



WOLKITE UNIVERTY

COLLAGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**ASSESSMENT OF EMPLOYEE TRAINING AND DEVELOPMENT
PRACTICE IN CASE OF DASHEN BANK S.C WOLKITE BRANCH**

***A RESEARCH PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR BACHELOR OF ART DEGREE IN MANAGEMENT***

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ABSTRACT

The employee of any company represents the determinant factor to enhance business development. The continuity of organization and its continued growth and prosperity are assured through Employee training and development. Employee training and development plays a great role in the activity of efficient and effective Performance of the organization through people. The objective of this study is to identify the major problems of employee training and development practice that affect employees performance on Dashen bank Share Company and fill its gap. All the necessary data gathered from the primary and secondary source of data. The workers of Dashen bank Wolkite branch is around 20 in total including the branch manager. So, all the population is included in the study by conducting census. The primary data for the study is collected through interview and questionnaire. Likewise; the secondary data is collected from published and unpublished such as: personnel department documents and records. The researcher used descriptive method of data analysis with the help of tables and percentages to analyze the necessary data that is collected from the primary and secondary sources of data.

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CHAPTER ONE: INTRODUCTION

1.1.BACKGROUND OF THE STUDY

The success or failure of an organization is highly dependent up on effective and efficient utilization of the resource i.e. material resource, information resources, and human resources. However, the human element is of the most vital of all the resources to cope up with this difficult business environment. Therefore, it is human resource, which should strongly be developed to get the best out of the other resources.

In today's fast-paced business , organizations are increasingly confronted with rapid changes in technology, market demanenvironments, and competitive landscapes. This dynamic context necessitates a commitment to continuous employee development, making training an essential component of organizational strategy.**Noe, R. A. (2017)**

employee training and development programs can help to improve employee skills and knowledge, which can lead to increased productivity and profitability. these training and development programs can help to promote employee engagement and motivation (**Barker & Kramarz, 2019**).

Human resource or employee development may be thought as the total knowledge, skill, creative abilities, talents and aptitudes of an organization work force, as well as the value, attitude and benefits. Components of the organization. Therefore, the existence of any organization is meaningless without people who share their various activities to it. It is important to mention that organizations have to use up- to date technologies and machines for its productivity and effective performance. In order to use these, employees should have the skill and knowledge. At this time the employee or personal department is responsible to undertake the function of up grading skill and knowledge of employees and this is done through training, education and developing or through human resource development. (Jone M. IVANCEICH; 1998: 418)

Training and development are directly linked to improved employee performance, engagement, and organizational outcomes. According to a study by **Geary et al. (2021)**, organizations that invest in training and development not only enhance employee capabilities but also foster loyalty and reduce turnover rates.

Employee development is planned, continuous efforts by managing to improve employees competency level and organizational performance through training, education and development program. Organizations benefit from employee development because it contributes to increase efficiency and effectiveness. Therefore, the objective of employee development is to optimize the growth of organization by using employee resource. In order for organizations achieve their goals through optimum use of man power, employee development is absolutely essential.

Hence, the study is conduct to see the activities of employee development in Dashen Bank (wolkite branch) and then to suggest a recommendation that helps to improve the performance of employees by using effective employee development program.

1.2.STATEMENT OF THE PROBLEME

Employee development is the most important area which needs management attention. Company may acquire advanced technology within the company or in the market; at this time the company's material and human resource may not be properly utilized. This forces the company to give training and development to its employees. In addition, those who provide employee development rarely use scientific method in selection of employee development and training method, process and evaluation of result. This hinders the company its competitiveness and sustainable growth (Nadler Leonard; 1984:398).

Technological improvement of the world is increasing from time to time; therefore, employee training and development is important for employees to coping up with the new technology, this means employee development played a great role for the improvement of employees' performance. On the other hand, from the result of the information that the student researcher obtained informally about Dashen Banks employee development activities from different employees of the company, employee development activities of Dashen Bank (Wolkite branch) has some drawbacks. This may be due to having wrong objectives, using wrong method or there may be a problem in evaluating results, which may lead to the company and personal decline, this is the reason that enforced researcher to assess employee training and development activities in Dashen Bank (Wolkite branch).

The above problems, of course, affect the employee training and development activities of the company. On the other hand, from the result of the information that the student researcher

obtained informally about Dashen Banks employee development activities from different employees of the company, employee development activities of Dashen Bank (Wolkite branch) has some drawbacks. This may be due to having wrong objectives, using wrong method or there may be a problem in evaluating results, which may lead to the company and personal decline, this is the reason that enforced researcher to assess employee training and development activities in Dashen Bank (Wolkite branch).

In the study, the researcher is try to answer the following questions.

1. What are the employee development methods and their benefits to the company?
2. How is human resource development related with the improvement of the performance of employees within the company?
3. What types of employee training and development practice are suitable for the company?
4. What are the factors/problems that exist in the company related to employee training and development practice?
5. What the company should do to solve the problems of its employee training and development programs?

1.3.OBJECTIVE OF THE STUDY

1.3.1. GENERAL OBJECTIVE

- ❖ The general objective of the study is to assess the employee training and development activity in Dashen Bank S.C Wolkite branch

1.3.2. SPECIFIC OBJECTIVES

- ✓ To assess the actual employee training and development practice methods, types and benefits.
- ✓ To investigate the relationship between employee development and improvement in performance.
- ✓ To evaluate and measure the change in the ability and skill of employees that result from the development of manpower.
- ✓ To examine the problems that exist in the company related to the employee development.
- ✓ To identify the solution for employee development related problems of the company.

1.4.SIGNIFICANCE OF THE STUDY

The study was be important for different parties. The researcher obtain experience and knowledge of conducting research from this study.

The result of the study was also serve as a base for future assessment by other researcher.

The study is also important for the improvements of employee training development activities of the company especially in indicating the problem which is related to the employee development practice in the company and also it is importance for seeking managerial solution for their problems.

1.5.SCOPE OF THE STUDY

For the reason that the researcher is new for conducting research, this study is assess the employee training and development practice only in Dashen Bank particularly in Wolkite branch.

Geographically: this study is depend on assessment of employee training and development activity Dashen Bank S.C in Wolkite branch in Wolkite town.

Conceptually: the study is focus only on the assessment of the employee training and development activity in Dashen Bank and it does not represent the other factors that affect Dashen Bank S.C Wolkite branch.

1.6.LIMITATION OF THE STUDY

The researcher as much as possible try to avoid the limitations but one has to know that the limitations never make the research less reliable. They affect the way the research would be go. Still the research result is be reliable and to the point.

Some of the limitations are:

- Some target individuals is not willing to give any idea on the point they are asked.
- Shortage of time and finance to facilitate the entire research work.
- Some respondents have not get enough time to complete filling the questioner.

1.7.ORGANIZATION OF THE STUDY

The study is organized in five chapters. The first chapter includes background of the study, statement of the problem with basic research question, objective of the study, significance of the study, limitation of the study and organization of the study. The second chapter is deal with review of related literature. It includes both theory as well as empirical evidences related to the studytopic. The third chapter is about methods of the study. It describes the type and design of the research to be per sued, concepts adapted from previous studies, detail description of participants/sample/ of the study, data sources, data collection tools and procedures, methods of data analysis and the like. The fourth chapter covers results and discussions about the research topic based on the result of third chapter. Here, the results/findings of the study summarized and interpretation as well as discussion with the use of related literature review explained. Finally, the fifth chapter explains the summary, conclusion and recommendation part of the study

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. THEORETICAL REVIEW

2.1.1. DEFINATION OF EMPLOYEE TRAINING AND DEVELOPMENT

Different authors define employee training and development in different ways:

Kaitlin Herbert defines Employee training and development is a set of activities and programs designed to enhance the knowledge, skills and abilities of employees. It is a continuous process that aims to improve individual and organizational performance, foster career growth and adapt to evolving business needs.

Training focuses on teaching specific skills or knowledge to enhance job performance in the short term. It involves structured programs that teach employees how to perform certain tasks, use new tools or software or comply with company policies.

Development takes a broader approach, nurturing long-term growth and preparing employees for future roles and responsibilities. It includes activities such as mentoring, coaching, leadership development and personal employee growth initiatives.

Hameed & Waheed: The employees in an organization to be able to perform their duties and make meaningful contributions to the success of the organizational goals need to acquire the relevant skills and knowledge. In appreciation of this fact, organization like educational institution, conduct final training and development programs for the different levels of their employee. Training and development offers competitive advantage to a firm by removing performance deficiencies; making employees stay long; minimized accidents, scraps and damage; and meeting future employee need (**Hameed & Waheed, 2011**).

(**Monday and Robert Mobe; 1990:270**) define employee development as it is planned continues effort by management to improve employee competency levels and organizational performance through training, education and development.

According to (Armstrong and Michael; 1996:505) employee development is “A provision of learning, development and training opportunities in order to improve individual team and organizational performance.”

Employee development is the frame work for helping employees develop their personal and organization skills, knowledge and abilities. Employee development includes such opportunities as employees training, employee career development (**Elwood, Hoton, Trott; 1996:246**).

Employee development can be defined simply as upgrading the skills and attitudes of employees at all levels in order to maximize the effectiveness of organization (**Kelly; 2001:345**). Employee development is the structure that allows for individual development, potentiality satisfying the

organization goals. The development of individual will benefit both the individual and the organization. (Nadler; 1984:412).

According to Vemic (2007) training consists of planned programs undertaken to improve employee knowledge, skills, attitudes and social behavior so that the performance of the organization improves considerably. Unfortunately too much emphasis is often placed on the techniques and methods of training to be used is not enough rather first defining what the employee should learn in relation to desired job behaviors. Furthermore, very few organizations place much emphasis on assessing the need and outcomes of training activities.

Now a day, the interest of investment in training and development has been increasing (**Haslinda, & Mahyuddin, 2009**). The mainstream training and human resource literature has neglected the issue of how companies assess the effectiveness of training and development investments and in particular employee training and development effectiveness other than simply conducting training.

Employee development is effective way to meet several challenges including employees' obsolescence, international and domestic work force, diversity, technical changes, affirmative action and employees turn over. (**WetherIr and Davis I 1992:135**)

Although different writers define employee development in different approach most writers argue that the employee development should have objectives like organizational growth, adapt technological changes fulfill social responsibilities and provide job satisfaction.

2.1.2. IMPORTANCE OF EMPLOYEE TRAINING AND DEVELOPEMNT

employee training and development programs can help to improve employee skills and knowledge, which can lead to increased productivity and profitability. these training and development programs can help to promote employee engagement and motivation (**Barker & Kramarz, 2019**).

Employee training and development as a part of organizations overall human resource strategy means the skillful provision and organization of learning experiences in the work place in order that performance can be improved work goal can be achieved and through enhancing the skills, knowledge, learning ability and enthusiasm of people of every level, there can be continuous individual as well as organizational growth. (Nadler; 1984:423).

According to John M. Ivarceivien; 1998:482-467) employee is the vital factor in economic development or it can be said that human are the agents of development. Some of the importances of employee development are.

Country develops if the employee is developed: To enhance economic development the state constructs roads, buildings bridges, dams, power house, hospitals etc. to run this facilities doctors,

engineers, scientist, and teachers are required. So, if the state invests in a human resource it plays dividend in response.

Increase in productivity: The better education, improved skills and provision of healthy atmosphere will result in proper and most efficient use of resource which will result in increased production.

Eradication of social and economic backwardness: employee development has huge effect on the backwardness economy and society. The provision of development will increase literacy.

Entrepreneurship increases: Education, clean environment, good health, investment on human resource will all have its positive effect, job opportunities would be created in the country and even business environment will flourish in the state which creates many jobs.

Social revolution: Because of employee development, the socio economic life of the peoples of the country changes drastically over all look changes thinking phenomena changes, progressive thought is endorsed into the minds of peoples.

Generally, employee development is important to improve the performance of organization by maximizing the efficiency and performance of employees. employee development develops knowledge, skills, actions standards motivation, incentives, attitudes and working environment.

2.1.3. THE EMPLOYEE TRAINING AND DEVELOPMENT PROCESS

The human resource management is ideally aware of the fundamentals of learning and motivation and must carefully design effective employee development program that benefit the overall organization as well as individuals.

According to David R.cook ; 1978:38 -57) the employee training and development process consists of the following phases:

- Establishing development objectives
- Identifying development needs
- Designing the development program
- Conducting the development program
- Evaluating effectiveness of development program

2.1.3.1 ESTABLISHING DEVELOPMENT OBJECTIVES

The most effective development programs have objectives that are attainable these programs must be in harmony with other organization objectives. They are oriented toward the long and short run and are closely related to the personal goals of the learner.

Some practical objectives are: -

a. To help the organization growth: one of the objectives of personal manager is to see that resources available to their organization used efficiently and effectively. Therefore, these managers should be concerned with improving the performance of their employees.

B. To adapt technological development; employee development is needed to adjust to rapid technological changes. Not only must new employees must be trained but also present ones must be trained and upgraded, large numbers of young people without the education or skills required for to days employments are joining the ranks of the unemployed. It is not that they are incompetent but there are just not enough jobs for their limited skills. There for, a steadily increasing level of education and acceleration of technological change lead to increase on stress on development.

c. To fulfill social responsibility: There may be a change in public policy toward providing employment and promotional opportunities for everyone. At that time, considerable emphasis must be given to training and developing minority groups. This policy has led to many successful attempts to upgrade the ability and achievement of these groups.

D. To provide greater job satisfaction: Development leads to greater job satisfaction, for employees gain a greater sense of worth, dignity and wellbeing as they become more valuable to their employers. They also receive greater income from increased productivity. These two factors will provide a sense of satisfaction in the achievement of personal and social goals.

2.1.3.2. IDENTIFYING DEVELOPMENT NEEDS

Only recruiting, selecting, orienting and then placing employees in jobs do not ensure success in the human resource management activities rather it is supporting by well training program (Xiao, 2010).

A major problem with employee training and development is identifying who needs, how much and what type of development. This requires three basic steps, which begins when the employee is hired. These are: -

- Identifying the skill needed
- Analyzing employee skills and comparing them with the skill needed.
- Selecting methods of developing the needed skills.

Although there are many specific methods for identifying training needs the most frequently used ones are: -

- ✓ Supervisory recommendations
- ✓ Analysis of job requirements

- ✓ Analysis of job performance and
- ✓ Employee suggestions

2.1.3.3. DESIGNING THE DEVELOPMENT PROGRAM

After we have completed needed identification the next step is designing the development program. This step includes designing of the techniques, facilities location, trainees and trainers that are involved program. Designing the development program helps to determine the contents of the development program. The program content may seek to teach specific skills content of the program, it must meet the needs of the organization and the participants and the length of the program depends on content. Effective training and development program design have, clear principles, sufficient material that are involved to perform the training and development program, appropriate place to conducted the development program, types of training and development that are related with the trainees job, and use effective evaluation method.

2.1.3.4 CONDUCTING THE DEVELOPMENT PROGRAM

A perfectly designed development program may fail. So, the manager should convince the participants of its merits. Participants must believe that the program has value and will help them to achieve their personal and professional goals.

There are many ways to conduct education, training and development programs. The methods used will depend on the objective of the program, the type of material to be learned and persons doing the development program.

There are two types of learning involved in employee development; learning theories, concepts and principles and learning their application. These two types of learning are related and do not have to be separated. The development program can be conducted either within the organization or outside the organization.

2.1.3.5. EVALUATING EFFECTIVENESS OF TRAINING DEVELOPMENTPROGRAM

It is necessary to evaluate the effectiveness of formal training program in achieving their objectives. Training does not always train. Instead, there is usually a high probability of failure. In fact, development programs may result in a waste of time, effort and money. They may result

in failure to develop knowledge and skills, which may lead to organizational and personal decline.

Essentially, evaluation should be made by comparing the results with the objective of the training and development that were set. The saving and improvements resulting from the development program must be set off against the cost of the development to determine the extent of positive advantage.

Evaluation has to focus on the particular merits so that, if necessary, steps can be taken to revise the objective and contents of the program to improve delivery of the programs, or to ensure that the transfer of learning does take place to good effect. (F HUMAN RESOURCE DEVELOPMENT Armstrong, Micheal; 1996:530).

2.1.4. TYPES OF TRAINING

According to megginson lead; 1981: 222-279) There are two types of employee training. These are: Off the job training and on the job training

2.1.4.1. OFF THE JOB TRAINING

Every organization use some forms of off the job training for their employees. Off the job training is an effective way of learning the content of any job for some groups, such as scientific and technical personnel, even a managerial one. The most methods are the following.

Vestibule Training: it is an effective method of giving new employees experience before they go to work. It stimulates work condition in a room near production area, finished with equipment similar to that which the employee will use later while, employees are learning new skill, and they are not also trying to produce at a given level. Therefore, they should be able to do the actual work more effectively when assigned a job. This method has the advantages of training large number of employees in a short period of time without disturbing the actual production routine. It also gives employees a chance to gain preliminary knowledge about the job so they will have confidence when the begin working. The disadvantage is that it requires special instructors and office facilities and is relatively expensive.

Programmed Instruction: this type of instruction sometimes involves” teaching machines”. This method involves presenting materials in a sequential order on film or printed matter. The

learners are not allowed to proceed beyond a given point until they have mastered the information needed to perform the job. In other words, they must learn one part of training before continuing to the next. If this method of learning is to be used effectively, it should be based on material that is relatively fixed and can be thought to a large number of individuals over a long period of time.

Closed circuit television: another method of training is the use of closed circuit TV. This method has the advantage of being available to practically unlimited number of people at the same time and at a low cost per person.

Extension courses: Extension courses including correspondence courses are widely used as an alternative to classroom instruction. Some employers pay all or part of the tuition for job related courses. Another variation of this training method is for an academic instructor to go to the firm's premises and conduct regular or special course for employees.

Vocational Training: There is currently renewed interest in vocational education, training and development. This emphasis may be advantage to employees and employers.

Assistance from manufactures, trade associations and professional: Many employers receive assistance from manufactures of specialized equipment, trade associations or their professional organization. They provide specialists to train the employees doing technical jobs and using special skills and knowledge for example some computer manufactures train the personnel of companies that purchase or lease their equipment, makers of scientific instrument offer courses to train scientists to use them.

Case analysis: It is a type of management training that utilizes business problems for trainees to solve. This individual is expected to study the information provided in the case and make decision.

The essential features of this method are: -

- a. The teaching materials are a written, oral or visual presentation of the actual situation.
- b. The teachers lead the participants to develop useful concepts.

c. The case is illustrative of some concept to be learned, an analytical evaluation of some administrative action or action oriented form of teaching and carrying out the decision.

This method has been criticized on the ground that it tends to be passive; it does not develop theoretical concepts, nor is it based on rigorous analysis and research. But, when used by a well-trained leader, it can be very effective for developing administrative skills and learning to make and implement decisions.

8. Simulation: The participants perform or act out simulated business behavior in reaching and implementing decisions. Some of the more popular forms of simulation are: -

I, role playing: one of the earliest forms of simulation was role playing. In essence, the participants act out the roles in a given situation, and then they switch roles, play out the other roles, and evaluate each other's performance.

II, Business Games: it is used, and learns how to make and carry out decisions. The learning involves taking a simulated business situation, dividing the participants into groups and the groups organize in to simulated organization. Then groups begin to make decision. The main advantage of this method is its involvement. The participants begin to think that they are actually running the business. The primary disadvantage is its cost in time and money.

III, Basket Technique: The in basket technique grew out of the case method as a learning technique. Participants are presented background materials on the simulated organization. Then, they are given basketful of assorted information, memoranda, requests complaints, grievances and other paper work requiring managerial action. The types of learning that take place a reordering of priorities decision making, interpersonal relationship and the use of time.

9. Laboratory Training: It is an experiential situation in which participants learn by studying themselves and modifying their attitudes through unstructured discussion, analysis and observation.

10. Advanced Management Development Programs: A well- convinced, well developed, and well thought university executive development program is probably the most effective

development method available. Although used for any a small percentage of all managers, its influence is very significant. Managers trained by this method tend to become the top executive of their organization. Also it tends to be the most progressive and dynamic of all the development techniques. The praise of these methods is their dynamic and progressive nature, as well as their results. The criticism involves lack of preparation, inadequate selection criteria, and difficulty of evaluating results.

11. Management by objectives: It is management technique used for planning, directing, and controlling and appraising employee performance as well as for management development. Under these method managers developed by setting their own objectives and choosing the methods of achieving them. They are evaluated on how well they achieve the objective.

2.1.4.2. ON THE JOB TRAINING

Although theories and principles are important, the employees must learn how to apply their knowledge to practical aspects of their job. This process involves learning the methods and techniques of actually performing the work and increasing their skill level. The usual methods of on the job training are:

1. Orientation: New employees' development begins with placement on the organization through some form of orientation. It is quite important, as employees' turnover is greater during the initial period of employment. This is often a time of trial for the new worker, for one will be either accepted or rejected by other employees. Also the workers decide whether to accept or rejected the organization itself.

2. On the Job Training: This is the most universal form of employee development. It involves actual performance of work duties under the supervision and guidance of a trained worker or instructor. Thus, while learning how to perform the job, one is also a regular employee producing the product or service that the firm sells. This form of training always occurs, whether by formal plan or not.

The primary advantage of on the job training are that it results in low out of pocket costs, and production is carried on during training. Also there is no transition from classroom learning to actual production. Poor instruction, excessive waste caused by errors and the poor training environment provided by the production area are disadvantage of this type of training.

3. Apprenticeship Training: This type of training blends the learning of theory with practice in techniques. It is used to teach job skills that require long periods and experience. It proficiency can be reached only after a long period of classroom instruction and actual learning experiences on the job, this training method should be used.

4. Internships Training: Internships training (sometimes referred to as a cooperative education) is another method of coordinating the two types of learning. It is used for professional, managerial, clerical and sales personnel along with an educational institutions teaching program, usually, selected students enrolled in a regular academic program are introduced into accompany for a given period of time to gain experience. Through this training, students gain better understanding of the relationship between the theory they learn in school and its application.

5. Coaching: This involves superior providing guidance and counsel to subordinate in the course of their regular job performance. Another version of this method is the “buddy system”. The training department gives little assistance in this respect. The success of this method depends up on the willingness and abilities of the managers themselves.

6. Planned Progression: it occurs when the path of promotions that lies ahead of the developing managers is outlined. This is frequently charted through successive levels of the organizational structure. If management considers it too optimistic to chart the progression specifically, it may outline the alternative position that managers could fill on their way up.

7. Job Rotation: It is a procedure where by employees receives diversified training through performing jobs of many different types. This may take the term of rotation in non- supervisory work, in observation assignment, as part of training program.

8. Temporary Assignments: A popular method is to put the learner in a short term temporary assignment in apposition where they can learn to grow into higher- level positions other assignments may be made an a more permanent basis but with expectation that the learner will grow into the next higher job.

9. Management internship: There are many managers who feel that college graduates need to be more familiar with the pragmatic aspects of the organizational world. To achieve this, many universities now have professional practice programs, or cooperative work programs, worked out

with participating firms. The objective is to provide actual management experience along with academic preparation.

10. Committee Assignments: Committee assignment and task forces can also be used to give managers an overall understanding of the organization.

2.1.5. COMMON PROBLEMS IN EMPLOYEE TRAINING AND DEVELOPMENT

Employee training and development program does not always effective; instead there is usually a high probability of failure due to different problems.

According to (Armstrong and Michael; 1996:555-562) some of the problems in employee training and development program are the following.

Over training: defined as an imbalance between training versus recovery, it is exercising to the extreme in intensity. Alternatively stated, is too much training with in one specific task. Overtraining is characterized by premature, fatigue, decline in performance, emotional instability and decreased motivation.

Lack of skilled trainers: Skilled workers have a certain skill set necessary to work in a certain field, however, unskilled trainer doesn't necessarily perform the development program effectively; it is a result of failure to develop knowledge and skills, which may lead to organizational and personal decline.

Misuse of testing techniques: The test conditions must be specified so that meaning full results can be obtained. It satisfies specified requirements or to identify differences between expected and actual results of training and development program, but when wrong testing techniques are used, it may lead to ineffective development programs.

Participants are not motivated to attain the development program: Motivation is essential to be successful in any endeavor you undertake; training is somewhat interrelated to motivation. It is essential to increase the trainees motivation as it can make a trainee more competent. Hence, if the trainers are not motivated, it is a negative impact on employee training and development programs effectiveness.

Lack of good training design: Many human resource development programs do not achieve their objectives, often because of the wrong program design, which may result in a waste of time, effort and money.

Total Imitation of other company training program: the development program can be conducted either within the organization or outside the organization, however these problems usually occur when the development program is conducted outside the organization, it is limited only on the employees' experience from other organizations, which slows down the effectiveness of the development program.

Inadequate tools and equipment for required training: Effective human resource development programs need special equipment to perform but use inadequate tools for development programs. This is one of the major problems that result in development program failure.

Over reliance on theories and not enough on practices: the development program has two types of learning involved in employees' development, these are theories and their applications, which are related and do not have to be separated, but if two types of learning are separated, it leads to the human resource development program problems.

2.1.6. FACTORS NEEDED FOR EFFECTIVE EMPLOYEE TRAINING AND DEVELOPMENT

Employee training development programs face different types of challenges that affect the effectiveness of employee development programs, but effective employee development programs require special tools, design and motivation to perform human resource development programs effectively.

Some factors for effective employee training development practices are: -

Development is most effective, if it has positive motivation: motivation is essential to be successful, so if the development has positive motivation by all participants, the development program becomes effective.

Continuous development is more effective than one-time activity: continuous development programs improve the employee's performance effectively, which is important to achieve the development program objectives.

The trainers themselves must first be trained: the trainers must have sufficient knowledge and abilities about the development program that will be given to the trainees, which may increase the effectiveness of the development program.

Development program must have a good designee: the effectiveness of the development is impossible without a good development program designee, because the overall activities of the development program are depending up on the development program design.

Effective development program has enough training materials and tools: the development program has training materials to perform the human resource development program practices, it is important to achieve the development program objectives.

The development program is effective when it is related with the job: the type of development program is related with the job of trainee, which means, the objective of the development program focused on improve the employees job performance or it gives training for employees that are related with their job.

2.2. EMPIRICAL REVIEW OF LITERATURE

According to Neelam, et al (2012) demonstrates the result produced by linear regression on the data collected from 76 respondents through questionnaires. After applying the linear regression on the collected data to check the cause and effect relationship between the Training and Development (independent variable) and Employees Performance and Productivity (dependent variable) on the analysis result has been shown. The probability of f-statistic shows the significance of the research. According to the standard if the p value is < 0.05 so than it is significant. In this study the data demonstrates the p value is 0.000 which is < 0.05 thus the model of the research is statistically significant. So the independent variable of the study, Training and Development, has significant relationship with dependent variable of the study, Employees' Performance and productivity. The un-standardized value of the data illustrates obviously that independent variable Training and Development has a positive impact on Employees Performance and Productivity in this study. One major limitation of this study was that it was based only on UBL (United Banks Limited) and other banks were not included. Another limitation was that due to the time constraint only UBL of Peshawar region were studied other branch of UBL in the district were not included. As the increase of concentration on

administrative management during these years, HRM plays a more important role in managing an organization, such as the effects of HRM on innovation, „new way of working principles „for working relations and enhancing employees“ capability. Training and Development is an important aspect of HRM. It is important for organization to get skilled and capable employees for better performance, and employees will be than competent when they have the knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. 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 (Neelam, et al 2012)

In Pakistan according to Muhammed Nawaz, et.al, (2013) the study demonstrate a case of Punjab banks ,to improve the organization efficiency it is necessary first to increase the efficiency of the employees by training and development practice in this bank different types of trainings are provided to the employees before the start of their actual positive work during the job and the bank has its own special training departments where they trained their employees to meet the globalized rapid competitive environment, finally it observed that there is direct relationship between training and employees work performance. (Muhammed Nawaz, et.al, 2013). However in Pakistan, many companies training and development cannot be disconnected from the business activities of the organizations; on the contrary, this is the area that clearly illustrates positive relationships between training activities and the organizational performance. (Abdus SattarNiazi, 2011).

CHAPTER THREE: METHODOLOGY

3.1. BACKGROUND OF THE STUDY AREA

The present study was conducted in Wolkite town, Central Ethiopia regional state, in Gurage Administrative Zone. The town is situated in the south west of the capital city of Ethiopia, Addis Ababa at a distance of 158 km (<https://en.wikipedia.org>). Wolkite town was founded in 1937. Wolkite is one of the reform towns in the region and has a town administration, municipality, three sub-cities and five kebeles. The town has a structural plan. This town has a latitude and longitude of 8°17'N 37°47'E and an elevation between 1910 and 1935 meters above sea level. It is surrounded by cheha woreda.

3.1.1 DEMOGRAPHIC CHARACTERISTICS

According to the National Population and Housing Census carried out in 2007, the population of the town was 28,875. Out of this 15,074 (52%) were males and 13,801(48%) were females. Regarding age distribution 10,814 (37%) were within the age group of 0-15 years, 17,476 (61%) 16-60 years, and 585 (2%) 61 years and above. The population growth rate at medium variant was 2.9%.

3.1.2 SOCIO- ECONOMIC CHARACTERISTICS

According to CSA 2007, economic activity rate in the town was 95%. The rate of unemployment in the same period was 5%. wolkite town has economic linkages with the surrounding areas, Addis Ababa and Hawassa. The town gets agricultural inputs, manufacturing and commercial products, and construction material from Addis Ababa, and gets grain products, livestock supply, natural resources (fuel and charcoal), and labor from surrounding towns

3.2. TYPES AND SOURCE OF DATA

All the necessary data was gathered from the primary source such as employee and managers of the company and secondary source is available in personnel department such as document, record, reports and magazines within the company. The primary was gathered from filled questionnaire and interview response of employees and different levels of managers in the company and the secondary data was collected from documents and records that are related with the employee training and development practice of the company.

3.3. POPULATION AND SAMPLE SIZE

The workers of Dashen bank Wolkite branch is 20 in total including the branch manager. Because of the small size of the total population, all the population was included in the study by conducting a census. So, the researcher was taken all the population rather than taking a sample.

3.4. SAMPLE TECHNIQUE

The researcher used Census sampling technique since the population size is small. Because of the small size of the workforce at Dashen Bank Wolkite branch, conducting a census is the most effective method for data collection. This ensures comprehensive coverage and eliminates sampling error and also leading to more accurate and reliable results.

3.5. DATA COLLECTION MEHTOD

Although there are different methods of data collection, the researcher used primary data collection tools such as questionnaire and interview, which are appropriate instrument for the researcher to collect original data from employees and managers of Dashen bank about human resource training and development activities of the company. The researcher used questionnaire for gathering various information from different employees of the company about human resource activities of the bank.

In addition to the questionnaires, the researcher used interview questions to collect additional information about the employee development activities of the bank. Interview was conducted with general manager of the branch and personnel department head by using direct interview method with unstructured interview questions.

3.6. METHOD OF DATA ANALYSIS

In the section the researcher analyzed the information that collect from the primary source data through interview and questionnaire. The researcher presented, analyzed and interpreted the completed data by using descriptive analysis methods, which is more description of words with the help of tables to analyze the data and compute percentage to show proportion. The researcher used descriptive analysis method because the data type of the study is qualitative, thus, descriptive method is better to describe qualitative type of data.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter concentrates on data analysis of Dashen Banks' man power and its development. The analysis is based on primary data, which has been collected through questionnaire and direct interview.

The questionnaire was distributed to 20 employee of the branch which constitutes all the total man power of the branch. Although the respondents who returned the questionnaire were 18 employees, the distribution of questionnaires was conducted to all workers who are manpower of the branch.

In addition to the questionnaire, the researcher used interview question to collect information about the employee training and development practice of the bank. The interview was conducted with the general manager and personnel department head of the branch. It was designed to gather relevant information about the topic.

4.1. CHARACTERISTIC OF THE RESPONDENTS

The personal information includes sex, age, marital status, educational level and work experience of the sample employees.

Table 4.1.1. The age, sex and marital status of the respondents

No	Item	Respondents	
		Number	Percentage
1	Sex		
	Male	12	60%
	Female	8	40%
	Total	20	100%

2	Age		
	21-30 years	11	55%
	31-40 Years	9	45%
	41-50 years	0	0%
	51-60 years	0	0%
	61 and above years	0	0%
	Total	20	100%
3	Marital status		
	Single	11	55%
	Married	9	45%
	Divorced	0	0%
	Other	0	0%
	Total	20	100%

Source: response of respondents to the questioner, primary data

As we can see from the above table 60% of the respondents have found to be male and the rest 40% of them were females.

The age distribution of the employee's is also indicated on the above table item No 2, 55 % of the respondents were in the age of 21-30 years and the rest 45% of the respondents whose age was between 31-40 years. This implies that all of the company's employees were categorized in the productive age group which is 100 % of the respondents were between 21-40 years. This enables the company to get benefit for a long period of time from actual and potential skill and knowledge of employees through setting basic employee training and development program.

Additionally, the table also shows the marital status of the respondents. Majority (55%) of the respondents were found to be single, the rest 45% of the sample respondents were married. This tells us most of the employees of the branch were singles, in case of married employees, it helps the company to keep their employees. Which means the company does not lose their employees who had got the development and training program. This is because almost all of married employees have a probability of working for a long period of time within one organization rather than single employees. But, in case of singles the company will have to do different activities to keep its key employees for long period of time.

Table 4.1.2. Educational level of the respondents

	Respondents	
	Number	Percentage
Below 12 th grade	0	0%
Diploma	2	10%
Degree	13	65%
Masters	5	25%
PHD	0	0%
Total	20	100%

Source: Questionnaire's response of the respondents, primary data.

Table 4.1.2. Disclosed the distribution of the respondents on the base of education level. As we can understand from the above table only 10% of the respondent's educational levels were diploma, 25%of the respondent got their masters in different fields, 65% of them were degree holders in various fields and there were no respondents who had got PHD. Since 90% of the respondents had got degree or masters, we can conclude that most of the branch's employees are well educated and skilled.

For the above reason the company should take different measurements to keep its key employees because keeping skilled employees is far difficult than that of unskilled man power.

Table 4.1.3. Work experience of the employees in this company And other organization.

No	Item	No of respondents	Percentage
1	Work experience in another organization (similar organization)		
	0 year	10	50%
	1 year	3	15%
	2 years	2	10%
	3 years	2	10%
	4 and above	3	15%
	Total	20	100%
2	Work experience in this company		
	1-5 years	13	65%
	6-10 years	5	25%
	11-15 years	1	5%
	16 – 20 years	1	5%
	21 and above	0	0%
	Total	20	100%

Source: Questionnaire's response of respondents, primary data.

Based on the respondent's response as shown in the above table 65% of the workers had experience between 1-5 years, 25% of the respondents worked for 6-10 year in this company, 5%

of the respondents had got between 11-15 years' work experience from this company and the rest 5% of the respondent had been working here for 16 to 20 years. But there were no respondents who had more than 20 years of work experience in the company. From this we can conclude that most of the company workers do not have much experience. Therefore, it is the company's human resource development department responsibility to address employees with effective development program that are expected to contribute for the improvement of the overall company.

Table 4.1.3. Item No 1, also demonstrates the work experience of employees in other organization. As we can see from the above table 50% of the respondents haven't got any experience in any other similar organization, where 15 % of the respondents had got one-year experience in other organization. The remaining 10%, 10% and 15% of the respondents had 2, 3 and 4 and above years' work experience from other organization respectively. 50% of the sample employees had not worked in other organization before this company, this implies that most of them didn't get any work experience in any other similar organization; this requires further training to improve their work experience and ability.

4.2. CRITERIA THAT THE COMPANAY USE TO SELECT CONDIDATES FOR DEVLEOPMENT PROGRAM

Before conducting any development program, first we must evaluate the actual and potential ability and skill of the candidates by using different criteria. The table below is presenting the criteria that the company uses to select employees for the development program.

Table 4.2.1. Criteria that the company use to select employees for the development program

Criteria	No of respondents	Percentage
Experience	3	15%
Educational level	4	20%
Chance	2	10%
Need for T&D to perform	11	55%

tasks		
Total	20	100

Source: Questionnaire's response of the respondents, primary data

As we can understand from table 4.2.1, according to 35% of the respondents Experience and educational level of the employees had been the criteria that the company used to select employees for the development program. While only 10% of the respondents said the company were using chance, the majority of the respondents i.e. 55% said that the company used the characteristics of the tasks that are to be performed by different employees to select employees for the development program, as we can see the accompany selected employees based on different criteria. From the above information we can conclude that the criteria that the company uses mostly is based on the tasks that needs training and development.

4.3. NUMBER OF DEVELOPMENT PROGRAM

Development program might be for special purpose or for general use of development, in both cases, it is important to assess needs, to identify goals and to plan developmental strategies accordingly. The table below is presenting the number of development program opportunities that is given by the company for employees.

Table 4.3.1. Number of development program that were given by Dashen bank for their employees.

No	Item	Respondents	
		Number	Percentage
1	Does your company provide the development program?		
	Yes	20	100%
	No	0	0%
	Total	20	100%

2	How many times did you attend the development program?		
	1	11	55%
	≥2	8	40%
	None	1	5%
	Total	20	100%

Source: Questionnaire’s response of respondents, primary data.

When we see the response of the respondents, all respondents agreed that the company provide the development program to upgrade the skill and performance of employees, which may increase the organization and personal growth.

As we can see from table 4.3.1 Item No 2, 40% of the sample employees had got two or more chance of attending the development program, where as 55% of the respondents had got at least one chance for development. The rest 5 % didn’t get any chances for development program. From the above table we can conclude that the company provides development program for its employees and its development program is encouraging; however, 5% of the respondent didn’t attend any of the development programs that shows, the company should go even further on providing the development program to its employees.

4.4. TYPES OF TRAINING AND DEVELOPMENT PROGRAM

Dashen bank provides various types of training and development to employees on the bases of various requirements. The table below is presenting the type of training and development program that were given by the company.

Table 4.4.1. Types of training and development program

Types of training and development programs	Respondents	
	Number	Percentage
Orientation	7	35%

Classroom training	3	15%
Coaching	0	0%
Job rotation	2	10%
Both orientation and classroom training	6	30%
Orientation and job rotation	1	5%
Didn't attained any of them	1	5%
Total	20	100%

Source: Questionnaire's response of respondents, primary data

As we can observe from table 4.4.1. out of the total respondents 35% have got orientation type of training program, 15% have got classroom training, 30% of the sample respondents have got both orientation and classroom type of training. Job rotation type of the development program had been given for 10% of the respondent and the other 5% of the respondents attained both orientation and job rotation type of the programs. The remaining 5% didn't attend any of them.

The researcher also conducted interview with the general manager of the branch about the type of training and development program that were provided by the company, he said that the company provided different type of development program to its employees. But the most common methods were orientation, classroom training (lecturing and conference), and job rotation. This is because of this type of training and development programs are the most essential methods for the company to perform the overall activities of the company effectively and efficiently than other methods.

From this we can conclude that orientation, classroom training, and job rotation were the most common type of development program that were provided by the company.

4.5. THE PLACE WHERE THE ORGANIZATION GIVES THE DEVELOPMENT PROGRAM FOR THEIR EMPLOYEES.

The development program can be conducted either inside the company or outside the company or both inside and outside the company. The table below is describing the place that the development program was conducted.

Table 4.5.1. The place that the development program was conducted

Place	No of respondents	Percentage
Within the company	4	21.05%
Outside the company	1	5.26%
Both	14	73.68%
Total	19	100%

Source: Questionnaire's response about respondents, primary data.

When we see the response of the respondent most (73.68%) of the respondents attained the development program both inside and outside the company, 21.05% attained the development program within the company while only 5.26% of the respondents attained the development program outside company. From this we can infer that most of the time the company's development program was conducted both inside and outside the company, i.e. 73.68% of the respondent attained the development program both within and outside the company.

Conducting the development program both within and outside the company will give opportunity for employs to get more diversified knowledge about the subject matter under the study, so the company should continue doing the programs both inside and outside the company whenever it's needed.

4.6. THE EXTENT, THE DEVELOPMENT PROGRAM IMPROVE PERFORMANCE OF EMPLOYEE

Employee development program provides different benefits for the employees. The improvement of employee's performance is one of the benefits of development program. The table below presenting to what extent the development program improves employee's performance.

4.6.1. The level of improvement on employee's performance.

Response	No of respondents	Percentage
Very high	4	20%
High	11	55%
Medium	3	15%
Low	2	10%
Total	20	100%

Source: Questionnaire's response respondents, primary data.

Based on the sample employee's response as shown in the above table 20% of the respondents said that the development program improved their performance at a very high level, 55% said that it improved their performance at a high level. The remaining 15% and 10% of the respondents said that the development program improved their performance at medium and low level respectively. This implies that most of the respondents who attained the training and development program change their previous performance at a high level. For this reason, we can say that the contribution of employee development program for the improvement of employees' performance were high.

4.7. BENEFITS OF EMPLOYEE DEVELOPMENT PROGRAM

Employee development program have different benefit for employees and the company. It is important to improve employee's competency level and contributes to increase efficiency and effectiveness of the company.

The general responses of the respondents about the employee development program benefits were as follows.

- It improves the pervious performance and develops a good ability to perform a job.
- It gives a chance to gain a higher position.
- It provides a greater job satisfaction.
- It is important to become self-confident.
- promotes smooth relation between managers and other employees.

On the other hand, as the branch manager said employee development program increased profitability, efficiency as well as customer satisfaction in the company. From this we can conclude that employee development program plays a great role for the success of the organization.

4.8. EVALUATION METHOD OF THE DEVELOPMENT PROGRAMS

Evaluation method for the development program is necessary to evaluate the effectiveness of the development program in achieving their objectives. It is a phase where trainee's skills and knowledge and the effectiveness of the development program are measured.

The researchers developed open ended questions for employees and interview questions for the manager about the evaluation method of the development program. Thus, the respondents' response about the evaluation method that was used to evaluate the development program is summarized as follows:

- The development program was evaluated by general examination both theoretically and practically.

The general manager of the company (branch manager) said that the company evaluates employees up on completion of their training and make a proper follow up to assess the effectiveness the development programs. The company also evaluates employees on their job by using observation and examination, the company analyzes the employee's job performance and

his/ her efforts on the performance of the job. From this we can infer that observation and examination were the evaluation methods that are the company uses to evaluate the employee development programs and their effectiveness.

4.9. PROBLEMS THAT FACE THE COMPANY DURING EMPLOYEE DEVELOPMENT PROGRAM

Employee development programs doesn't always achieve their objectives due to wrong program design, lack of well skilled trainers, inadequate tools and equipment for required training or due to direct imitation of other companies training programs.

The general response of the respondents about the problems that face the company during employee development program were summarized as follows:

- Practical activates are highly masked with the theories.
- Unclear objective(poor design).
- Some trainers are poorly skilled.
- Lack of flexibility among trainers.

The researcher also conducted interview with the general manager of the branch about the problems that face the company during employee development program. According to the manager of the branch, the company faced different problems during employee development program due to following factors.

- Lack of motivation among trainees and trainers.
- Poor trainers
- Shortage of sufficient budget
- Shortage of some training tools
- unclear objectives

From this we can conclude that lack of motivation among trainer and trainees, unclear objectives, poorly skilled trainers and lack of sufficient budget were the major problems that face the company during employee development program.

Hence, the above mentioned problems slowdown the effectiveness of the employee development program therefore, the company should give exclusive response.

4.10. SOLUTIONS SUGGESTED BY THE MANAGER AND EMPLOYEES OF THE COMPANY FOR PROBLEMS THAT ARE RELATED TO EMPLOYEE DEVELOPMENT PROGRAM

Employee development program face different special challenges but effective employee development program provides special tools and techniques for solving them.

The respondent's suggestions about the problems that face the company during employee development program were summarized as follow:

- the company should motivate both the trainees and trainers by using some motivational factors such as rewarding, good performers etc.
- The development program should focus more on practical activity.
- The trainers should be skilled first.
- The development program should have good financial budget.
- The development program objective should be clear and defend to trainees.
- The trainers should use effective method of teaching.
- All the necessary materials should be supplied by the responsible body.

The above mentioned solutions are important for the company to solve the major problems that face the company during human resource development program.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

In this chapter the researchers try to summarize and draw a conclusion about the outcome of the research, and give some recommendation, which could be important for the company's future employee development activities that enhance the success of the company.

5.1. SUMMARY

From the respondents answer to the questionnaire and the manager's response for the interview questions the researchers tried to summarize as follows:

From the total study population, majority (60%) of the total employees were male. That shows unequal but approximate proportion between male and female population in the company.

From the respondent's response about the age distribution of the employees, all of the employees of the company were categorized in productive age group, which means 100% of the company's employees were between 21-40 years.

Based on the respondents answer about the marital status of employees, the majority of the employees were singles, which account 55% of the total employees.

According to the respondent's response about the educational level of employees, most of the employees at the company were well educated i.e. 90% of the total employees had got degree and masters.

When we see the respondents answer about work experience:

- ✓ outside the company of the employees, the majority of the company workers do not have much experience.
- ✓ With in the company most of the employees have less than five years work experience which account 65% of the total employee

From the respondent answer about The criteria that the company use to select employees for the development program. The company selected employees based on different criteria. Accordingly, company gives more emphasis on tasks that need training and development and work experience of employees.

According to the respondent answer about the number of development program that are given by the company, for their employees, 95 % of the respondents had got at least one chance for the development program.

As the general manager of the branch and the respondents answer about the type of training and development program that were provided by the company. The company provides different methods of training and development program but the most common methods were orientation, class room training, and job rotation.

When we see the respondents answer about the place that the development program was conducted most of the time the development program was conducted both inside and outside the company, i.e. 73.68% of the respondents attained the development program both inside and outside the company.

Based on the employee's response about the contribution of the development program for the improvement of their performance, most of them believe the development program improve their performance at high level.

As the personnel department manager and the employees answered about the benefit of employee development program. The development program contributes for employees to become self-confident, helps to gain a higher position, promotes smooth relation between employees, provides a greater job satisfaction and improves the previous performance of employees, and also helps the company to became productive, profitable and competitive.

From the manager and employee's response about the evaluation method of the development program. We can say that The Company uses examination and observation method to evaluate the development program.

According to the manager and employee's response about the major problems that face the company during the employee development program.

The company face different problems like:

- Lack of motivation among trainees and trainers.
- Poor skilled trainers

- Shortage of sufficient budget
- Shortage of some training tools
- unclear objectives (poor design)
- Greater focus on theoretical parts

The managers and respondent's suggestion on the problems that face the company during the employee development program is summarized as follows:

- the company should motivate both the trainees and trainers by using some motivational factors such as rewarding good performers etc.
- The trainers should use effective method of teaching.
- The development program objective should be clear and defend to trainee
- The development program should focus more on practical activities.
- The trainers should be skilled first.
- The development program should have good financial budget.
- All the necessary material that involved in the development program should be supplied by the responsible body.

5.2. CONCLUSION

From the finding of the primary data, the student researchers draw the following conclusions:

The branch use criteria for selecting employees for development program i.e. provide the development program for employees that perform tasks that need the development program; this helps the company to avoid unnecessary costs related to duplication of training's and to make training's directly related to the task to be performed. However, these criteria have its own drawbacks so; we conclude that the criteria that the company used to select trainees for the development program are not satisfactory.

The development program that are given by the company for the employees are fairly distributed to employees i.e. 95% of the employees got at least one chance for the development program, but the company must go even further to make sure all employees of the company participate in development program.

The contribution of the employee development program of the company for the improvement of trainee's previous performance was high this shows direct relationship between the employee development and employs performance.

Observation and examination were the evaluation methods that the company used to evaluate the development program. However, it is not the satisfactory evaluation method.

Lack of motivation among trainees and trainers, shortage of some training tools, poor skilled trainers, more focusing on theoretical parts and training and development programs with unclear objectives (poor design) are the major problems that face the company during human resource development program.

Even if the employee development program of the company has different limitations, it provided several benefits for employees and it helps Dashen bank to become profitable, competitive and effective.

5.3. RECOMMENDATIONS

Based on the major finding of the study, the student researchers suggest the following solutions that will help the company to solve the problems of the employee development activities.

The criteria that the company uses to select employees for the development program is not enough to identifying the required trainee, because, it gives high emphasis on tasks with less on the characteristics of employees. So, the company is recommended to check the candidates; personal characteristics, quality of thinking, general attitude to his/her work associates, knowledge application and proficiency in utilizing good human relation in addition to educational level, performance rating and personnel history when selecting employees for training. This will help the company to achieve the training and development program objectives.

The company should motivate both trainers and trainees by employing different kinds of motivating tools such as: increased salary, holidays, recognition, improving training and development areas, Promotion etc. Once the company identifies what motivates its employees, it becomes easy to motivate the employees by applying the above listed motivating tools.

The number of the development program that are given by the company for its employees are somewhat satisfactory. As a result, the company is advised to continue providing different training and development program, which has clear objectives (design), adequate materials, skilled trainers and appropriate location to conduct the development program. This is important to improve the employees' performance and develop their skill.

Dashen bank uses different methods to evaluate the development program, however, it is not a satisfactory, which may affect the evaluation methods effectiveness, thus the company is advised to evaluate the employees job performance after training and development program based on the trainees' effort on the performance of job like, on services efficiency so as to identify employee's weakness that needs for improvement in training program.

Lack of sufficient materials is one of the major problems that face the company during employee development practice; clearly it has negative impact on the development program effectiveness. Hence, the responsible body is advised to facilitate all the necessary materials that are involved in the development program like, special training room, projector, boards, different written

materials that are related with training and development program and so on to enhance the effectiveness of training and development program.

Inability of trainer to train trainees is another problem of the company in its development program. It is one of the basic causes for the development program failure because the development program is highly dependent on the abilities of the trainers. As a result the company should select trainers who have sufficient knowledge and abilities about the development program that will be given to the trainees and give training for the trainers before they can train the trainees.

Lack of good development program design is another problem facing the company during employee development program. without the effective development program design the effectiveness of the development program is impossible because the overall activities of the development program is depend up on the development program designer, therefore, the responsible bodies advised to design the employee development program effectively, which have clear objectives, effective methods, related with the trainees job and correct evaluation methods.

Even if the company's training and development program face different difficulties, the abilities of the trainees after the training and development program improved. Furthermore, if the company improves upon those difficulties, the company will be more successful. Therefore, the company is advised to provide enough budgets to training and development program.

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APPENDIX

WOLKITE UNIVERSITY COLLAGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MANAGEMENT QUETIONNARIES

These questionnaire is prepared to be filed only by Dashen Bank’s employees.

Dear Respondent

The purpose of this questionnaire is to collect first hand information on the study of ASSESSMENT OF EMPLOYEE TRAINING AND DEVELOPMENT PRACTICE IN CASE OF DASHEN BANK S.C WOLKITE BRANCH. Hence your cooperation in providing information will help for the success of this study. Your cooperation in giving relevant information or filling the questionnaires appropriately is given greater importance because the accomplishment of our work is highly depend on your real and timely response and return of the questionnaires paper. Please give your honest and complete responses to all questions and provided.

Be sure that your responds will be kept confidential .

Thank you in advance!

N.B- No need of writing name

- Please, put “√” or “X” Mark for the correct answer inside the Box and write short answer on blank space.

Age : 21-30 years 31-40 years 41-50 years 51-60 years 61and above years

Sex : Female Male

Marital status: Single Married Divorced Other _____

Your educational level:

- Bellow 12th grade Degree 12th grade completed
Master Degree Diploma PHD

1. Have you worked in other organization before you got here? Yes No

2. If you're Answer in number 1 Yes, in what company do you have worked?

For how many years do you have worked? _____

4. Work experience in this company?

- 1-5 years 6-10 years 11-15 years
16-20 years 21-and above Other _____

5. Does your company provide development program? Yes No

6. What are the criteria the organization have been used to select employee for training?

- Educational level . Experience Chance . Any other _____

7. Have you attained development program? Yes No

8. How many time did you attain development program?

9. If your answer in number 7 is Yes, what kind of development program.

- Orientation class room training Job rotation
Coaching Under study program any other _____

10. What are the benefits of employee development program for you?

11. Where are development program conducted?

Within the company Outside the company both

12. Do you believe that the development program improved your previous performance?

Yes No

13. If your answer Yes for Q 12 to what extent does development program improved your performance? Very high high medium Low

14. Is there any examination to evaluate the development program? Yes No

15. If your answer in Q.14 is Yes, what are the method used to evaluate the training program?

16. What are the problem that face the company during employee development program?

17. What do you think is the solution for problems related to employee development program?

Interview question for the managers

1. What are the criteria that the company uses to select employees for training programs?
2. What are the methods that the company uses to evaluate the effectiveness of the training and development program.
3. What are the benefits of employee development programs for the company?
4. What are the problems facing the company during employee development program?
5. What do you think is the solution for the problems of the company related to employee development?

Thank you very much!!