstrong .M (2003). Measurement is an important concept in performance management. It's the basis for providing and generating feedback. It identifies where things are going well to provide the foundations for building further success, and it indicates where things are not going so well, so that corrective action can be taken.

(Armstrong .M (2003), all jobs produce outcomes even if they are not quantified. It's therefore often necessary to measure performance by reference to what outcomes have been attained in comparison with what outcomes were expected. According to Behn (2003), the fundamental purpose behind measures is to improve performance.

Measures that are not directly connected to improving performance (like measures that are directed at communicating better with the public to build trust) are measures that are a means to achieving that ultimate purpose. There are several methods of assessing individual's ability to perform a job effectively and to identify the gap between effective and current performance for which a training solution will contribute to closing the gap (Muchel'le, Tom 2007),Price et al (2005), states that a human resources manager can either question employees about their job, problems or perceived training and development needs or even observation can be used to investigate work flows.

Data from internal records can also be analyzed to identify patterns and trends in performance of an employee. Quantity of units produced, processed or sold is a good indicator of performance, but care should be taken not to compromise on the quality. Quality of work can be measured by several means, for example the percentage of work to be redone or rejected. In sales the percentage of inquiries converted to sales is an indicator of salesmanship quality. Timeliness and how fast work is accomplished.

The cost of work performance can be used as a measure of performance only if the employee has some degree of control over the cost Price (2005). Absenteeism and tardiness, an employee is obviously not performing when he/she is not at work. Other employees' performance may also be affected by this absenteeism. Creativity can be difficult to measure/quantify as a performance measure but in many white collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them (Noe 2008), Performance appraisal tells top performers that they are valued by the company. It requires managers to at least annually communicate to employees their performance strengths and weaknesses.

A good performance appraisal requires that all employees doing a similar job are evaluated using the same standards Price (2005). (Mucel'le, Tom 2007), states that appraisals are a major performance measure. Manager's appraisal is whereby a manager appraises the employee's performance and delivers the appraisal to the employee. This is by nature a top-down and does not encourage the employees' active participation. It's often met with resistance because the employee has no investment in its development Self-appraisal is when the employee appraises his or her own performance, in many cases, comparing the self-appraisal to the manager review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations. Peer appraisal- employees in similar positions appraise an employee's performance. Robert S. Kaplan and David P. Norton have developed a set of measures that they refer to as a balanced scorecard. These measures give top managers a fast but comprehensive view of the organization's performance and include both process and results measures. Kaplan and Norton compare the balanced scorecard to the dials and indicators in an airplane cockpit.

For the complex task of flying an airplane, pilots need detailed information about fuel, air speed, altitude, bearing, and other indicators that summarize the current and predicted environment. Reliance on one instrument can be fatal. Similarly, the complexity of managing an organization requires that managers be able to view performance in several areas simultaneously. A balanced scorecard or a balanced set of measures— provides that valuable information. Kaplan and Norton recommend that managers gather information from four important perspectives: The customer’s perspective. Managers must know if their organization is satisfying customer needs. They must determine the answer to the question: How do customers see us? The internal business perspective Managers need to focus on those critical internal operations that enable them to satisfy customer needs. They must answer the question: What must we excel at? The innovation and learning perspective of an organization’s ability to innovate improve and learn ties directly to its value as an organization. Managers must answer the question: Can we continue to create and improve the value of our services? The financial perspective in the private sector, these measures has typically focused on profit and market share. For the public sector, financial measures could include the results-oriented measures required by the Government Performance and Results Act of 1993 (i.e., the Results Act). Managers must answer the question: How do we look to Congress, the President, and other stakeholders?

2.3.5. Relationship between Training and Development and Employee Performance

(Myles Dowrey, 2002), states that a company that seeks to train and develop its employees well and reward them for their performance has its employees in turn motivated and thus are more likely to be engaged in their work hence improving performance and loyalty to their company.

These same employees, being the point of contact with customers will provide better service, leading to more business and more referrals from the satisfied customers.

The increase in sales through referrals and repeat businesses will translate into an increase in business profits thus improving shareholders ‘investment. The shareholders are therefore benefiting from increased returns on their investment in the business.

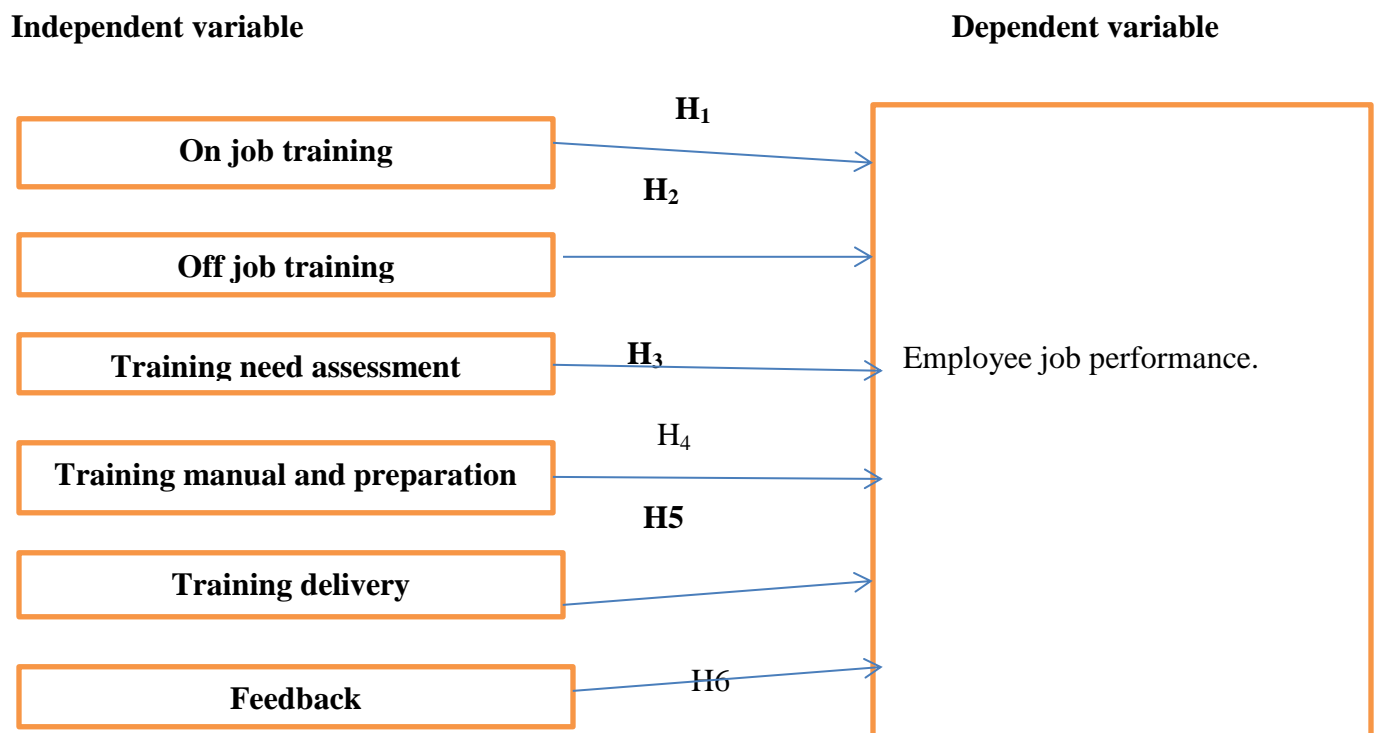
In addition, good financial performance also attracts new shareholders to the business. Suppliers will be eager to do business with the company due to its financial strength and its positive reputation.

The company is therefore able to negotiate friendly purchase terms with suppliers. This example illustrates the virtuous circle'as described by Lisk (1996) where there is a reciprocal relationship between training & development and performance. (Learner, R 1986), to further illustrate this reciprocal relationship, conducted an eleven year study and found that organizations with cultures that emphasized training and development and ethical values in every area with regards to employees, customers and stakeholders, as well as leadership from managers, outperformed companies that did not have this cultural characteristics by a huge margin. (Seligman L 1998), stated that where values are clarified and shared, productivity and job satisfaction increase. According to (Noe 2008), organizations that embrace training and development practices are able to retain customers, suppliers, employees, stakeholders and shareholders in the long-run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders. This translates into better financial performance of the business.

2.4. Conceptual Model/Frameworks

The theoretical framework as resented on Figure 1 has been formulated to depict a relationship between training and employee performance. In the literature review, it has been observed that training has an impact on Employee Performance. Organizational performance ultimately depends upon employee performance and training is a tool to improve employee performance.

Figure 1: Conceptual frame work



2.7. Research Gaps

Training builds competencies of employees to perform their job in an effective way, prepares them to hold future position and helps them to overcome under performance. So far, existing literatures on impact of training on employee performance such as on banking industry; in Nigeria by Falola et al (2014), pharmaceutical companies; in Pakistan by Akbar and Hafeez (2014), health workers; in Kenya by Wanyoike and Onyango (2014), Mangalore Pipe Industry; in India by Ramya (2016). Most of these studies were conducted outside our borders and examined profit oriented private sector and companies. On the other hand, few domestically conducted studies on public sector such as Abeba,(2015) a greater extent focused on central-government based organizations; as a result, lack of sufficient empirical studies within the country gives enough justification for the need to conduct research in this area. This is because the findings from other studies might be quite different from what would be drawn from this particular study. The difference might originate from the nature of the data, organizational operations and geographical location.

Therefore this particular study intends to fill this gap by laying out effect of employee training performance in Hiberet Bank. At the same time, the study was given an insight on appropriate strategies to improve performance and long run productivity of an organization under the study.

2.8. Research Hypothesis

Hypothesis test is a statistical test that is used to determine whether there is enough evidence in a sample of data to infer that a certain condition is true for the entire population. It examines two opposing hypotheses about a population: the null hypothesis and the alternative hypothesis. The null hypothesis is the statement being tested. Usually, the null hypothesis is a statement of "no effect" or "no difference". The alternative hypothesis is the statement you want to be able to conclude is true.

Based on the sample data, the test determines whether to reject the null hypothesis. The researcher used the p-value to make the determination. If the p-value is less than or equal to the level of significance, which is a cut-off point that you define, you can reject the null hypothesis.

Hypothesis 1

H0: There is a significant between On job training of training in organization and employee job performance.

Hypothesis 2

H0: There is a significant and positive relationship between Off job training and employee job performance.

Hypothesis 3

H0: There is no a significant and positive relationship between Training need assessment and employee job performance.

Hypothesis 4

H0: There is no a significant and positive relationship between Training manual and preparation and employee job performance.

Hypothesis 5

H0: There is no a significant and positive relationship between Training delivery and employee job performance.

Hypothesis 6

H0: There is no a significant and positive relationship between Feedback and employee job performance.

According to Alemayehu Mulugeta (2017), study finding indicates that there was a highly significant linear correlation between the training and employee performance. This implies that the two pairs of variables are very closely related.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter the research methodology to be used in the study is described. The study design and the population are described. The instruments to be used to collect the data and methods that will be used in data analysis are described.

3.2. Description of the Study Area

Hibret Bank is one of the Pioneer Private Banks in Ethiopia. Hibret is founded with the underlying rationale that values diversity. The founding shareholders were enterprising Ethiopians from all walks of life that combined and committed their resources to establish the Bank. The name “Hibret” is an Amharic word for collaboration and synergy.

The Bank was incorporated as a Share Company on 10 September 1998 GC in accordance with the Commercial Code of Ethiopia 1960 and the Licensing and Supervision of Banking Business Proclamation No. 84/1994.

Over the years, Hibret Bank has built a reputation for providing innovative financial solutions to the Ethiopian Banking industry. Furthermore, the Bank’s transformational strategy 2030 is implemented to build a strong financial structure and a mutually benefiting “Eco-system” for customers, strategic partners and stakeholder.

As a result of the Bank’s competitive edge in technology and reputable name, Hibret Bank is selected as a pioneer partner by Giant National Brands such as The Ethiopian Airlines in “Hibir Sheba Miles” the Ethio Telecom in “Tele-Birr” and the Ministry of Revenues for e-tax payment.

Today, Hibret is a reputable Brand in Ethiopia, with more than 400 branches and sub-branches (still expanding), 4706 plus employees out of which 41.8% are women.

Hibret Bank is now the preferred Bank by big international and local businesses, Non-governmental organizations and institutions. Hibret Bank offers conventional and Shariah-compliant savings and credit facilities to individuals and businesses.

Hibret Bank S.C. has its 37-storey Headquarters named “Hibir Tower” at the center of the country’s financial district. It is a state-of-the-art building with international standard facilities and architectural aesthetics. Hibir Tower is indeed Hibret Bank’s legacy to the capital of Africa, Addis Ababa and the nation as a whole

3.3. Research Approach

The study was using both quantitative and qualitative research approach. Quantitative research approach is useful to answer the question about the relationship among the variable with the purpose of explaining, predicting and controlling phenomena. Questionnaire is the best example. According to Creswell (2009), a quantitative methodology enables researchers to use mathematical approaches to arrive at objective and logical deductions. The quantitative methodology was used for this study because it explains and confirms a theory, and can be tested as well (Leedy & Ormrod, 2010). Qualitative research approach was caring out when the researcher’s wishes to understand meaning, look at, describe and understand experiences, ideas, beliefs and values. It is general way of thinking about conducting qualitative research. Interview (key informant interview) is best characterized this approach.

3.4. Research design

For this study both descriptive and explanatory (causal) research design would be used because the research was conducted in order to examine the effect of Training on Employee Performance. It describes a cause and effect interaction among the variable. Descriptive research design is that aim to obtain information to systematically describe a phenomenon, situation or population. Or it used to describe characteristics of population or phenomenon.

3.5. Data Source

To obtain relevant, detailed and factual information about the effects of training on employees'

Performance in Hiberet Bank SC, the researcher applied both primary and secondary data

Collection methods. The primary data was collected from different section employee and human resource and training staffs through questionnaire. Secondary data was collected from company manuals, web address, related literatures and others.

3.6. Population, Sample Size and Sampling Techniques

3.6.1. Targeted Population,

Target population is defined as the entire group a researcher is interested in. Leedy (1997) defined that the population can be viewed as a group or individual or object that would illustrate

Common features that would be advantageous to the researcher's interest.

The target population for the study was Human resource office, finance and marketing department and training staffs in the human resource management department working in Addis Ababa which are 273 employees.

3.6.2.. Sample size

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Abraham: 2015).

The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample (Roberta, 2012).the sample size using determine method developed by (taro yamane1976).

$$n = N / (1 + N)(e)^2$$
$$= 856 / (1 + 856)(0.05)^2$$
$$= 273$$

n=is the sample size

N=is the population size

e=is the error of 5 percentage points and a confidence coefficient of 95% are assumed for this equation.

3.6.3. Sampling Technique

For the purpose of this study, Stratified sampling technique would be used to select samples from the employees of the organization; this is because, the study focuses on different groups of respondents and each group of the respondents would be required to have its own representative from the total sample size. Stratified sampling guarantee specific groups within a population are adequately represented in the sample. Stratified random sampling would be used for the study it would be appropriate for selecting sample from the population. Stratify random sampling method is method of sampling form a population which can be partitioned into subpopulation.

To carry out the study, one might bear in mind what size the sample should be, and whether the size is statistically justified and lastly, what method of sampling is to be used Leedy (1997).

Due to the difficulty in addressing all districts throughout the country the researcher used a purposive (also known as judgmental or subjective) sampling technique and stratified sampling techniques for selecting the respondents. That is the researcher chooses staffs that hold appropriate characteristics relevant to the research topic and the respondents were randomly selected.

Purposive sampling is a non probability sampling in which the decision concerning the individuals to be included in the sample was taken by the researcher based on the fact that these individuals have been around long enough to have the knowledge of the research issue and also the willingness to participate in the research. Thus, purposive sampling is chosen for this research study and samples are then randomly selected from each stratum of these heterogeneous population. This is because all these categories of respondents are believed to be knowledgeable about effect of training on employee performance.

3.7. Data collection Tools

In order to determine the effect of training on employee performance, data are gathered from both primarily and secondary sources to meet the objective of the study. Primary data will be gathered thorough adapted questionnaire from different studies and also from self-designed questionnaire as a research instrument. Closed ended questions were used since it is easier to generate statistical analysis on a larger number of participants. The questionnaire gives importance to all factors relation to the effects of training on employee performance.

It shows the opinions of the employees in regards to each question. Secondary data will be also collected from existing company documents like published materials, manuals, memorandums, websites and brushes.

3.8. Data Analysis

The data collected through questionnaire will be carefully encoded, interpreted and the result generated will be tabulated. Thus, frequencies, percentages, mean and standard deviation of the counted responses of the variables will be used for descriptive analysis of the data. Data analysis methods play an important role for the accuracy of the finding. The quantitative data that will be collected by closed ended questionnaires analyzed through Statistical Package for Social Science (SPSS) version 25 will be used for the descriptive statistical results.

Although, the analysis presented by tables, frequency distribution and percentage. This includes the means, standard deviations. Values are computed for each variable

3.9. Population

The target population consists of all employees of Hibert Bank on Head Office located at Addis Ababa. A size of 273 The target population is selected because of the easy access to data. And it is cost effective.

3.10. Sampling Methods

To present the association between the variables, the data collected would be analyzed using both quantitative and qualitative type of explanatory analysis method and descriptive statistics method. And inferential statistics will be used to analysis infers properties of a population. These variables can be used in the form of dependent (effect) and independent (cause) variables. Training will be the cause factor and the performance of the employees will be the dependent or effect variable. Obtain information to systematically describe a phenomenon, situation or population.

3.11. Reliability and Validity

3.11.1. Reliability

Reliabilities of questionnaires were checked by computing Cronbach's alpha coefficients for each scale to determine the internal consistency of the instruments used in the study. According (Hair, F., Anderson, E., Tatham, L., and Black, C. . Multivariate data analysis. Englewood Cliffs, NJ: Prentice Hall inc, 1998)), alpha coefficients ranges (< 0.6 is poor), (0.6 to < 0.7 is moderate), (0.7 to < 0.8 is good), (0.8 to < 0.9 is very good), and (> 0.9 is considered as excellent). The value of 0.60 is considered as in the lower limit of acceptability for Cronbach's alpha.

As per the finding, All variables in this study have Cronbach's alpha value above 0.806 and the overall alpha value is 0.881 which shows the highly acceptability of the measurement scales used.

The following table has the details.

Table 1 Reliability Analysis

Reliability Statistics

Variables	Cronbach's Alpha	No of Items
ONJT	.881	3
OFFJT	.880	5
TNA	.855	3
TD	.808	6
TMP	.839	4
FB	.815	6
Ep	.806	6
Over all		33

Source: Survey Result (Dec, 2023)

3.11.2. Validity

Validity is the main extent to which a concept, conclusion or measurement is well-founded and likely corresponds accurately to the real world. It is vital for a test to be valid in order for the results to be accurately applied and interpreted. Validity is not determined by single statistics but by a body of research that demonstrate the relationship between the test and the behavior it is intended to measure in statistics validity is determined as the measure of the preciseness of the results .

It refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure, (Bhattacharjee,, 2012). Validity is used to make more accurate and meaningful results.

It is broadly defined as “the extent to which [the test] measures what it was supposed to measure” (John, 2015 p. 68), (John, 2015 p. 68) explains that validity is usually based on the existence of a sound correlation between the purpose of the study and its design, including a justified choice of criteria and variables, test measures, and other factors. Therefore, validity applies to the chosen measures of the variables and whether or not they are indeed applicable to the purpose of the experiment (John, 2015), outlines that validity is a relatively abstract concept and there are no definite precautionary measures that would ensure the validity of any type of study. Still, checking the proposed study design against the relevant content domain for the studied subject can help to promote the validity of the study. For instance, researchers could search the methods used in other studies in the same area, and make sure that the design of their study fits the overall frame. Ensuring reliability, on the other hand, is usually achieved by re-testing and correlating the scores achieved in the two trials to make sure there is a sound agreement (John, 2015).

3.12. Ethical Consideration

An ethical consideration of confidentiality and privacy would be addressed. A concerted and conscious effort would be made at all times to uphold the promise. A guarantee will be given to the Hibert Bank respondents that their names would not be exposed in the research report. The researcher tried to clearly inform the respondents the purpose of the study was for academic purpose. In addition to this, they informed that their participation in the study would be based on their consents.

The researched would also not personalize any of the response of the respondents during data presentations, analysis, and interpretation. Finally, all the materials that would be used for this research are duly acknowledge.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter focuses on the analysis of the data collected from the field as well as the discussions of the findings. The results of the study are based on the general objective of the study which was to appraise the effect of training on employee performance of Hiberet Bank Head office. It includes the general background of the respondents and detailed discussion of the specific objectives, analysis of descriptive statistics, correlation and regression analyses through SPSS version-25. The findings of the study were also discussed in a relation to the literature review. The researcher prepared 273 questionnaires, however, all questionnaires were successfully filled and returned (100%) response rate. The response rate is summarized and presented according to the organized questionnaires; the researcher produced the following analyses.

4.2. Data Analysis Method

The finding of the study was analyzed using SPSS version 25. The variables' reliability and validity of the constructs was verified, descriptive statistics for quantitative data (both univariate; frequency, and multivariate analysis, correlation) was analyzed and then linear regression analysis was done to examine the interdependence between dependent and independent variables.

4.3. Demographic characteristics of Respondents

Under this section, the profile of the participants is summarized in light of their gender, age group, education Level, work experience, their frequency of training and Methods of facilitation.

Table 2 Demographic Characteristics of Gender of Respondent

	Frequency	Percent
Valid Male	162	59.3
Female	111	40.7
Total	273	100.0

Mean(M)=1.41

Std.D (SD) =.492

Source: Survey Result (Dec, 2023)

The finding shows that out of 273 respondents, majority 162(59.3%) of them was males and the remaining 111(40.7%) respondents were females. In addition to this (**M=1.41, SD=0.492**). This indicates that the distribution of females in the study area is less than that of males.

Table 3 Age of Respondent of respondents

Age of Respondent	Frequency	Percent
Valid 25and below	84	30.8
26-35	152	55.7
36-45	37	13.6
Total	273	100.0

Mean(M)=1.83

Std.D (SD) =.644

Source: Survey Result (Dec, 2023)

As clearly presented in the table 3, of respondents are in the age group of 84(30.8%) respondents found on the range from 25 and below, 152(55.7 %) respondents ranged from 26to 35, 37(13.6 %) respondents ranged from 36 to 45. In addition to this (**M=1.83, SD=.644**). In generally, 273 respondents are ranged from 25 to 45, which are almost youth and are in early adulthood. Therefore, this figure suggests that the organization requires provision of training and development for its staff.

Table 4 Educational level s of respondents

Educational level	Frequency	Percent
Valid Degree	209	76.6
Masters	64	23.4
Total	273	100.0

Mean(M)=3.234
Std.D (SD) =.4244

Source: Survey Result (Dec, 2023)

As it is indicated the above table 4, of respondents are in the academic background of respondents, 209(76.6%) of the respondents are degree, 64(23.4 %) of the respondents were master. From result shown above the highest numbers of respondents in the organization was degree and above. In addition to this (**M=3.234, SD=.4244**). This indicates that most of the respondents are aware to give adequate information and also, they are capable of quickly understanding the training given and implement to their own jobs.

Table 5 working experiences in current organization

Experience of respondents	Frequency	Percent
Below 1 year	47	17.2
Valid 1-5 years	100	36.6
6-10 years	101	37.0
11-15 years	25	9.2
Total	273	100.0

Mean(M)=2.381
Std.D (SD) =.87528

Source: Survey Result (Dec, 2023)

Related to their work experience, the data cited in the above table exhibited that, 47(17.2 %) respondents have below one years of work experience, 100(36%) respondents have One to five years of work experience, 101(37%) respondents have six to ten years of work experience and the remaining was 11 to 15years. In addition to this (**M=2.381, SD=.87528**). This shows that most of the employees in the organization have noticeable work experience and/ or they are well experienced and know the effect of training on their performance in the organization.

Table 6 methods of facilitation the training

methods of facilitation the training	Frequency	Percent
Lecture	102	37.4
Case study	20	7.3
Seminar	90	33.0
Drmonstration	24	8.8
Group exercise	37	13.6
Total	273	100.0

Mean(M)=2.5385
Std.D (SD) =1.41141

Source: Survey Result (Dec, 2023)

4.4.Descriptive Analysis of Variables

Table 7 : Items related to On job training

Key: NR: Number of Respondents, SD: Strongly disagree, D: Disagree, N: Neutral A: Agree, SA: Strongly agree

Item	Item Respondent Opinion	NR	Frequency	Percent	Mean	St. Deviation
There is on job training for skill development	SD	273	0	0	4.348	0.728
	D	273	1	0.4		
	N	273	38	13.9		
	A	273	99	36.6		
	SA	273	135	49.5		
On the job training enhance knowledge and	SD	273	10	3.7	3.648	1.033
	D	273	1	0.4		
	N	273	12	4.4		
	A	273	138	50.5		
	SA	273	112	41		
On the job training helps to build positive attitude to the job	SD	273	10	3.7	3.854	0.936
	D	273	0			
	N	273	25	9.2		
	A	273	101	37		
	SA	273	137	50.2		

Source: Survey Result (Dec, 2023)

As the above table 7, indicates that there is on job training for skill development, mean value was 4.348 and standard deviation 0.728. In this most respondents were agree and strongly agree about the statement, so that on job training for skill development of organization can affect employee performance.

On the job training enhance knowledge and awareness of job related issues, mean value was 3.648 and standard deviation 1.033,In this most respondents were agree and strongly agree about the statement, so that On the job training enhance knowledge and awareness of job related issues.

On the job training helps to build positive attitude to the job, mean value was 3.854 and standard deviation 0.936 In this most respondents were agree and strongly agree about the statement, so that On the job training helps to build positive attitude to the job.

Table 8 : Items related to off job training

Item	Item Respondent Opinion	NR	Frequency	percent	Mean	St. Deviation
Off job training capacities employees skill	SD	273	0	0	3.8571	0.8031
	D	273	11	4		
	N	273	77	28.2		
	A	273	125	45.8		
	SA	273	60	22		
Off job training is use full for building positive attitude on organizational culture	SD	273	0	0	3.8205	0.8229
	D	273	23	8.4		
	N	273	52	19		
	A	273	149	54.6		
	SA	273	49	17.9		
You are offered economically feasible employee benefit programs tailored to individual needs.	SD	273	0	0	3.641	0.7593
	D	273	11	4		
	N	273	112	41		
	A	273	114	41		
	SA	273	36	13.2		
Your salary is fair, equitable and competitive.	SD	273	0	0	3.249	0.9531
	D	273	72	26.4		
	N	273	87	31		
	A	273	88	32.2		
	SA	273	26	9.5		
The organization provides you a safe work environment by accident prevention & safety programs	SD	273	0	0	3.3223	0.861
	D	273	51	18.7		
	N	273	103	37.7		
	A	273	99	36.3		
	SA	273	20	7.3		

Source: Survey Result (Dec, 2023)

As the above table 8, indicates that Off job training capacities employees skill, mean value was 3.857 and standard deviation 0.8031. In this most respondents were Neutral and agree about the statement, so that off job training capacities employees' skill. Off job training is use full for building positive attitude on organizational culture, mean value was 3.821 and standard deviation

0.823, In this most respondents was strongly agree about the statement, so that Off job training is use full for building positive attitude on organizational culture .

You are offered economically feasible employee benefit programs tailored to individual needs, mean value was 3.641 and standard deviation 0.759 In this most respondents was agree about the statement, so that You are offered economically feasible employee benefit programs tailored to individual needs.

Table 9 : Items related to training need assessment

Item	Item Respondent Opinion	NR	Frequency	percent	Mean	St. Deviation
Training were identified by comparing your current abilities with the requirements of work	SD	273	0	0	3.744	0.9076
	D	273	27	9.9		
	N	273	75	27.5		
	A	273	112	41		
	SA	273	59	21.6		
Training need assessment process was participatory	SD	273	13	4.8	3.648	1.033
	D	273	25	9.2		
	N	273	57	20.9		
	A	273	128	46.9		
	SA	273	50	18.3		
Training needs identified helpful for upcoming	SD	273	13		3.854	0.936
	D	273	13			
	N	273	25			
	A	273	172			
	SA	273	50			

Source: Survey Result (Dec, 2023)

As the above table 9, indicates that training were identified by comparing your current abilities with the requirements of work, mean value was 3.744 and standard deviation 0.9076. In this most respondents was agree about the statement, so that training were identified by comparing your current abilities with the requirements of work, training need assessment process was participatory ,mean value was 3.648 and standard deviation 0.1.033, In this most respondents was agree about the statement, so that training need assessment process was participatory.

Training needs identified helpful for upcoming, mean value was 3.854 and standard deviation 0.936 In this most respondents was agree about the statement, so that training needs identified helpful for upcoming.

Table 10 : Items related to training delivery

Item	Item Respondent Opinion	NR	Frequency	percent	Mean	St. Deviation
The training room was properly organized ,comfortable and appropriate for the training delivery	SD	273	13	4.8	3.788	1.036
	D	273	13	4.8		
	N	273	64	23.4		
	A	273	112	41		
	SA	273	71	26		
The training was conducted as its scheduled	SD	273	13	4.8	3.619	1.170
	D	273	39	14.3		
	N	273	63	23.1		
	A	273	82	30		
	SA	273	76	27.8		
The training course encouraged exchange of information and expression of ideas successfully.	SD	273	13	4.8	3.879	1.129
	D	273	25	9.2		
	N	273	39	14.3		
	A	273	101	37		
	SA	273	95	34.8		
The objectives of the training were coherent with my needs	SD	273	13	4.8	3.641	0.941
	D	273	13	4.8		
	N	273	70	25.6		
	A	273	140	51.3		
	SA	273	37	13.6		
The objectives of the course were achieved	SD	273	13	4.8	3.575	0.952
	D	273	13	4.8		
	N	273	89	32.6		
	A	273	120	44		
	SA	273	38	13.9		
consider that duration of training is appropriate to keep me motivated for learning	SD	273	13	4.8	3.506	0.932
	D	273	26	9.5		
	N	273	63	23.1		
	A	273	152	55.7		
	SA	273	19	7		

Source: Survey Result (Dec, 2023)

As the above table 10, indicates that, the training room was properly organized ,comfortable and appropriate for the training delivery, mean value was 3.788 and standard deviation 1.036. In this most respondents were agree and strongly agree about the statement, so that the training room was properly organized ,comfortable and appropriate for the training delivery, The training was conducted as its scheduled ,mean value was 3.619 and standard deviation 1.1701, In this most respondents were agree and strongly agree about the statement, so that, the training was conducted as its scheduled.

The training course encouraged exchange of information and expression of ideas successfully, mean value was 3.879 and standard deviation 1.129 In this most respondents were agree and strongly agree about the statement, so that the training course encouraged exchange of information and expression of ideas successfully. The objectives of the training were coherent with their needs, mean value was 3.641 and standard deviation 0.941 In this most respondents was agree about the statement, so that the objectives of the training were coherent with their needs. The objectives of the course were achieved, mean value was 3.575 and standard deviation 0.952 In this most respondents was agree about the statement, so that the objectives of the course were achieved. Consider that duration of training is appropriate to keep me motivated for learning, mean value was 3.506 and standard deviation 0.932 In this most respondents was agree about the statement, so that Consider that duration of training is appropriate to keep them motivated for learning.

Table 11: Items related to Training manual preparation

Item	Item Respondent Opinion	NR	Frequency	percent	Mean	St. Deviation
Training manual preparation is scheduled and takes their plan and time for giving improved the employees	SD	273	0	0	3.692	0.791
	D	273	13	4.8		
	N	273	101	37		
	A	273	116	42.5		
	SA	273	43	5.8		
Training manual preparation is exactly solving their problem facing on the job	SD	273	0	0	3.465	0.969
	D	273	63	23.1		
	N	273	51	18.7		
	A	273	18	46.9		
	SA	273	31	11.4		

Item	Item Respondent Opinion	NR	Frequency	percent	Mean	St. Deviation
The materials distributed were helpful	SD	273	0	0	3.597	0.865
	D	273	38	13.9		
	N	273	65	23.8		
	A	273	139	50.9		
	SA	273	31	11.4		
The trainer made sure materials could be read	SD	273	12	4.4	3.739	0.983
	D	273	26	9.5		
	N	273	26	9.5		
	A	273	166	60.8		
	SA	273	43	15.8		

Source: Survey Result (Dec, 2023)

As the above table 11, indicates that, training manual preparation is scheduled and takes their plan and time for giving improved the employees, mean value was 3.692 and standard deviation 0.791. In this most respondents was agree about the statement, so that training manual preparation is scheduled and takes their plan and time for giving improved the employees, Training manual and preparation is exactly solving their problem facing on the job, mean value was 3.465 and standard deviation 0.969, In this most respondents was agree about the statement, so that training manual preparation is exactly solving their problem facing on the job.

The materials distributed were helpful, mean value was 3.597 and standard deviation 0.865, In this most respondents was agree about the statement, so that the materials distributed were helpful. The trainer made sure materials could be read, mean value was 3.739 and standard deviation 0.983, In this most respondents was agree about the statement, so that the trainer made sure materials could be read.

Table 12 Items related to Feedback

Item	Item Respondent Opinion	NR	Frequency	percent	Mean	St. Deviation
The training helped me to improve my knowledge, skill and ability	SD	273	12	4.8	4.018	0.933
	D	273	0	0		
	N	273	38	13.9		
	A	273	140	51.3		
	SA	273	82	30		
The training helped me to increase my ability to use new technologies and tools and to have attitude	SD	273	13	4.8	4.040	0.948
	D	273	0	0		
	N	273	39	14.3		
	A	273	132	48.4		
	SA	273	89	32.6		
Due to the training my motivation to do the job is increased	SD	273	13	4.8	3.897	1.013
	D	273	13	4.8		
	N	273	38	13.9		
	A	273	134	49.1		
	SA	273	5	27.5		
After the training I feel a strong sense of security at my job	SD	273	13	4.8	3.784	1.154
	D	273	38	13.9		
	N	273	25	9.2		
	A	273	116	42.5		
	SA	273	81	29.7		
After the training my errors and occupational accidents are reduced	SD	273	13	4.8	3.784	1.154
	D	273	13	4.8		
	N	273	58	21.2		
	A	273	125	45.8		
	SA	273	64	23.4		
The training helped me to provide better quality of service to customer	SD	273	13	4.8	3.784	1.011
	D	273	0	0		
	N	273	64	23.4		
	A	273	97	35.5		
	SA	273	99	36.3		

Source: Survey Result (Dec, 2023)

As the above table 12, indicates that, the training helped me to improve my knowledge, skill and ability, mean value was 4.018 and standard deviation 0933. In this most respondents were agree and strongly agree about the statement, so the training helped me to improve my knowledge, skill and ability, The training helped me to increase my ability to use new technologies and tools and to have attitude, mean value was 4.040 and standard deviation 0948, In this most respondents were agree and strongly agree about the statement, so that the training helped them to increase my ability to use new technologies and tools and to have attitude.

Due to the training my motivation to do the job is increased, mean value was 3.894 and standard deviation 1.013, in this most respondents were agree and strongly agree about the statement, so that due to the training my motivation to do the job is increased. After the training I feel a strong sense of security at my job, mean value was 3.784 and standard deviation 1.154, In this most respondents were agree and strongly agree about the statement, so that After the training I feel a strong sense of security at my job. After the training my errors and occupational accidents are reduced, mean value was 3.784 and standard deviation 1.154, in this most respondents were agree and strongly agree about the statement, so that after the training their errors and occupational accidents are reduced. The training helped me to provide better quality of service to customer, mean value was 3.985 and standard deviation 1.015, in this most respondents were agree and strongly agree about the statement, so that the training helped me to provide better quality of service to customer.

Table 13 Items related to Employee performance

Item	Item Respondent Opinion	NR	Frequency	percent	Mean	St. Deviation
I feel that training enable me to perform my work with greater accuracy and precisely	SD	273	13	4.8	3.802	0.897
	D	273	0	0		
	N	273	64	23.4		
	A	273	147	53.8		
	SA	273	49	17.9		
The training provided by the organization helped me to perform my work quickly and efficiently	SD	273	13	4.8	3.634	1.009
	D	273	26	9.5		
	N	273	51	18.7		
	A	273	141	51.6		
	SA	273	42	15.4		

Item	Item Respondent Opinion	NR	Frequency	percent	Mean	St. Deviation
I am satisfied with the training condition including the material and facility of the training that the organization provides to increase my work commitment	SD	273	13	4.8	3.370	0.946
	D	273	38	13.9		
	N	273	70	25.6		
	A	273	139	50.9		
	SA	273	13	4.8		
I feel confident that my training enable me to completely perform all aspects of my job	SD	273	13	4.8	3.619	0.944
	D	273	13	4.8		
	N	273	76	27.8		
	A	273	134	49.1		
	SA	273	37	13.6		
Because of knowledge skill and attitude that I received from the training I can accomplish activities without waste	SD	273	13	4.8	3.619	0.944
	D	273	38	13.9		
	N	273	26	9.5		
	A	273	166	60.8		
	SA	273	30	11		
I can say that after training employee in awash bank are working well with their regular activates	SD	273	13	4.8	3.634	1.056
	D	273	13	4.8		
	N	273	76	27.8		
	A	273	103	37.7		
	SA	273	68	24.9		

Source: Survey Result (Dec, 2023)

As the above table 13, indicates that, I feel that training enable me to perform my work with greater accuracy and precisely, mean value was 3.802 and standard deviation 0.898 In this most respondents was agree about the statement, so the I feel that training enable them to perform their work with greater accuracy and precisely, The training provided by the organization helped me to perform my work quickly and efficiently, mean value was 3.634 and standard deviation 1.009, In this most respondents was agree about the statement, so that the training provided by the organization helped me to perform my work quickly and efficiently.

I am satisfied with the training condition including the material and facility of the training that the organization provides to increase my work commitment, mean value was 3.370 and standard deviation 0.946, in this most respondents was agree about the statement, so that they were satisfied with the training condition including the material and facility of the training that the organization provides to increase their work commitment. I feel confident that my training enable me to completely perform all aspects of my job, mean value was 3.619 and standard deviation 0.944, In this most respondents was agree about the statement, so that they feel confident that their training enable them to completely perform all aspects of their job. Because of knowledge skill and attitude that I received from the training I can accomplish activities without waste, mean value was 3.594 and standard deviation 1.014, in this most respondents was agree about the statement, so that Because of knowledge skill and attitude that they received from the training they can accomplish activities without waste. I can say that after training employee in Hibert bank are working well with their regular activates, mean value was 3.634 and standard deviation 1.056, in this most respondents Was agree about the statement, so that they can said that after training employee in Hibert bank were working well with their regular activates.

4.4.Descriptive Analysis of Variables

Table 14 Descriptive Statistics of the Variables

Variables	N	Mean	Std. Deviation
On job training of training	273	4.299	0.834
Off job training	273	3.578	0.839
Training need assessment	273	3.749	0.959
Training manual preparation	273	3.668	1.027
Training delivery	273	3.624	0.902
Feedback	273	3.918	1.012
employee job performance.	273	3.609	0.978

Source: Survey Result (Dec, 2023)

Descriptive statistic of means and standard deviations were obtained from the independent and dependent variables.

The descriptive analysis is used to look at the data collected and describe that information. Mean value provides the idea about the central tendency of the values of variable. On the other hand, Standard deviation gives the idea about the dispersion of the values of a variable from its mean value. Mean scores is interpreted as follows; mean scores 4.51-5.00 is excellent or very good, 3.51-4.50 is good, 2.51-3.50 is average or moderate, 1.51-2.50 is fair, and 1.00-1.50 is poor. As the above table 14 shows, the mean score of all variables are in the good ranges and this implies that training performance were important in determining effects of training in employee performance.

4.5. Correlation Analysis

Table 15 :Correlation between the Independent variables and the Dependent variable

Correlations								
		ONJT	OFFJT	TNA	TD	TMP	FB	Ep
ONJT	Pearson Correlation	1	.628**	.314**	.141*	.046	.230**	.263**
	Sig. (2-tailed)		.000	.000	.019	.451	.000	.000
	N	273	273	273	273	273	273	273
OFFJT	Pearson Correlation	.628**	1	.225**	.214**	.182**	.216**	.292**
	Sig. (2-tailed)	.000		.000	.000	.003	.000	.000
	N	273	273	273	273	273	273	273
TNA	Pearson Correlation	.314**	.225**	1	.683**	.543**	.621**	.636**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	273	273	273	273	273	273	273
TD	Pearson Correlation	.141*	.214**	.683**	1	.805**	.869**	.834**
	Sig. (2-tailed)	.019	.000	.000		.000	.000	.000
	N	273	273	273	273	273	273	273
TMP	Pearson Correlation	.046	.182**	.543**	.805**	1	.637**	.719**
	Sig. (2-tailed)	.451	.003	.000	.000		.000	.000

Correlations								
		ONJT	OFFJT	TNA	TD	TMP	FB	Ep
	N	273	273	273	273	273	273	273
FB	Pearson Correlation	.230**	.216**	.621**	.869**	.637**	1	.865**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	273	273	273	273	273	273	273
Ep	Pearson Correlation	.263**	.292**	.636**	.834**	.719**	.865**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	273	273	273	273	273	273	273
** . Correlation is significant at the 0.01 level (2-tailed).								
* . Correlation is significant at the 0.05 level (2-tailed).								

Source: Survey Result (Dec, 2023)

ONJT -On job training,

OFFJT -Off job training,

TNA-Training need assessment,

TD-Training delivery,

TMP-Training manual preparation, FB-Feedback, EP-Employee performance

Correlation is a measure of association between two variables and a positive value of „r“ indicates positive association between the two variables (i.e., changes in both variables take place in the stated direction), whereas negative a value of „r“ indicate negative association (i.e., changes in the two variables taking place in the opposite directions). A zero value of „r“ indicates that there is no association between the two variables. Accordingly, when „r“ is (+1), it indicates perfect positive association and when „r“ is (-1), it indicates perfect negative association (Kothari, 2004). Therefore; in order to examine the association between independent and the dependent variable, the researcher computed Pearson correlation.

A relation using person correlation shows that there is a strict relationship across variables as witnessed by their significance level, which is less than 0.05 in all cases, as shown in table 15, all the effect of training on employee performances are positively and significantly correlated with employee performance. TNA, TMP,TD,&FB have strong association with employee performances with r value of 0.636, 0.719, 0.834 & 0.865 respectively.

The finding also shows that ONJT and OFFJT have moderate association with employee performance with r value of 0.263 and 0.292 respectively. In general, as per the finding, FB has the strongest association with overall employee performance (r= 0.865).

4.6. Regression Analysis

4.6.1. Assumption Tests for Multiple Regressions

To confirm that the obtained data truly represented the sample and that the researcher has obtained the best results meeting the assumptions of regression analysis is necessary (Hair, et al., 1998). The assumptions for multiple regressions include; **Linearity** (the relationship between each of the predictor variables and the dependent variable is linear), **Normality** (the error, or residual, is normally distributed), and **Multi collinearity** (uncorrelated with the predictors/independent variables).

A. Multi- Collinearity

Table 16: Multicollinearity problem test of VIF and Tolerance

Coefficientsa

Model	Collinearity Statistics	
	Tolerance	VIF
ONJT	.518	1.931
OFFJT	.573	1.745
TNA	.480	2.083
TD	.124	8.040
TMP	.331	3.017
FB	.223	4.481

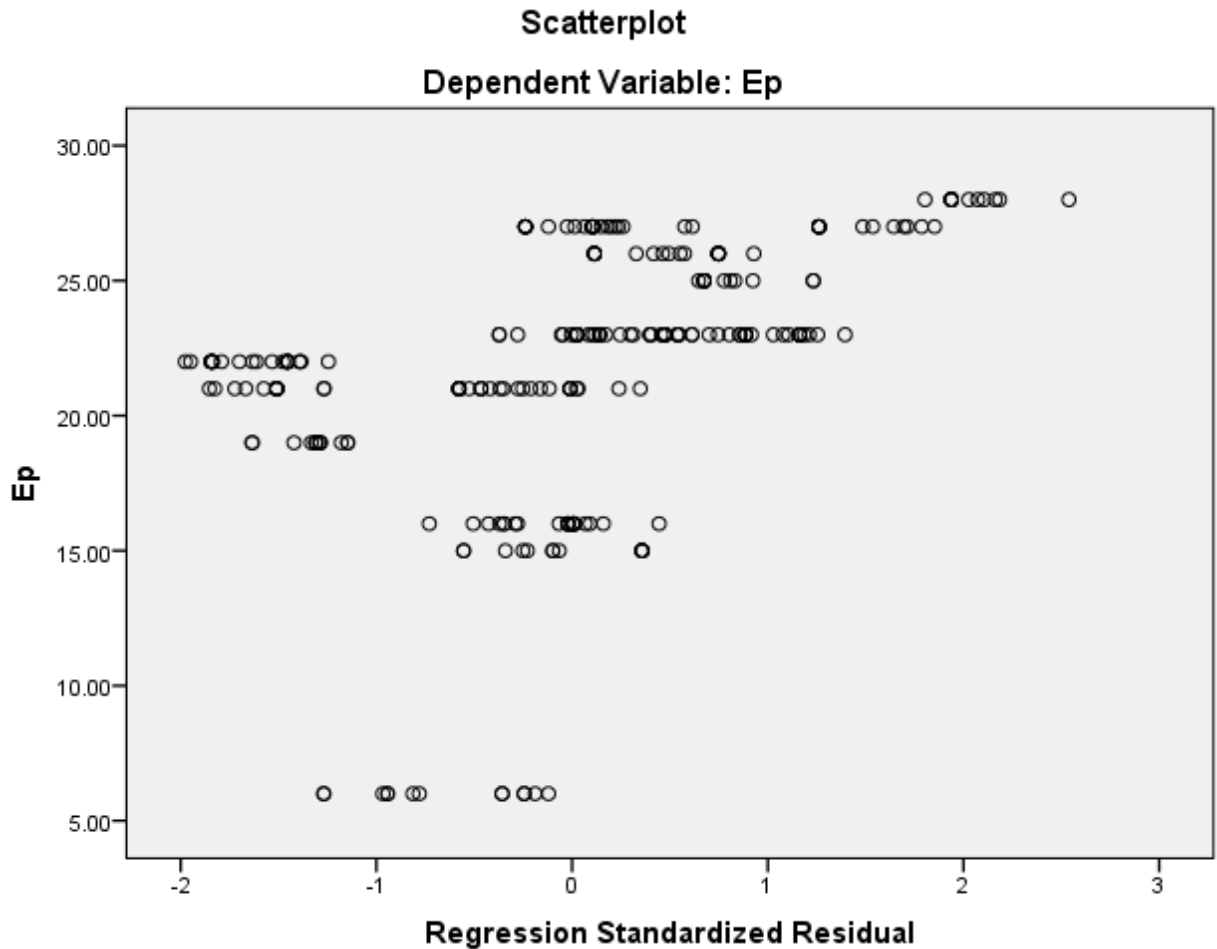
Source: Survey Result (Dec, 2023)

When there is a high degree of correlation between independent variables, the problem of what is commonly described is the problem of multicollinearity (Kothari, 2004).

If tolerance value closed to 1 and VIF value is around 1 and not more than 10, it can be concluded that there is not multi-collinearity between independent variable in the regression model (Pallant, 2011). As shown in the above table 16 indicates both the values of tolerance and VIF calculated for each independent variable on both regression analyses fulfills the criteria discussed above, which indicate the non-existence of multi-collinearity.

B.Linearity

Figure 2:Linearity scatter plot of regression standardized residual



Source: Survey Result (Dec, 2023)

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. Linearity can easily be examined through residual plots (Saunders, et. al., 2009). The linearity assumption can easily be checked using scatterplots or residual plots: plots of the residuals vs. either the predicted values of the dependent variable or against (one of) the independent variable(s) (Hoekstra, et al., 2014). The scatter plots of

standardized residuals versus the fitted values for the regression models were visually inspected from the above figure.

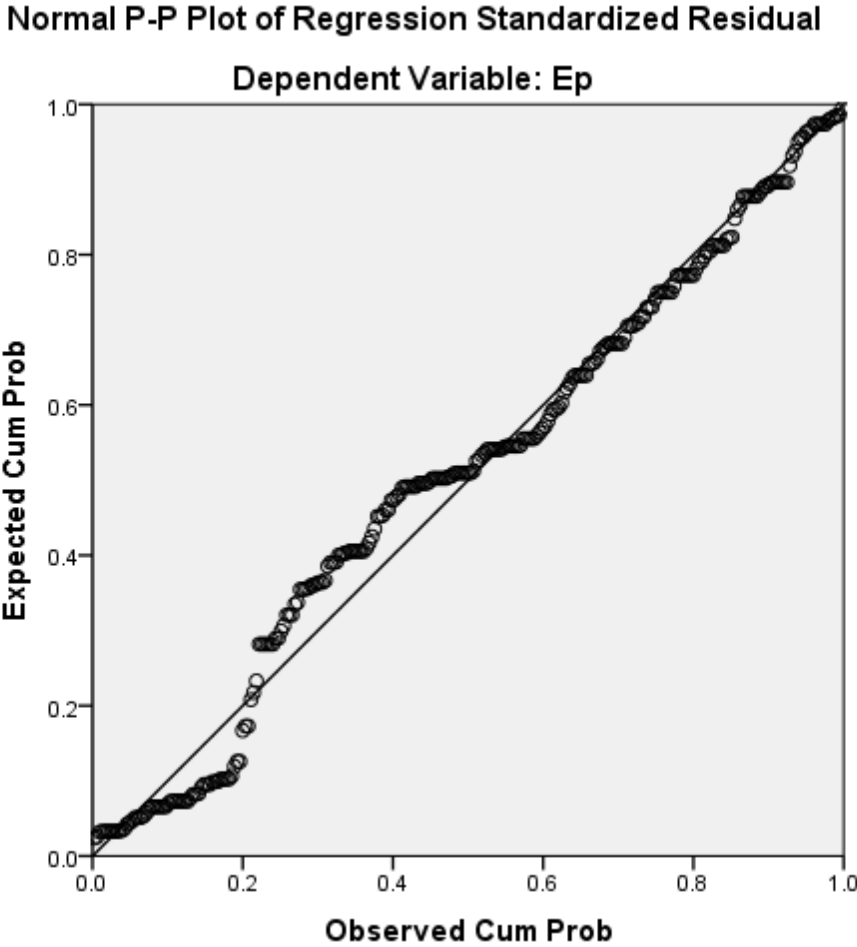
C. Normality

Table :17 Skewness and Kurtosis

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
ONJT	273	-1.035	.147	.714	.294
OFFJT	273	-.343	.147	.175	.294
TNA	273	-.811	.147	.601	.294
TD	273	-1.398	.147	1.976	.294
TMP	273	-.454	.147	-.244	.294
FB	273	-1.586	.147	2.752	.294
Ep	273	-1.406	.147	2.296	.294
Valid N (listwise)	273				

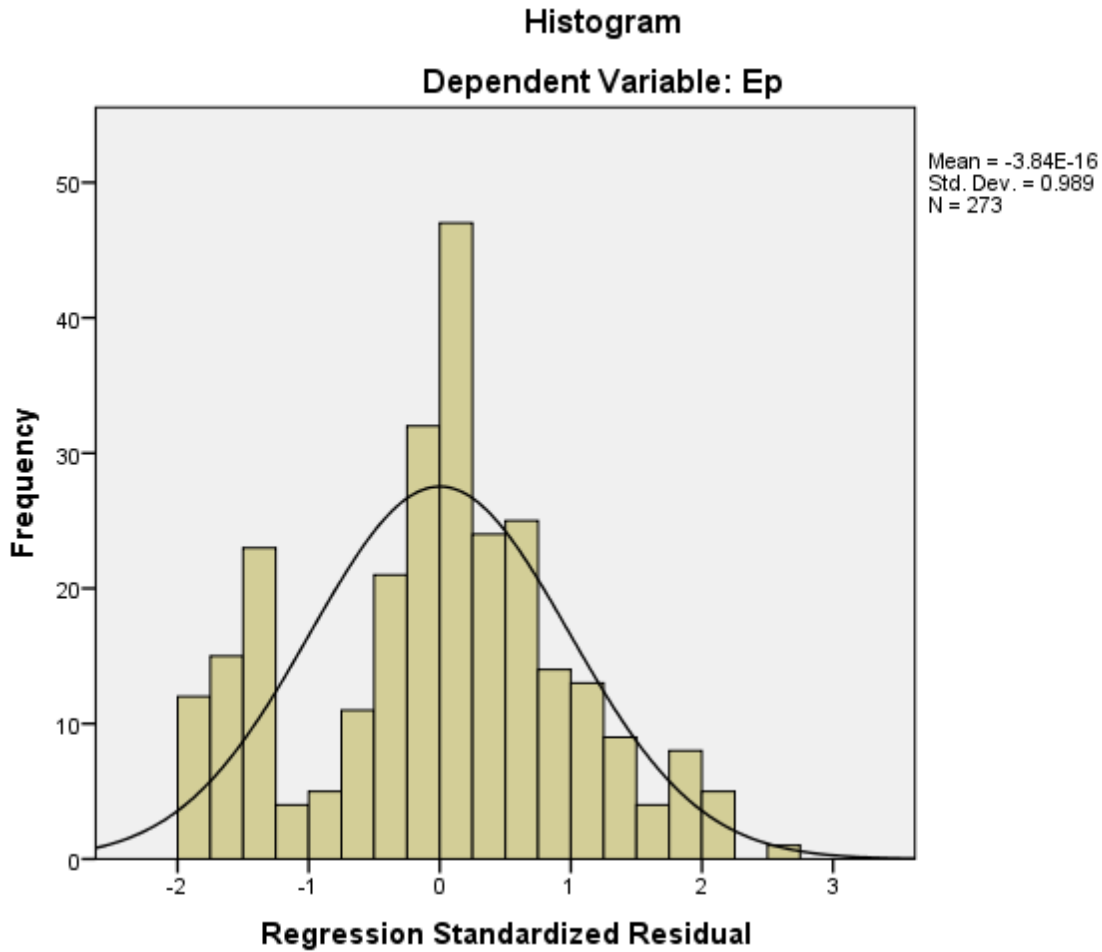
Source: Survey Result (Dec, 2023)

Figure 3 Normality plot of regression standardized residual



Source: Survey Result (Decm, 2023)

Figure 4 Histogram plot for regression standardized residual



Source: Survey Result (Decm, 2023)

Tests are based on the assumption of normality i.e., the source of data is considered to be normally distributed. Kurtosis is also used to measure the peakedness of the curve of the frequency distribution (Kothari, 2004). The index of skewness takes the value zero for a symmetrical distribution. A positive skewness value indicates right skew while a negative value indicates left skew. The kurtosis index measures the extent to which the peak of a unimodal frequency distribution departs from the shape of normal distribution.

A value of zero corresponds to a normal distribution; positive values indicate a distribution that is more pointed than a normal distribution and a negative value a flatter distribution.

As shown in table 17 above, all items show close to normal distribution considering the criteria proposed by George and Mallery (2010) of Skewness and kurtosis values between -2 and 2.

In general, the normal distribution makes a straight diagonal line, and the plotted residuals are compared with the diagonal (Hair, et al., 1998). Therefore, the data used in this study is normally distributed. According to the above diagnosis test performed, there is no data problem that violates the assumptions of multiple regressions.

4.6.2. Regression Result

According to Marczyk, et al. (2005), linear regression is a method to estimate or predict a value on some dependent variables given the values of one or more independent variables. Multiple linear regressions was conducted to identify the relationship and to determine the most dominant variables that effectiveness of training on the employee’s performance. In order to examine the impact that each dimension has on the dependent variable, the researcher checked the Standardized Coefficients. Large values of the multiple regressions represent a large correlation between the predicted and observed values of the outcome.

Table 18 regression Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.900 ^a	.811	.806	2.20229	2.041
a. Predictors: (Constant), FB, OFFJT, TNA, ONJT, TMP, TD					
b. Dependent Variable: Ep					

Source: Survey Result (Dec, 2023)

The Durbin-Watson statistic is used to test for independent of residuals or presence of serial correlation among the residuals (Field, 2006). Table 18 indicates the Durbin-Watson test result of the study.

The test statistics of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50. A value greater than 2 indicates a negative correlation and a value less than 2 explains a positive correlation (Field, 2006, Babatunde O.S, Oguntunde P.E, Ogunmola A. O and Balogun O.S, (2014). For this particular study, the Durbin-Watson value is 2.04 and within the acceptable range and therefore, I assumed independence of residuals assumption exists.

Adjusted R^2 is used to measure the percentage of variance in the dependent variable explained by the independent variables. From the multiple regression equation, the standard regression coefficient (beta weight) is determined to compare the effect of each independent variable that had on the variability of the overall effectiveness of training on the employee's performance. Accordingly, 81.1% of the variation accounted for the dependent variable is due to the combined effect of the mentioned independent variables. But, sometimes R^2 tends to somewhat overestimate the success of the model when applied to real world. Therefore, to see the success of our model in the real world, adjusted R^2 is more preferable than R^2 . Therefore; the variation explained by the regression of all the predictor variables on training is 80.6%. As the above table 18 depicted, when the overall effectiveness of training on the employee's performance was regressed on independent variables, the training performance contribute to statistically significant effect ($p < 0.01$) on overall employee performance. The coefficient of determination R^2 is a measure of how good a prediction of the criterion variable we can make by knowing the predictor variables. This is interpreted as 81.1% of variance in employee job performance (dependent variable) is explained by the independent variables, while 20.41% of variation in employee job performance can be attributed to other variables which are not considered in this study and explain 80.6 % as shown by the Adjusted R square.

Table 19: The ANOVA results of respondent

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5523.818	6	920.636	189.819	.000 ^b
	Residual	1290.123	266	4.850		
	Total	6813.941	272			
a. Dependent Variable: Ep						
b. Predictors: (Constant), FB, OFFJT, TNA, ONJT, TMP, TD						

Source: Survey Result (Dec, 2023)

The F- test result in the ANOVA table 19 tests whether the model is significantly better at predicting the outcome than using the mean as a best guess; specifically, the F ratio (systematic variation to unsystematic variation) represents the ratio of the improvements in prediction that results from fitting the model, relative to the inaccuracy that still exists in the model. The F ratio greater than one explains systematic variation is greater than unsystematic, in addition, the ratio also indicated whether the result of the regression model could have occurred by chance.

The F ratio greater than one explains systematic variation is greater than unsystematic, in addition, the ratio also indicated whether the result of the regression model could have occurred by chance. The significance value is 0.00 which is less than 0.05 thus the model is statistically significant in predicting how job training, Off job training, Training need assessment, Training delivery, Training manual preparation, Feedback effect of training employee job performance. The value of test F (189.819) in the ANOVA table, the model reaches statistical significance (sig. = .000, $p < 0.5$) shows the regression model is valid and can be used to analyse the dependent between variables. Therefore, the independent variables were significantly explaining the variance independent variables is accepted. In other words, the regression model shows that there is significantly better prediction of employee training than if we used its mean value.

The objective of the regression in this study is to find such an equation that could be used to find the impact of predictors on dependent variable.

Table 20 Regression Analysis of Independent and Dependent Variables

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-3.518	1.159		-3.035	.003
ONJT	.111	.070	.046	1.152	.004
OFFJT	.133	.059	.063	1.123	.000
TNA	.184	.078	.068	1.332	.001
TD	.033	.052	.045	.4514	.000
TMP	.773	.023	.250	1.154	.000
FB	.347	.032	.601	8.2434	.000

a. Dependent Variable: Ep

Source: Survey Result (Dec, 2023)

A. Standardized Beta Coefficient

Based on the relation observed on table 20 we can see that the contribution of On job training, 4.6%, Off job training 6.3 %, Training need assessment 6.8%, Training delivery 4.5%, training manual preparation 25% and Feedback 60.1% for the variation observed in the dependent variable (employees' performance). The highest contributor which has an effect on employees' performance according to the responses of employees is Feedback. The second effects of training that contributed more, to the performance of employees is training manual preparation accounted for 25 % of the beta coefficient followed by Training need assessment, which had a beta coefficient share of 6.8%. From the questionnaire survey made on Hiberet bank, the least variable for the employees' performance from the given variables was Training delivery . That means training delivery as the process of in the organization performed increase by one standard deviation, the performance of employees' increases by 0.45 standard deviations.

B. Unstandardized Beta Coefficient

Unstandardized beta coefficient is sometimes called, the Beta Weights and tells us about the relationships between the dependent variable and the independent variables. If the value is positive the relationship between the predictor and the outcome is positive. Negative coefficient represents a negative relationship (Field, 2006). According to Pedhazur, (1997), a β weight coefficient informs us, as to how much change in the criterion variable (i.e., employees' performance in our case) we might expect with a one-unit change in the predictor variables, (i.e., On job training, Off job training, Training need assessment, Training delivery, Training manual preparation, Feedback) holding all other predictor variables constant. The linear multiple regression formula for the dependent variable (employees' performance), and the six independent variables of effect training:- On job training, Off job training, Training need assessment, Training delivery, Training manual preparation, Feedback,

The specified regression equation takes the following form:

$$\beta_0 + \beta_1x$$

The specified regression equation for this study takes the following form;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + e$$

Were,

Y= the dependent variable employees' performance

α = y axis intercept (the constant beta value)

$B_1, B_2, B_3, B_4, B_5,$ and B_6 = beta weight for each independent variable (ONJT, OFFJT, TNA, TD, TMP, FB) respectively.

$X_1, X_2, X_3, X_4, X_5, X_6$ = representing, ONJT, OFFJT, TNA, TD, TMP, FB, respectively.

e = the error term (0.05 in this case)

So, from the above table it drives the model as follows;

As the above table 20 depicted, the β values tell us about the relationship between employee training performance and each predictor.

If the value is positive, we can tell that there is positive negative relationship. As per the finding, the standardize beta values show the impact of training performance on employee performance

. FB(.347), TMP($\beta=0.777$), TNA($\beta=0.184$), OFFJT($\beta=0.133$), ONJT($\beta=0.111$), TD($\beta=0.033$) and have strong relationship between predictor and the outcome, whereas a positive coefficient represents positive and statistically significant effect on employee training.

Since, coefficient of the predictor variables are statistically at < 5% level of significance, alternative hypotheses related with On job training, Off job training, Training need assessment, Training delivery, Training manual preparation and Feedback are confirmed.

The specified regression equation takes the following form:

$$\beta_0 + \beta_1x$$

The specified regression equation for this study takes the following form;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + B_6X_6 + B_7X_7$$

In the above equation, predictor variables x_i may represent independent variables (Bhattacharjee, 2012). Equation; $Y = \alpha + \beta_1(\text{ONJT}) + \beta_2(\text{OFFJT}) + \beta_3(\text{TNA}) + \beta_4(\text{TD}) + \beta_5(\text{TMP}) + B_6(\text{FB}) + e$

Where:

Y = Employee performance(EP),

ONJT =On job training,

OFFJT =Off job training,

TNA=Training need assessment,

TD=Training delivery,

TMP=Training manual and preparation,

FB=Feedback,

$$Y = -3.518 + 0.111ONJT + 0.133OFF + 0.184TNA + 0.033TD + 0.777TMP + 0.347FB$$

4.6.3. Discussion of the Finding and Hypothesis

Hypothesis 1

H₁: There is a significant and positive relationship between On job training of training in organization and employee job performance, Since the sig. level for the variable On job training of training is 0.004 which is less than our alpha level of 0.05. Then, the alternative hypothesis and conclude that there is significant relationship between this variable and the dependent variable.

Hypothesis 2

H₁: There is a significant and positive relationship between Off job training and employee job performance, Since the sig. level for the variable Off job training is 0.000, which is less than our alpha level of 0.05. Then, accept the alternative hypothesis and conclude that there is significant relationship between this variable and the dependent variable.

Hypothesis 3

H₁: There is a significant and positive relationship between Training need assessment and employee job performance, Since the sig. level for the variable Training need assessment is 0.001, which is less than our alpha level of 0.05. Then, accept the alternative hypothesis and conclude that there is significant relationship between this variable and the dependent variable.

Hypothesis 4

H₁: There is a significant and positive relationship between Training manual preparation and employee job performance, Since the sig. level for the variable Training need assessment is 0.000, which is less than our alpha level of 0.05. Then, accept the alternative hypothesis and conclude that there is significant relationship between this variable and the dependent variable.

Hypothesis 5

H₁: There is a significant and positive relationship between Training delivery and employee job performance, since the sig. level for the variable Training delivery is 0.00, which is less than our alpha level of 0.05. Then, accept the alternative hypothesis and conclude that there is significant relationship

Hypothesis 6

H₁: There is a significant and positive relationship between Feedback and employee job performance, since the sig. level for the variable Feedback is 0.00, which is less than our alpha level of 0.05. Then, accept the alternatively hypothesis and conclude that there is significant relationship.

According to Alemayehu Mulugeta (2017), study finding¹ indicates that there was a highly significant linear correlation between the training and employee performance. This implies that the two pairs of variables are very closely related.

4.6.4. Discussion of the study

There is documented evidence that training activities have a positive impact on the performance of individuals and teams. Training activities can also be beneficial regarding other outcomes at both the individual and team level (Greer, 2003). Training is commonly used to promote customer service, goodwill towards the organization, productivity, operating proficiency and efficiency, safety, and awareness of policies, which can contribute to increased sales, profitability, and morale as well as reduced turnover, absenteeism, spoilage, and legal claims.

Training is a plan and systematic effort to modify or develop knowledge, skill, attitude through learning and experience, to achieve an individual to acquire abilities in order that he or she can perform adequately a given task or job and realize their potential.

Similar to other study this study also indicates that there is a positive relationship between employee performances. On job training, off job training, training manual preparation, training delivery, and Feedback are confirmed and have Positive effect on employee's job performance. Therefore; alternative hypotheses related with all Variables of training are accepted. Finally, 81.1% of the variation accounted for employees job performance, was due to the combined effect of the overall Variables of training and β weight score indicated that the effect of Feedback has greater than that of other Variables of trainings

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5. Introduction

This chapter presents summary, conclusion and recommendations of the study based on the analysis of the research data, interpretation and discussion of the results.

5.1. Summary of Major Findings

- 138 (50.5%) Hiberet Bank employees agree that as on the job training enhance knowledge and awareness of job related issues that improve the job related skills and become more competent when they are trained.
- Outcome of the research shows that 137(50.2%) Hiberet Bank employee strongly agree that On job training helps to build positive attitude to the job attain job performance.
- 125(45.8%) the respondents, which are selected for the study said that Off job training improve capacities of employees skill notice.
- 149(54.6%) the respondents, agree that Off job training is use full for building positive attitude on organizational culture that effects job performance
- 112(41%) the respondents agree that training were identified by comparing your current abilities with the requirements of work.
- 128 (46.9%) the respondents agree that training need assessment process was participatory that is very important for effects job performance
- 140 (51.3%) the respondents agree that the objectives of the training delivery were coherent with my needs for effects job performance.
- 116(42.5%) the respondents agree that training manual preparation is scheduled and takes their plan and time for giving improved the employees, that affects job performances.
- 128(46.9%) the respondents agree that training manual preparation is exactly solving their problem facing on their job, that effects job performance.

- It is clear that Feedbacks of Hiberet bank's sc. Employees indicate that they are very much interested in being trained to improve their knowledge, skill, to increase their ability to use new technologies and tools and to have attitude, they feel a strong sense of security at their job & they also reduced errors and occupational accidents, training helped them to provide better quality of service to customer. Feedbacks indicate that employees are very much satisfied by training.
- Descriptive statistic of means and standard deviations were obtained from the independent and dependent variables shows that the mean score of all variables are in the good ranges and this implies that training performance were important in determining effects of training performance.
- Most respondent that On job training for organization can affect employee performance, mean value was 4.299 and standard deviation 0.834, Off job training for organization can affect employee performance mean value was 3.578 and standard deviation 0.839, Training need assessment for organization can affect employee performance mean value was 3.749 and standard deviation 0.959, Training manual preparation for organization can affect employee performance mean value was 3.668 and standard deviation 1.027 Training delivery for organization can affect employee performance mean value was 3.624 and standard deviation 0.902, Feedback for organization can affect employee performance mean value was 3.918 and standard deviation 1.012. The result of statement under related to strategic objectives of the training program the mean under the Likert scale closed to agree about the statement. This indicates that a strategic objective of training in the organization was clear.
- **The correlation analysis** shows that, all Variables of training are positively and significantly correlated with employee's performance. Training manual preparation, Training delivery, Feedback have the highest association with employee job performances. While On job training, off job training have the least association.
- From **regression analysis** of Variables of training with the employees job performance, on job training, off job training, training manual preparation, training delivery, and Feedback have strong positive and statistically significant effect on employees job performance.

- As a result, **alternative hypotheses** related with on job training, off job training, training manual preparation, training delivery, and Feedback are confirmed and have Positive effect on employee's job performance. Therefore; alternative hypotheses related with all Variables of training are accepted. Finally, 81.1% of the variation accounted for employees job performance, was due to the combined effect of the overall Variables of training and β weight score indicated that the effect of Feedback has greater than that of other Variables of trainings

5.2. Conclusions

The main objective of the study is to investigate the effect of training on employee Job performance of Hibret bank in head office and branches with status commitment, efficiency and effectiveness. In the meantime, the study raised basic research questions and addressed the specific objectives. Accordingly, based on descriptive statistics results and summary of major findings, the following conclusions were drawn: The purpose of this study was the effect of training on employee Job performance in the case of Hibret bank.

The specific objectives of this study were to determine the influence of training design on employee performance, to establish the impact of training policies on employee performance, to assess the effect of evaluation of training programs on employee performance, to explore training challenges that affect employee performance, to establish training roles and its relationship with employee performance.

The study used descriptive research design to describe, phenomena and investigate the relationship between one or more variables and also used explanatory research design to explain causal link between variable that pertain research problem and effects of training practice and employee performance. The study also adopted both quantitative and qualitative approach and used both primary and secondary data sources. On job training, off job training, Training need assessment, Training delivery, Training manual preparation and Feedback has a positive and significant relationship with employee job performance. Finally, concluding the whole research conducted it is found that training is of great importance to the organization and as a result of this the training should be assessed, designed, setting and delivered regularly and several times during the process as well.

Effective and efficient training goals and objectives set by the organization for the training program should be properly followed and the organization should be able to evaluate employees by comparing the skills acquired from their training to their performance on the job.

5.3. Recommendation

- Training is the best means for making employees more competent. The training practices formulate to improve employee's performance. The performance of employees has also a great effect on organization performance. These study the effect of training on employee Job performance through on job training, off job training, Training need assessment, Training delivery, Training manual preparation and Feedback.
- Performance based employee's Feedback is the best to provide trainings but other factors must be assessed especially the needs related to introduction of new technologies products and services.
- Identifying which method of delivery is best for which type of employees is required. In addition to, at should focus on the job training its less costly and the respondents also consider a good method.
- Employee involvement in training activities specifically planning and implementing of training practice is too important.
- Hibret bank needs to give due emphasis to the training need assessment evaluation aspects of a training program. Training need assessment evaluation is a continuous process. It can be done during a training program and at the end of a training program. Therefore, the organization needs to evaluate each training session with regard to the topic, methodology, and other specific aspects of the training.
- Hibret bank should see training objectives, design, delivery methods, implementation and evaluation as a continuous process for organizational development and survival and also for effective employees' performance.
- Generally, since training and development was found to be a positive predictor of employee performance, administrators should engage in increasing the qualities and quantities of the training program so as to increase their employee's performance.

Further Research Directions

Ter all, still numerous other variables that might be the role in particular thus, it is going to be very beneficial for other researchers to conduct research in this particular field in the future by including additional variables like employees' capacity, employees' involvement, employees' inspiration, employees' motivation, job satisfaction, working condition, to training practice to create more convincing results that may increase the incredible importance of training practice. In addition to coming researchers are intensively stimulated to empirically assess more advanced models in diverse situations frameworks.

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APPENDIX 1 : QUESTIONNAIRE

ST.MARY'S UNIVERSITY School of Post Graduate

Studies Masters of Business Administration

Questionnaires for employers of Hibert Bank S.C.

Dear respondent: - the purpose of this questionnaire is to collect data regarding the effectiveness of training on the employee's performance of the Hibert bank share company.

Your genuine response for the following question is extremely important for the successful Completion of this study. All the response will be used for academic consumption only the Researcher assures you that your response will be kept confidential.

Instruction

➤ No need of writing name or any identity indicator Put ✓ or × on the space of your choice

Part 1 Basic Demographic Data

1. Gender?

A. male B. Female

2. In which age group are you?

1. 25 and below 2. 26-35
3. 36-45 4. 46-55 5. 56 and above

3. Educational level?

1. Under Diploma 2. Diploma
3. Degree 4. Masters 5. PHD

4. How long have you been working for your current organization?

1. Below 1 year 2. 1-5 year
 3. 6-10 year 4. 11-15 year 5. Above15

5. What is the frequency of raining program you have participated on one year?

1. Only once 2. Twice 3. Several times
 4. Never

6. What are the methods of facilitation at the training you have attended?

1. Lecture 2. Case study 3. Seminar
 4. Demonstration 5. Group exercise

Part .2 questions related to training on employee performance

Instruction: - please indicate the extent to which you either agree or disagree with the following statements bay making √ or × in the appropriate column to the right side were

1= strongly disagree 2= disagree 3= neutral 4= agree 5= strongly agree

	On job training	Strongly agree(5)	Agree(4)	Neutral(3)	Disagree(2)	Strongly disagree(1)
	There is on job training for skill development					
	On the job training enhance knowledge and awareness of job related issues					
	On the job training helps to build positive attitude to the job					
	Off job training					
	Off job training improve capacities of employees skill					

Off job training is use full for building positive attitude on organizational culture						
You are offered economically feasible employee benefit programs tailored to individual needs.						
Your salary is fair, equitable and competitive.						
The organization provides you a safe work environment by accident prevention & safety programs						
Training need assessment						
Training were identified by comparing your current abilities with the requirements of work						
Training need assessment process was participatory						
Training needs identified helpful for upcoming						
Training delivery						
The training room was properly organized ,comfortable and appropriate for the training delivery						
The training was conducted as its scheduled?						
The training course encouraged exchange of information and expression of ideas successfully.						

The objectives of the training were coherent with my needs.					
The objectives of the course were achieved.					
consider that duration of training is appropriate to keep me motivated for learning					
Training manual preparation					
Does training manual preparation is scheduled and takes their plan and time for giving improved the employees?					
Training manual and preparation is exactly solving their problem facing on the job?					
The materials distributed were helpful					
The trainer made sure materials could be read					
Feedback					
The training helped me to improve my knowledge, skill and ability					
The training helped me to increase my ability to use new technologies and tools and to have attitude					
Due to the training my motivation to do the job is increased					
After the training I feel a strong sense of security at my job					
After the training my errors and occupational accidents are					

	reduced					
	The training helped me to provide better quality of service to customer					
	Employee performance					
	I feel that training enable me to perform my work with greater accuracy and precisely					
	The training provided by the organization helped me to perform my work quickly and efficiently					
	I am satisfied with the training condition including the material and facility of the training that the organization provides to increase my work commitment					
	I feel confident that my training enable me to completely perform all aspects of my job					
	Because of knowledge skill and attitude that I received from the training I can accomplish activities without waste					
	I can say that after training employee in awash bank are working well with their regular activates					