

**Effect of Training and Development on Organizational performance
In case of commercial Bank of Ethiopia in Gubre branch**



College of business and economics

Department of management

**A Research Paper Submitted to Department of Management for the partial
fulfillment of the requirement of BA Degree in Management**

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December, 2020

Wolkite, Ethiopia

Declaration

I hereby declare that the study entitled “Effect of Training and Development on Organizational performance In case of commercial Bank of Ethiopia in Gubre branch is the outcome of my own effort under the supervision and guidance of Berhanu Tereda (Assist. Professor). This study has not been submitted for any Degree or Diploma in other university or institutions. All the necessary sources of materials used for the study have been duly acknowledged.

Name of the student

Signature

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Letter of Certification

This is to certify that this senior essay work, “Effect of Training and Development on Organizational performance In case of commercial Bank of Ethiopia in Gubre branch”, undertaken by **Zenebe Mersha** for the partial fulfillment for the requirement of Bachelor of Art Degree in Management at Wolkite University, complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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Approval Sheet

As an examining member of the final research defense program I certify that I have read and evaluated the research prepared by **Zenebe Mersha** entitled: “Effect of Training and Development on Organizational performance In case of commercial Bank of Ethiopia in Gubre branch”, and recommended that it is accepted as fulfilling the research requirements for BA degree in Management.

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ACKNOWLEDGEMENT

First of all I would like to thank my God and next I would like to thank my senior assay adviser Berhanu Tereda (Assist. Professor) for his valuable comments, suggestions and guidance though out the accomplishment of the study. Secondly I would like to thank my family for their financial up to moral support of accomplishment of my education .Finally I would like to thanks commercial bank in Gubre branch employee and manager who assisted me by giving violable information and data with devoting their time to help me for the success of this study.

Contents

List of Table.....	IV
Acronym	V
Abstract.....	VII
1.1. Back Ground of the Study.....	1
1.2. Statement of the Problem.....	2
1.3. Research Question	2
1.4. Research Objectives.....	3
1.4.1. General Objectives.....	3
1.4.2. Specific Objectives	3
1.5. Significance of the Study	3
1.6. Scope of the study.....	3
1.7. Limitation of the study.....	4
1.8. Organization of the paper.....	4
2.1. Introduction.....	5
2.5. Human Resource Development Process	7
2.6. Training Employees	7
2.7. The Need for Training and Development	8
2.8. Training Categories.....	8
2.9. Training Needs Assessment.....	8
2.10. Setting Training Objectives	9
2.11. Training Design and Development Program.....	9
2.12. Choosing Trainer and Trainees	10
2.12.1. Selection of Trainers	10
2.12.2. Selection of Trainees.....	10
2.12.3. Training Methods.....	10

2.13.	Training evaluation	11
2.13.1.	Evaluating Employee Training and Management Development Activity	11
2.13.2.	Training Evaluation Metrics	12
2.13.3.	Training of Evaluation Designs	12
2.14.	Performance and Training.....	13
3.1.	Research design	14
3.2.	Target population	14
3.3.	Sample Size and Sampling technique	14
3.5.	Method of data Analysis	14
4.	Data Presentation, Analysis and Interpretation.....	15
4.1.	Demographic variables	15
4.2.	Training, development and performance	16
CHAPTER FIVE		22
5.	Conclusions and Recommendations	22
5.1.	Conclusions.....	22
5.2.	Recommendation	22
Reference		24

LIST OF TABLE

Table 4.1 demographic characteristics

Table 4.2: number of employees taking of training

Table 4.3: which training method have you taken?

Table 4.4: trainee's selection

Table 4.5: trainee's selection

Table 4.6: method of identifying training and development need

Table 4.7: trainers of the bank

Table 4.8: after taking training

Table 4.9: training objectives and benefit

Table 4.10: the effect of training and development on performance of the bank

Table 4.11: frequency of training

Table 4.12: the contribution of training and development for performance of the bank

Table 4.13: problems observed in training and development

ACRONYM

CBE: COMMERCIAL BANK OF ETHIOPIA

Abstract

The objective of this study is to identify and examines the effect of training and development on organizational performance in case of commercial bank of Ethiopia in Gubre branch. The research was conducted by descriptive type of research and all the necessary data gathered from primary and secondary source. The primary data gathered from questionnaires and interview. Secondary data collected from book, internet and from certain written materials about the topic. The researcher used descriptive data analysis with the help of tables and percentage to analyze the necessary data collected from the sample respondents and the researcher used simple random sampling which is one type of probability sampling techniques to select the sample respondent from the target population. The major finding of the study was the bank used both on-the job and off-the job training types from these types of training the bank used demonstration and conference method respectively. Furthermore the provision of training and development had a very high effect on organizational performance at the day to day activities of the organization.

CHAPTER ONE

1.1. Back Ground of the Study

Organization as a system uses different types of resources including material, information finance and human resources. Among these resources human resources is the most important that helps the organization to meet its goal (David,A,Decenzo, 1997) To day to grow and thrive in complete environment, organization requires making a decision choosing appropriate training and development strategies to capitalizes its human resources (Georget,1997;658)

Employees are not only amount the most important resources of firm have these also are among the most expensive and same time problematic (Mathis, 1997;4). Organization and their employees must constantly expand their knowledge, skills and behaviors to meet customer needs and complete in today's demanding and rapidly changing business environment more and more companies operate internationally requiring that employees understand different cultures and customs more companies organize work in term of project or customers rather than specialized functions so employees need to acquire aboard range of technical and interpersonal skills many companies expect employees at all level to perform roles once reserved for management"(ivancevich; 2001, p.416)

Modern organizations are expected to provide development opportunities to employees without regard to their sex, race, ethnic back ground or age, so that they have equal opportunity for advancement. In this climate, organizations must understand developments relationship to training and development. Training and development is defined as the systematic process concerned with facilitating the acquisition of skill, knowledge and attitude which results to improved organizational performance (taylor, 1996,p. 258).

Development involves learning that guess beyond today's job and has more long-term faces (Monday 2010; 198). Development is the long term process of enhancing employee's capacities and motivation to make them valuable future members of the organization development include not only training but also cares and others expires (Georget, Milkovich & Tehnw, Boudeay, 1997; 658).

Training today also plays a key role in the performance of management process. This is in the graded process employees uses to make sure employees are working to world organizational goals. Many organization including bank/ institution need to training and development their human resource to win the challenges that the competitive environment possess them. If the human resources of an organization well training and development then an organization can be profitable and competitive one. Therefore, this study was analyzed the effect of training and development in organizational performance in case of commercial bank of Ethiopia in Gubre branch.

1.2. Statement of the Problem

Training need can be assessed using organizational job /task and individual analyzes and training objectives can be set to help the organization meet those needs. Training office factors such as organizational competitiveness, Knowledge management, revenue and performance (ivan cevich : p.416). The competitive pressures facing organizations to day require that staff member's knowledge and ideas be current and that they have skills and managers becomes even more critical than be for employees who must adapt to many changes facing organization must adapt to many changes facing organization must be trained continually in order to maintain and update capabilities (Mathis, 2008; 260).

To be successful and competitive enough, organizations should have skilled and committed employees. Trained workers contribute more to the company. Success or desired level of work plan productivity, however, the recent studies of training and development practice in Ethiopia public organization show they do not give much attention to training and development of employees and effectiveness of program. Rather the practice show that more attention has been paid to the preparation of documentation and written program than the actual management (bahiru, 2011). So, commercial bank of Ethiopia Gubre branch is facing a lot of problem related to lack of training and development this problem results low productivity, errors, customer's dissatisfaction, lack of initiatives and others. So as commercial bank of Gubre branch always concern training and development to overcome the above problems in order to improve its performance, Therefore this study will analyze the effect of training and development on organizational performance in case of commercial bank of Ethiopia in Gubre branch

1.3. Research Question

The study was intended to answer the following research questions;

- ✓ What is the effect of training and development on employees' performance?
- ✓ How to identified training need?
- ✓ What are the criteria used in selecting trainees?
- ✓ What are the training methods used?
- ✓ What are the major problems countered on training and development?

1.4. Research Objectives

1.4.1. General Objectives.

The main objectives of this study is to assess the effect of training and development on organizational performance in the case of commercial bank of Ethiopia in Gubre branch

1.4.2. Specific Objectives

The specific objectives of the study were:

- ✓ To identify the effect of training and development on organizational performance
- ✓ To assess the criteria used in selecting trainee
- ✓ To identify training methods the bank use.
- ✓ To identify the major problem which are encountered on training and development

1.5. Significance of the Study

This study was the following significance the result of this study have provides information regarding the effect of training and development on performance it can help managers by showing increased performance and efficiency, as well as helping customers get their services with minimum delay and maximum satisfaction. The organization may use some of the alternative solutions that the study can recommend as appreciate for its purpose. The study is an important document for those researchers who want to make further study the area.

1.6. Scope of the study

The study has limited geographical, conceptual and methodological. Because of geographical dispersement of other branch of commercial bank of Ethiopia, it is difficult to researcher to collect data from each branch of the bank, so the study would focus on commercial bank of Ethiopia in gubre branch .conceptually, to assess the effect of training and development on organizational performance.in the methodological, the study did not include the blue collar worker (like cleaner) because of such person lack of basic understanding how to fill questionnaire, so the researcher would not consider such group. The researcher has used questionnaire, published articles and internet to collect data.

1.7. Limitation of the study

When the researcher has performed the activities faced certain challenges such as unwillingness of the respondents to give relevant information, employees unable to return the question on time and lack of experience

1.8. Organization of the paper

The study organized in such a way that gives coherent of ideas to the basic finding. This consists of five chapters. The first chapter is introduction part, which consists, back ground of the study, statement of the problem, research question, and objective of the study and significance of the study, scope and limitation of the study and organization of the study. The second chapter review of related literature including definition of training & development. Chapter three deal about; Research methodologies, Research Design, Target population, Sampling technique, method of data collection, methods of data analysis. Chapter four is data presentation, analysis and interpretation. Chapter five includes conclusion and recommendation.

CHAPTER TWO

2. Review of Related Literature

2.1. Introduction

The beginning of training could be traced to the Stone Age when people started transferring knowledge through signs and deed to others. Training and development is increasing recognized now as most important organizational activity. Once an applicant's is selected by an organization as a member it its personnel the next duty is to place him in right job and provide him with training and development facilities needed for him to fit the present job as the future . Career chalked out for such in dividable. (Davar, 1999; 118).

After the employee has been recruited selected and induced he or she must next be developed to better fit the job and organization. No one is a perfect fit at the time of hiring and same training and education must take place. (churne 2000; 143). Up grading employees performance and improving their skills through training is a necessary in today's competitive environment. Job demands are changing very rapidly as technology advance. For instance, constant improvements in imputing hard ware computers essential organizations that neglect to train their work force are depriving themselves of the human resource they need to prosper or even to survive (Gomez 1995; 293).

2.2. Training and Development Definitions

We can find many definitions of training and development according to Glueck (1999;410). Training is systematic process of altering the behavior knowledge, and or motivation of employees in direction to increase to increase organization goal achievements development is the process by which or remain successful leader in their enterprise.

According to Gomez- Mejia, Balkin and Gardy (1995; 293) training focuses on Providing employees with specific skill or helping them to correct deficiencies in their performance. Development is an effort to provide employee with the abilities that the organization will need in the future.

According to Monday (210; 198) training provides learners with the knowledge and skills need for their present jobs. On the other hand, development involves learning the pose beyond today's job and long term focus.

According to Georget, Milkovich and Tohn.W.Baudeav (1997; 658). Training is a systematic processes to faster the acquisitions of skill, rules, concept, or attitudes employees' characteristic and development requirement.

According to Megginson (2003;205) training involves learning specific, detailed and routine skill and techniques, development is the systematic process of education, training and growing by which a person learns and applies information, knowledge, skill, attitudes and perceptions.

According to Mathis (1997; 282). Training process whereby people acquire skill or knowledge to aid in the achievement of goals.

2.3. Training versus Development

Although training is often used in conjunction with development the terms are not synonymous.

In training the focus is solely on the current job in development the focus in both current job and that employee will hold in the future. The scope of training is an individual employees while the scup development is one the entire work group or organization.

That is training is job specific and addresses particular performance deficits or problems, while development concerned with the work force's skills and versatility. Training fends to focus on mediate organization needs, while development tends to focus on long term requirements.

The goal of training is fairly quick improvement in workers performance while the goal or development is the overall enrichment of the organization human resources by preparing employees for future work demands. Training strongly influences present performance levels, while development pays off in term capable and flexible human resources in the long run (Gomez-Mejia, David B, Balkin, RoberyL. Cardy, 2004; 260).

2.4. Factors Influencing Training and Development

According to Mandy (2010; 199-200) there are numerals factors that both impact and are impacted by training and development.

Top management support

For training and development programs to be successful top management support is required without it a training and development will not succeed. The most effective way to achieve success is for executive to make an active part in the training and provide the needed resources.

Technological Advance

Change is occurring at an amazing speed, with knowledge doubling every your perhaps no factors has influenced training and development more than technology. The computer internet,

blank berry text messaging and e-mail are dramatically affecting the conduct of all business functions.

World Complexity

The world is simply getting more complex and this has had an impact on how an organization operated. The entire world provides opportunities and threats that must be comforted. Organizations have to think of the entire work and how it will be staffed though many remains unknown about the learning process some generalization stemming from the behavioral sciences have affected the way firms conduct training.

2.5. Human Resource Development Process

Enhancing the quality of organization human resources involves many actives newly hired employees must be introduced to the organization and to their jobs. They must be trained to perform their jobs. Employee assistance and unions relations (if applicable must be planned and managed. Also current employees must regularly have their skill up dated be and managed. A business must also be concerned about development the skill of its management team (De Nisi 2001; 245)

Job applicant gets same orientation to the organization even the organization even the organization refutation how it's treats employees and the types of products or services it provides. Also during the selection process, applicant often learn about other general aspects of the organization and what their duties working can ditions and pay will be commonly cited objectives of company orientation programs are (griffin 2001;246).

Reduce of the anew employees streets

Lower startup costs integrating the new employee in to the organization Eventual reduction of turn over duets failure to understand the rule and culture of the organization.

Reduce time required taint grate the employee in to the job and Helping the employee adjust to his, her work team or work environment more quickly.

2.6. Training Employees

Training involves the employees acquiring skills or learning concept to increase his or her performance. Generally the new employee's manager has primary responsibility for training in how to perform the department. Regardless the quality of these initial training can prettily influence the employees job attitude and productivity. Economically, socially technologically and governmentally changes also inference the skill an organization short time. Also planned

organizational changes and expansions can make it necessary for employees to up date their skill or acquired new ones. (DENLSL, Griffin, 2001, 247-248).

2.7. The Need for Training and Development

According to Gueck (1995; 413-141) the reason employees usually given for under taking training and development include.

Orient new employees; while schools provide training many skill new employees may still require additional training to learn skill specific to the job.

Improve performance; decision to after training to improve performance often follow analysis indicators such as productivity turn over production cost quality, labor cost and soon.

Maintain performance; obsolescence's skills and knowledge dual holding in position lacks the current skill and knowledge generally considered important to maintain effective performance in current or future work.

Prepare for new jobs. The present work force in an excellent source of people to fill vacancies that in other department or other level of the organization. But additional training is often necessary for these employees most people prefer organization that offer the opportunity for internal advancement many companies try to an tic pate vacancies through succession planning in order to have trained replacement on hand.

2.8. Training Categories

According to math is (2008; 20-261). Training can be designed to meet a number of objectives and can be classified in various ways. Required and regular training complies with various mandated legal Requirements and is given to all employees. Job technical training an able employee to perform their job well

Interpersonal and problem; solving training addresses both operational and interpersonal problems and skees to improve organizational working relationships. Developmental and career training provide longer term focus to enhance individual and organizational capabilities for the future. (Ivancevich 1989;531)

2.9. Training Needs Assessment

Training must be direct to word the accomplishment of the organizational objectives such as more efficient production methods, improved quality of product or service or reduce operating costs. This means an organization should commit its resources only to those training activities that can be best helping in achieving its objectives (Leslie W, rise and loyd 2009; 244)

Need assessment measure that competency of the accompany group or an in dividable as they relate to what is required in the strategic plan. It is necessary to find out what is happing and what should be happening before deciding if training will help and if it will help what kind is needed.

Need assessment is a systematic analysis of specific training activities a business requires to achieve its objectives. In general a need assessment can be conducted in to three ways.

Organizational Analysis: Organizational analysis examines such as brood factors as the organization culture mission business calibrate long and short term goals and structure. Its purpose is to identify both over all organizational needs and the level of support for training that exist in the organization perhaps the organization lacks the resources organization's strategy emphasizes innovations.

Person Analysis: Person analysis determined which employees need training by examining how well employees are caning out the takes make up their jobs. (Gomez 1999).

Task Analysis: Task analysis the process of identifying the task knowledge skill and behaviors that need to be emphasize in training (WRIGHT 2000; 270).

2.10. Setting Training Objectives

Training consists of planned programs designed to improve performance at the individuals group, and organization level. Improved performance in turn implies that there have been measurable chances in knowledge skills, attitudes and social behavior (Cascio, 2004; 290, objectives for training can set in any area by using one of the following four dimensions. Quantity of work resulting (for example number of words per minute type or number of applications processed par days.

Quality of work offer training (for example dollar of rework, scrap loss or errors). Time lines of work offer training (for example, schedules met or budget reports turned in on times. Cost saving as a result of training (for example, deviation from budget, sales expanse or cost down times.

2.11. Training Design and Development Program

The actual design of program of course is the foundation to effective training and development without solid and relevant content training and development efforts are pointless. Selecting the most appropriate in structures completes the process (Denis Griffin 2001;276)

There are three primary considerations when designing training

Learner's Readiness

For training to be successful, learners must be ready to learn learner readiness means individual having the ability to learn, which many people have however if effective learning is to occur individual must also have the motivation to learn and self-efficacy .

Learning Styles

In designing training interventions, trainers also consider individual learning styles. Auditor learner best by listening to same one else tell them about the training content. Tactile learner must get their hands on the training resources and see them. Visual learner's thing in pictures and figures and need to see the purpose and process of the training.

Transfer of Training

Finally trainers should design training for the highest possible transfer from the class to the job. Transfer occurs when trainees actually use on the job what knowledge and information they learned in training.

2.12. Choosing Trainer and Trainees

2.12.1. Selection of Trainers

Create core must be exercised in choosing effective instructors or training. To some extent the success of the training program depends on proper selection of the person who performs the training task. The process of need analysis and training of program development can be accomplished by company trainers. HRM specialists or hired outside consultants who report to the HRM managers or other top managers used to performance a needs analysis and to conduct the training (Ivancevich 1989; 542).

2.12.2. Selection of Trainees

In some case the selection of trainees who will participate in the program is obvious: the program may have been designed for new employees, or to help reach equal employment opportunity goals. In other program the purpose may be to help employees find jobs else when layoffs are necessary, or to retain older employees whose skills may be obsolete. If formal selection techniques are not used, quota, supervisors, nominations self-nominations, and seniority rules may develop either unofficially or officially as selection mechanism for the programs. (DANIEL, R.GIIBERT.JR, 2006; 390)

2.12.3. Training Methods

Training is one of the most important tools available to organizations. Management can make use of management programs to enhance the achievement of organizational objectives. This is

possible by developing the skills and competencies of their employees for the purpose of improving performance.

There are a variety of training methods that are available and that can be used by training agencies and organizations.

- ✓ On the job training
- ✓ Off the job training
- ✓ Vestibule training
- ✓ On the Job Training

On the job training method takes place in a normal working situation using the actual tools, equipment, document or materials that trainee will use when fully trained on the job training has a general reputation most effective for vocational work. More over this method of training has the following advantages

- ✗ The trainee is motivated and immediately is productive and gains experience on the actual equipment and materials.
- ✗ It is less costly
- ✗ The transform of training to job is maximum Multi skilling is possible (Reward, freeman ;392)
- ✗ On the job training is the training that takes place is centered on the job.

Off the Job Training method takes place away from normal work situation implying that the employee does not count as a directly productive worker where such training takes place. Also it involves employee training at a site away from the actual work environment (Glueck, 1982; 426).

Vestibule Training is a term for near the job training as it offers access to something new (learning). Vestibule training is a form of inters educations held in proximity to the actual work environment. The training focuses primarily on learn specific skill that enables employees to perform the present job better.

2.13. Training evaluation

2.13.1. Evaluating Employee Training and Management Development Activity

When the result of employees training and management development are evaluated certain benefits occur. Less effective programs can with draw to save time and effort. Weakness with in

programs can be identified and remedied. Evaluation of training and management development activity can be broken down in to four areas. According to (Rue.2009; 244).

Reaction: how well did the trainees like program?

Learning: what principles facts and concept were learned in program?

Behavior: did the job behavior of the trainees change because of the program?

Results: what were the results of program in terms of factors such as reduce cost or reduction in turn over?

The evaluation training becomes successively more difficult as it moves from measuring reaction to measuring learning to measuring behavior and then to measure results.

2.13.2. Training Evaluation Metrics

According to Mathis (2008; 283-284), Training expansive and it is an HR function that requires measurement and monitoring. Cost benefits analysis and return an investment (role) analysis are commonly used to do so as are various benchmarking approaches.

Cost benefit analysis training result can be examined through cost benefit analysis which is comparison of costs of benefits associated with training. There four stages in calculating training of cost and benefits.

- ✓ Determine training cost consider direct cost such as design trainer fees materials facilities and other administration action activities.
- ✓ Identify pin fail saving result.
- ✓ Compute potential saving.
- ✓ Conduct cost and saving benefit comparisons.

2.13.3. Training of Evaluation Designs

According to Mathis (2008: 285) whit or without bench marking data, internal evacuation of training programs can be designed in a number of ways.

Post measure: the most obvious way to evaluate training of effectiveness is to determine after the training who ether the individuals can perform the way management that them to perform.

Per past measure: if the manageress the data entry speeds before and after training the manager should have known whether the training made any different.

According to Robert L. Cardy (2004; 283) in the evaluation phase of the training process the effectiveness of training program is assessed. Companies can measure effectiveness in monitory

or non-monetary terms whatever the term training should be judged on how well it addressed the needs it was designed to address.

2.14. Performance and Training

Performance: is the accomplishment of a given task measured against present known standards of accuracy, competences, cost and speed. The environment in which most organizations operate today is continuously changing, and the rate of change is increasing. Training and development of the work force offer an interesting case of change for any organization in light of uncertain and rapidly changing environments.

Employees who receive training in line with their individual organization goals will become more efficient in what they do. Organizations should look at the positive effect of training on employee performance and consider employee development as a targeted effort to making the front line worker stronger.

CHAPTER THREE

3. Research Methodology

3.1. Research design

This researcher used descriptive in its nature so as to assess and evaluate training and development on employees' performance of gubre town of commercial bank in Gubre branch. In this research the data was used both quantitative and qualitative.

3.2. Target population

In commercial bank of Ethiopia gubre branch, the numbers of employees are 22 includes mangers, accountants, cashier and other employees and as consequently, such number of employees was used as a target population.

3.3. Sample Size and Sampling technique

The employees of commercial bank of Ethiopia Gubre branch are 22. Among 17 was males and the remaining 5 was females. The researcher used census survey because of the total population of study was small and manageable. So the participants of the study was 22 employee

3.4. Source and Method of data collected

For this study the data was collected from both primary and secondary types. The primary data collection method includes questionnaires, personal interviews, on the other hand Secondary data collection methods include books, internet materials and published materials were employed.

3.5. Method of data Analysis

The researcher was analyze the collected data using descriptive from of data analysis.in order to make data presentation clear, it was appropriate use descriptive technique. Then the data analysis process was present the analyzed data in the form of tables and percentages to show the relationship between data collected from the respondents.

CHAPTER FOUR

4. Data Presentation, Analysis and Interpretation

This chapter contains data analysis, presentation and interpretation. To collect the information, questionnaire and interviews were used. The interpretation part is the final outcome of each analysis and information from other source like the answer of the managers at the time of interview. Generally in this chapter the researcher presents the collected data, analysis and finally provides interpretation. The analysis carried out by 19 respondents because 3 questionnaires were not returned.

4.1. Demographic variables

Table 4.1 Demographic characteristics of the respondents

No	Item	Responses	Frequency	Percentages
1	Sex	Male	17	89.5 %
		Female	2	10.5 %
		Total	19	100
2	Marital status	Married	9	47.4 %
		Divorced	0	0
		Single	10	52.6%
		Windowed	0	0
		Windrower	0	0
		Total	19	100
3	Educational levels	Degree	19	100%
		Certificate	0	0
		Diploma	0	0
		Master	0	0
		Total	19	100
4	Work experience	0-5 years	14	73.7%
		6-10 years	5	26.3 %
		11-15 years	0	0
		Above 16	0	0

		years		
		Total	19	100

Source: - compiled from survey questionnaires, 20019

As it can be seen in the above table (item 1), 17(89.5%) of the employees of the bank we male whereas the remaining 2(10.5%) of them were female. Therefore, most of the employees of the bank were male. According to the above table (Item 2), 9(47.4%) of the employees were married, 10(52.6%) were single. Therefore, most of the employees of the bank were single .Based on the above table (item 3). 100% of the employees were degree holder. There was no one who had ma certificate degree and master. From these the researcher interprets that all employees of the bank had degree. When we saw the work experience of the employees from the above table (item 4), 14(73.7%) of the employees had zero up to five years' experience, 5(26.3.3%) had. So, most of the employees of the bank had zero up to five years' work experience.

4.2. Training, development and performance

Training is viewed in the bank as an effective route to the development of human resource capacity. Training means that learning the basic skills and knowledge necessary for particular job or group of job. Training and development Commercial bank of Ethiopia in gubre branch many benefits. Among these benefits: better quality, better job satisfaction, law absenteeism, law performance. Therefore, Commercial bank of Ethiopia in gubre branch can accomplish their goals by training and educating employees, because any activity of an organization cannot be accomplished without skilled man power.

Table 4.2: Number of employees taking of training

Item		Frequency	Percentage
Have your taken training in commercial bank of Ethiopia in gubre branch?	Yes	18	94.7%
	No	1	5.3%
	Total	19	100%

Source: Survey questionnaire, 2019

As shown from the above table majority 18(94.7%) respondents taken training in Commercial bank of Ethiopia in gubre branch and 1(5.3%) respondents are not take training. The respondents also asked training method used in their bank.

Table 4.3: which training methods have you taken?

Item		Frequency	Percentage
Which training method have you taken?	On the job	10	52.7%
	Apprenticeship	1	5.2
	Vestibule training	0	0
	Off the job	8	42.1%
	Other	0	0
	Total	19	100%

Source: Survey questionnaire, 2019

As employees took one 10(52.7%) on the job training, 1(5.2%) employees of apprenticeship training and 8(42.1%) employees took off the job training methods. This shows that the bank mainly gives on the job training and other training method like vestibule training are not given.

Table 4.4: Trainee's selection

Item	Alternatives	Frequency	Percentage
What are the criterions for selection of trainee?	Performance	5	26.4%
	Experience	2	10.5%
	Education	2	10.5%
	Other	10	52.6%
	Total	19	100%

Source: Survey questionnaire, 2019

In the first item of the above table the respondents asked the criterions that they were selected. From the respondents 5(26.4%) employees were selected based on performance, 2(10.5%) of employees were selected based on experience and education 10(52.6%) employees were selected based on other. Here we can conclude that the employees were mostly selected based on other training.

Table 4.5: Trainee's selection

Item	Alternatives	Frequency	Percentage
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Who is responsible for selection of trainees in your department?	Supervisor	3	15.8%
	Employee initiation	0	0
	Training center	13	68.4%
	Other	3	15.8%
	Total	19	100%

Source: Survey questionnaire, 2019

The second item of the above table the respondents were asked who select them for training as per their response 13(68.4%) of Commercial bank of Ethiopia in gubre branch employees were selected by training center. In Commercial bank of Ethiopia in gubre branch employee 3(15.8%) were selected by supervisor, 3(15.8%) were selected by other trainees. This shows that the bank mostly used selection of trainees by training center.

Table 4.6: Method of identifying training and development needs

Item	Alternative	Frequency	Percentage
How are training and development needs identified in your bank	Customer complaint	2	10.5%
	Requirement of job	3	15.9%
	Skills and knowledge	7	36.8%
	Employees performance	7	36.8%
	Total	19	100%

Source: Survey questionnaire, 2020

From the table 4.6 indicates 2(10.5%) employees training needs identified by customer compliant 3(15.9%) employees training need identified by requirement 7(36.8) employees training need identified by skills and knowledge and 7(36.8%) respondent that training needs identified by employees performance. This shows that the bank identifies training and development need by skills and knowledge and employees performance.

Table 4.7: Trainers of the bank

Item	Alternative	Frequency	Percentage
Who carries out the training and	Staff trainer	11	57.9%
	Outside trainer	5	26.3%

development?	Other	3	15.8%
	Total	19	100%

Source: Survey questionnaire, 2020

The table indicates that 11 (57.9%) of respondents were trained by staff trainer and 5(26.3%) employees took training through outside trainer and 3(15.8) of respondents were other trained. This shows that the bank gives training mostly through staff trainer.

Table 4.8 after taking training

Item	Alternative	Frequency	Percentage
Have you realized any change on your performance after taking training?	Yes	19	100%
	No	0	0
	Total	19	100%

Source: Survey questionnaire, 2020

As clearly seen in the above table; 19(100%) of the respondents also asked their performance after taking training. The greater portion of employees 19(100%) of respond that they were realized employees change on their performance after taking training. None of the total respondent said “No” this tell us that the at least all of the participant gain some change on their performance after taking training.

Table 4.9: Training objectives and benefits

Item	Alternative	Frequency	Percentage
What do you thinks are the objectives of training program?	To familiarize employees with new system	11	58%
	To improve basic skill of employees	8	42%
	To improve moral and satisfaction	0	0
	Other	0	0
	Total	19	100%

Source: Survey questionnaire, 2020

The first item of the above table shows the respondents view about objectives of training. Accordingly about 11(58%) employees said that the objective of training program that they had participated were to familiarize employees with new system, procedures and method of work and 8(42%) of employees said that objectives of training program was to improve basic skills. None of the respondent said to improve moral and satisfaction and to facilitate promotion. This shows that the more the objectives of training program is to familiarize employees with new system,

method and to improve basic skills of employees. This leads us to think the bank should give training employees.

Table 4.10: The Effect of training and development on performance of the bank

Item	Alternative	Frequency	Percentage
What do you think the effect of training and development on performance of Commercial bank of Ethiopia in gubre branch?	Encourage	15	79%
	Need improvement	4	21%
	Discourage	0	0
	Total	19	100%

Source: Survey questionnaire, 2020

As the above table indicates most of respondents 15(79.%) employees believed that is effects of training and development has an encouraging on performance of Commercial bank of Ethiopia in Gubre branch . The rest 4(21.%) respondents believe training and development on performance of the bank need improvement. We can conclude that effect of training and development of performance of the bank encourage.

Table 4.11: Frequency of training

Item	Alternative	Frequency	Percentage
How many times your trainee a years?	One times	8	42.1%
	Two times	5	26.3%
	Three times	4	21.1%
	Four and above	2	10.5%
	Total	19	100%

Source: Survey questionnaire, 2020

From the above table 4.9 indicates 8(42.1%) of respondents said that they took training one a year, 5 (26.3%) took two per year, 4(21.1%) respond they took three times per year and 2(10.5%) of respond they took four times and above. From this table we can conclude that most of employees taken training once a year.

Table4.12: The contribution of training and development for performance of the bank.

Item	Alternative	Frequency	Percentage
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Is there any contribution that training and development can provide to enhance performance of the bank?	Yes	19	100%
	No	0	0
	Total	19	100%

Source: Survey questionnaire, 2020

From the first item of the above table indicate that all of respondents 19(100%) employees said that training and development of the bank provide contribution for enhancing performance of the bank.

Table4.13: problems observed in training and development.

Item	Alternative	Frequency	Percentage
What the problem do you observe in training and development program?(choosing more than one option is possible).	Lack of completed trainer	2	10.5%
	Shortage of time	7	36.8%
	Lack of training material	9	47.4%
	Other	1	5.3%
	Total	19	100%

Source: Survey questionnaire, 2019

As it is clearly indicated in the table 2(10.5%) of respondent said that lack of completed trainers is the problem of training, 7(36.8%) of respondent claimed that shortage of time is the problem of training, 9(47.4%) of respondents said that lack of training material is problem encountered during training, 1(5.3%) of respondent is other problem of training. Generally, lack of training material is a major problem as indicated by both management and non-management respondents.

CHAPTER FIVE

5. Conclusions and Recommendations

5.1. Conclusions

On the basis of the above findings the following conclusions is drawn:

Majority of employee took training in commercial bank of Ethiopia in gubre branch. Majority of both employees took on the job training. However, other training, most of finding indicates that the selection criteria were based on performance. The selection of employees for training is mostly taken by training center.

Majority of respondents confirmed that training and development needs were identified by job requirement with employee's knowledge, skill and ability. And some employees said that there is no other criterion. Generally speaking it is found that training is given by staff trainer. As majority of employees claimed the objective to familiarize employees with new system method of work, to empire skill of employee however, training is not given to improve moral and satisfaction and to facilitate promotion.

All employees have got chance of training and development programs have gave the participants benefits on increased work performance which was rated by them as high and medium. This implies that the program has been contributed a great to improve productivity. Majority of the respondents said that the effect of training and development on performance of the bank encourages.

Most of respondents they had no relationship with other banks concerning training and development. From those said that they had relationship majority of employees said encouraging. How every same of respond it needs improvement. Majority issue of this study is to know the effect of training and development on performance of the bank. This finding show performance of the bank is good because of training and development. This indicated training and development have a positive effect on performance of commercial bank of Ethiopia gubre branch.

5.2. Recommendation

From the finding and conclusion the following recommendation are drawn in general on the basis of the information from respondents through questionnaire the following can be forwarded towards the improvement of the training and development process of Commercial bank of gubre branch.

- ✓ Since most of trainees are selected by supervisor, employees who have deficiency are not well known more than by training center. To cope up with these problem employees advisable to be selected by training center(bank)
- ✓ Identifying training and development needs the bank are identified by job requirement with employee's knowledge, skill and ability (KSA). And also some employees not know how training and development need identified.
- ✓ Most employees prefer on the job training as effective thus the training and development division of the bank better to give effective training and development methods on the basis of trainees need as much as possible.
- ✓ The bank better to consider other proposes training not only to familiarize employees with new system procedure and method and improve skill but also train employees to improve their moral and satisfaction and to facilitate promotion.
- ✓ Even majority of employees respond that they took training only once a year. So, the bank advisable to given training to employees more than one time to increase the bank performance.
- ✓ Finally, the researcher recommends that Commercial bank better to give training and development continuously with sufficient time, space, budget and material and tools. This in turn enables the achievement of goals of the bank, efficient and modernized banking service to customer which helps the bank to be effective and competitive one

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APPENDIX
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
QUESTIONNAIRES FIELD BY EMPLOYEES

Dear Respondents

I am Zenebe Mersha one of graduating class student at Wolkite university department of management. This questionnaire is prepared to conduct a study on the effect of training and development on the organizational performance (in case of commercial bank of Ethiopia in Gubre branch) for the purpose of partial fulfillment of BA degree in management. The aim is for academic purpose only. So you are kindly requested to give quick and accurate information which is the most valuable input for the success of my study.

Thank you in advance for your cooperation.

Instruction

1. No need of writing your name,
2. Mark “✓” to show your response and
3. Choose you can more alternatives if necessary.

Part I: personal information

1. Sex Male Female
2. Age: 21-35 35-50 50& above
3. Educational background: Certificate Diploma Degree Master & above
4. Service year /work experience? Less than 5 years [] 6-10 years 11-15 years
16-20 years 20& above

Part II: basic research question related to the study.

5. Have you taken training in commercial bank of Ethiopia? Yes No
6. If your answer for question “no” ‘5’ is “yes” what type of training have you taken?
On the job Apprentices ship Vestibule training Off the job
7. What are the criteria for the selection of trainee?

- Performance Experience Education Other
8. Who is responsible for selection of trainees in your department?
Supervisor Employees initiation Training center Other
9. How there training and development need identified in your bank?
Customer complaint Requirement of jobs kills and knowledge
Employees' performance
10. Who carries out the training and development process?
Staff trainer Outside trainer Other
11. Have you realized any change on your performance after taking the training?
Yes No
12. What do you think is the objectives of training program?
To familiarize employees with new system improve basic skill of employees
To improve moral and satisfaction Other
13. Is there any contribution that training and development can provide to enhance performance of the bank?
Yes No
14. How many times do you take training per year? One time two times
Three times four times and above
15. What do you think about the effect of training and development up on employee's performance in your bank?
Encouraging Discouraging Need improvement
16. What problems do you observe in training and development program? (Choosing more than one option is possible).
Lack of completed trainer shortage of time Lack of training material
17. In your institution, do you think that the given training and development is fair?
Yes No I don't know
18. In your bank, do you think that the given training and development is free from bias?
Yes NO I don't know
19. Is there any problem in training and development in your bank?
Yes No
20. Does the organization (bank) take measurement action to solve the problem?

Yes No

21. Do you think that training and development have value for organizational success?

Yes NO I don't know