THE EFFECT OF TRANING AND DEVELOPMENT ON EMPLOYMENT PERFORMANCE (IN CASE OF COMMERCIAL BANK OF ETHIOPIA Wolkite Bekur RANCH)



Wolkite UNIVERSITY

COLLAGE OF BUISSNES AND ECONOMICS

DEPARTEMENT OF MANAGEMNT

THE RESEARCH PROPOSAL IN PARTIAL FULFILLMENT FOR THE REQUIREMENT OF BA DEGREE IN MANAGEMENT

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March,2025

Wolkite, ETHIOPIA

ABSTRACT

This study is designed to assess the organizational culture and practices of adaptability by the employees in CBE at the Wolkite Bekur branch. The main objectives of conducting this study are to deal with the different problems related to employees' adaptability to organizational culture, to examine factors affecting employees' adaptability to organizational culture to examine how employees are practicing to adapt to organizational culture, and also to investigate the available relationship between organizational culture and employees. For this study, the researcher will use both primary and secondary sources of data. The researcher will collect the primary data by preparing open-ended and closed-ended questionnaires for employees and semi-structured interviews for the managers. Secondary data will be collected from published and unpublished materials regarding the organizational culture that is available in the organization. The data will be collected through questionnaires and interviews. The data collected will be processed and analyzed through descriptive analysis and presented with tabulation and percentage. Finally, conclusion will be made and the possible recommendation will be forwarded.

Acknowledgement

Above all, thanks to GOD for his priceless help during the entire period of my study, without him would it cannot be true. Next my greatest thank goes to my respectful advisor tafesse akida(MBA) for her consult, guidance advice and critical comments to the successful accomplishment of this study. And I would like to thank all the staff of the commercial Bank of Ethiopia Wolkite Bekure Branch for their helping during data collection. Finally, my best friend, rahel deserve my gratitude thanks which were supporting morally and other support during the entire of my study.

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Chapter One

1.1 Introduction

1.1.1 Background of The Study

Recent Changes in The Environment of Business Is Make Training and Development Function Even More Helping an Organization to Maintain Competitiveness and Prepare for The Future. Competitive Pressure Is Also Change the Organization Way of Operation and The Skill That Employee Need.

Employee Training and Development Activities Are the Key Tools for The Organization Survivals and Growth as Well as for Better Competitiveness. (Robert 1.Mathisip 315).

The Concept Of Training Refers To ″A Short Term Process Utilizing A Systematic And Organized Procedure By Which Non Managerial Personnel Learn The Technical Knowledge And Skill″(Ivancevichip 416).

It Is Learning Experience That Seeks a Relatively Permanent Change in Skill Knowledge, Attitude Towards Their Work or Their Interaction with Co-Worker Their Supervisor (Tyson and York 141)

Development Represents the Effort To -Improve Employee's Ability to Handle Varity of Assignment and Cultivate Capabilities Beyond Those Required by The Current Job.

Development Frequently Includes Judgment and Responsibility How to Develop an Action Orientation or The Ability to Worker Under Pressure Must Be Addressed by Organization.

Generally Training Is Short Term Process Utilizing A Systematic And Organized Procedures Where By Acquire Skill Or Knowledge To Aid The Achievement Of Goals But Development Is A Way Of Repairing Someone For New And Greater Challenges He/She Was Encounter In Other More Demanding Jobs. . Employee Performance

Employee Performance Is Normally Looked at in Terms of Outcomes. However, It Can Also Be Looked at in Terms of Behavior (Armstrong 2000). Kenney Et Al. (1992) Stated That Employee's Performance Is Measured Against the Performance Standards Set by The Organization.

There Are a Number of Measures That Can Be Taken into Consideration When Measuring Performance for Example Using of Productivity, Efficiency, Effectiveness, Quality and Profitability Measures (Ahuja 1992) As Briefly Explained Hereafter.

Profitability Is the Ability to Earn Profits Consistently Over a Period of Time. It Is Expressed as The Ratio of Gross Profit to Sales or Return On Capital Employee (Wood &Sangster 2002).

Efficiency and Effectiveness - Efficiency Is the Ability To

Produce The Desired Outcomes by Using as Minimal Resources as Possible While Effectiveness Is

The Ability of Employee to Meet the Desired Objectives or Targets (Stoner 1996). Productivity Is Expressed as A Ratio of Output to That of Input (Stoner, Freeman and Gilbert Jr 1995).

It Is a Measure of How the Individual, Organization and Industry Convert Input Resources into Goods and Services. The Measure of How Much Output Is Produced Per Unit of Resources Employed (Linsey 1989).

Quality Is the Characteristic of Products or Services That Bear an Ability to Satisfy the Stated or Implied Needs (Kotler& Armstrong 2002). It Is Increasingly Achieving Better Products and Services At A Progressively More Competitive Price (Stoner 1996).

1.2 Statement of The Problem

Training And Development Is A Planned Process That Used To Improve Attitude Knowledge , Skill Or Behavior Through Experience To Achieve Effective Performance In A Given Range Of Activities ,However The Question Of How To Create More Trained And Skilled Employees In The Organizational Success And Employee Performance Improvement And Employee Performance Is Higher In Happy And Satisfied Workers And The Management Find It Easy To Motivate High Performers To Attain Firm Target The Employee Could Be Only Satisfied When They Feel Themselves Competent To Perform Their Job ,Which Is Achieved Through Better Training Program (Kinaki And Kreitner,2007).

Now A Day More Organization Concerns Employee Performance Satisfaction, Turnover Rate, Poor Performance, Carelessness of Employee and Grievances Highly Trained Employees Can Bring About Substantial Increase in Performance and Substantial Decrease in Problem. (Kissy and Temu,2010)

Commercial Bank of Ethiopia wolkite bekur Branch Is One of the Pebelic Organizations That Have Training and Development Problem That Able to Affect Employee Performance. As I Was Collect Information from The Manager and Employees of the Bank Training Is Given to Employee Per Year and The Schedule or Programs of Training Are Within a Short Period of Time. But There Are So Many Problems That Lead to Unexpected Results Those Are Lack of Good Trainer, Lack of Time and Finance for Training, Using Irrelevant Training Method UN Conditional Environment and Police Are the Common Problem in commercial bank Wolkite Bekur branch Due to This Problem the Employee Performance On Their Job Is Not at The Required Level. As A Result, These Problems Affect the Profit of the Organization Because the Profitability of Every Organization Is Highly Determined Employee's Job Performance and Their Trained Skill On His or Her Specified Career in All Aspect of the Job. Therefore, This Study Attempting to Solve the Problem and to Answer the Following Questions., Employees Are the Indispensable Asset and Key Element of Gaining Competitive Advantage of Any Organization, And Training Is Essential Tool for Its Actualization. That Is, Training and Development Are Believed to Be Indispensable Strategic Tools for Effective Individual and Organization's Performance Falola Et Al. (2014) Asserts That.,

The Training Programs Were Not Responsive to The Needs of the Employees as Their Needs or Weaknesses Have Not Been Identified, And There Was Also No Coordination Among the Different Stakeholders Within These Organizations. Healy (2001)

I was Study Appraising the Nature of Training and Development Guaranteed by commercial Bank Moreover, These Research Was Examine the Extent to Which the Training and Development Programs of the Bank Are Effective, Responsive to The Needs and Expectation of Its Staff and How These Effects Staff Performance.

1.3 RESEARCH QUESTIONS

1. What Type of Training Practice Held Under the Bank?
2. What Are the Common Problems in The Training and Development Program Implementation?
3. What Is the Effect of Development On Employees' Performance?

1.4 Objectives of The Study

1.4.1 General Objective

The Main Objective of the Study Is to Examine the Effect of Training and Development On Employee Performance in Case of commercial bank of Ethiopia Wolkite Bkure Branch.

1.4.2 Specific Objective

Specifically, The Researchers Tried to Address the Following Objective

- To Identify the Training Practice Held Under the Bank
- To Examine the Common Problems in The Training and Development Program Implementation
- To Clarify the Effect of Development On Employees Performance

1.5 Scope of The Study

The Study Was Conducts On commercial bank of Ethiopia Wolkite Bekure branch ÍPractical of Training and Development of the Program of the Organization

1.6 Significance of The Study

It Is Obvious That Training and Development Practice Are Crucial for The Organization Success

1.6.1 Generally, The Studies Will the Following Advantages

It Enable the Bank to Improve Its Methods of Training and Development Practice by Seeing the Conclusions and Recommend from The Analysis

- The Study Is Helped Anybody That Conduct Researches Related Topic On Wider Scale as Are Frequency.

2 CHAPTER TWO

2.1 LITERATUR REVIEW

2.1.1 DEFINITION OF TRAINING AND DEVELOPMENT

Training Maybe Defined as A Planning Program Designing to Improve Performance and to Bring About Measurable Changes in Knowledge, Skills, Attitude and Social Behavior of Employees for Doing a Particular Job (Loyal Boyars and Leslies W. RUE: P. 210)

Training Is Short Term Process Utilizing Systematic and Organizing Procedure by Which Personnel Acquire Technical Knowledge and Skill for Definite Purpose. (Robert Mathis: P.220).

Training Is a Process Whereby People an Acquire Capabilities to Aid in The Achievement of Organizational Goals. It Provides Employees with Specific (Identifiable) Knowledge and Skill for Use On Their Present Jobs.

Development On the Other Hand Is the Systematic Processes of Education, Training and Growing by Which a Person Learns and Applies Information Knowledge, Skill, Attitudes and Perceptions (Shaw P.320).

Development Is Said to Include Training to Increase Skill and Knowledge to Do Particular Job and Education Concerned with Increasing General Knowledge and Understanding.

Development Is a Way of Preparing Someone for New and Greater Challenges He/ She Will Encounter in Other More Demanding Jobs. (IVANCEVICH: P .417)

In General Development Is More Future Orients and More Concern with Education Then Become the Employee Better Performer.

2.2 Purpose of Training and Development

Training Have Five Major Purpose Such as Increase Knowledge and Skill, Increase Motivation to Success, Improve Chance of Advancement, Improve Moral and The Sense of Competence and Pride in Performance and Increase Quality and Productivity.

2.3 Objective of Training

The Most Important Objectives of Training Are the Task to Done and Employee Abilities Attitude and Skill Needed to The Job Training Too Important for The Organization.

Therefore, The Need of Training and Development Is Obvious to The Organizational Goals by The Following Reasons**.**

- ✓ **T**o Orient New Employees: When They Are Firs Third Employee Needs to Gain Them with The Work Environment Including Necessary Skills and Techniques.
- ✓ To Maintain Performances: Employee Performance May Be Reduce Because of Obsolescence of Their Skill and Knowledge Exits When an Individual's Holding a Position Lacks That Current Skill and Knowledge It Is Difficult to Do Any Job (Ivancevich: P .416)

2.4 Techniques of Training

2.4.1 On The Job Training

On The Job Training Is Involve Having a Person Lean by Actual Materials On the Job. It Occurs When Employees Learn Their Jobs Under Direct Supervision. There Are Different Types of On-The Job Training

2.4.2 OFF-THE JOB TRAINING

This Type of Training Is Also Appropriate When Complex Competencies Need to Be Mastered or When Employee Need to Focus On Specific Interpersonal Competencies That Might Not Apparent in The Normal Work Environment Outside Work Generally Training On the Job Is Not a Part of Everyday Activities Under These Methods.

2.5 Techniques of Development

2.5.1 Job Rotation

Job Rotations Are Move Management Trainees from Department to Department to Broaden Their Understanding of All Phase the Business. It Assigns Employees to Various Jobs So That They Acquire a Wider Base of Skills. Broaden Job Experience Can Give Workers More Flexibility to Choose a Career Path. And Also It Kept Things Fresh for Employees and Keep Them Energized

2.5.2 Coaching

Employee Coaching Consists of Owing Sometimes Spontaneous Meeting Between Managers and Their Employees to Discuss the Employees Career Goal's Enhances Productivity and Can Spur a Managers Own Advancement (Ivan Ceviche: P.431)

2.5.3 Mentoring

Mentoring Is a Developmentally Oriented Relationship Between Senior and Junior Colleagues' or Peers. Mentoring Relationships Which Can Occur at All Levels and in All Areas and Organization Generally Involve Advising, Role Modeling, Sharing Contacts and Giving General Support.

2.5.4 Tuition Assistance Programs

Organizations Offer Tuition Assistance Programs to Support Their Employee's Education and Development. Tuition and Other Costs of Educational Programs Ranging from Seminars, Workshops and Continuing Education Program to Degree Programs May Be Entirely, Partially Cover or Covered Contingent Up On Performance in The Program

2.6 Factors in Influencing Training and Development

There Are Several Factors That Affect Training and Development Program Such as Technological Advance, Complexity of The Organization, Nature of The Job Conduct in The

Organization and Other Factors Influencing the Organization to Make Training and Development Program for The Employees.

2.7 Comparison of Training Method

2.7.1 Lecture

Definition: A Speech by The Instructors with Limit Discussions.

Strengths: Clear and Direct Methods of Presentation

- Good If They Are More Than 20 Trainees
- Materials Can Be Provided to Trainees in Advance to Help in Their Preparation
- Trainer Has Control Overtime
- Cost Effective.

Weaknesses: - Sometimes It Is Not Effective.

- Require A High Level of Quick Understanding by Trainees
- Requires A High Level of Speaking Ability

2.7.2 The Conference Method (Group Discussions)

Definition: A Speech by The Instructors with A Lot of Participation (Questions and Comments) From The Listeners.

Sometimes an Instructor Is Not Necessary However a Leader Is Needed.

Strengths: Good If Participants Are in Small Groups.

- Each Participant Has an Opportunity to Present Own Ideas.
- More Idea Can Be Generate.

Weaknesses: -Sometimes Discussions Get Away from The Subjects.

-Some Group Leaders or Instructors Do Not Know How to Guide Discussions

- Sometimes One Strong Individual Can Dominate Others,

2.7.3 Role Playing

Definition: -Create Realistic Situation and Having Trainees Assume Parts of Specific Personalities in The Situation. Their Action Is Based On the Roles Assigned to Them.

Emphasis Is Not On Problem Solving but On Skill Development.

Strengths: - Teaches Individuals How to Act in Real Situations

- Good If the Situation Is Similar to The Actual Work Situation

Weaknesses; -Trainees Are Not Actors

- Trainees Sometimes Are Not Serious.
- Some Situation Cannot Be Implemented in Role Playing

2.7.4 Case Study: -

Definition: - A Written Narrative Description of Areal Situations Issue or Incident That a Manager Faced in A Particular Organization

Strengths; -Case Can Be Very Interesting

- Develop Trainees Ability to Make Proper Decision in Real Like Situation (Transfer of Learning)
- Develop Trainees Abilities in Effective Communication and Active Participation

Weaknesses: - As Low Method of Training

- Often Difficult to Select the Appropriate Case for The Specific Training Situation.
- Requires High Over of Skills by Both Trainees and Trainer as The Discussion Can Become Boring.

2.7.5 Simulation Exercises

Definition: - Same as Management Games Except a Computer Is Used to Input Information and Analyze the Team Decisions.

Results of Trainees' Actions Are Evaluated and Discussed.

Strengths: - Develop Practical Experience for The Trainers.

- Help to Evaluate and Correct the Trainees Behavior
- Helps in Transferring Knowledge and Applying Administrative Thoughts.

Weaknesses: - Costly Difficult to Simulate Every Complex System

2.7.6 Vestibule Training

Definition: - Setting Up a Training Area Very Similar to The Work Area in Equipment, Procedures and Environment but Separated from The Actual One So Trainees Can Bear Without Affecting the Production Schedule.

Strength: Fast Way to Train Employees

- Trainees Can Set the Most from This Method
- Weaknesses; - Every Expensive

2.7.7 Apprentice Ship

Definition: -Trainee Work Under Guidance of Skilled, Licensed Instructor

Strengths; - Extensive Training

- Develop Special Skill Like Mechanical, Electronic Tailoring Etc.

Weaknesses: Take A Long Time (Source L. Buyers and W. Rue: P.250-252)

2.8 Major Problems with Training and Development

Different Problem Arise with Training and Development Program. Such As

- A Failure to Identify the Specific Needs Learners and for Learners to Their Own Development Needs.
- Objectives Set by Trainers, Rather Than That Drainers

- Little Acceptance Be Learners of the Need to Take Responsibility for Their Own Development
- Lack of Time for Its Preparation and Participation in Learning Events
- A Failure to Follow Through Learning an Event or Course
- A Failure to Achieve High Value Via- Transfer of The Learning (Robert D. Mason: P.41

3 CHAPTER THREE

3.1 Research Methodology

3.2 Research Design

In This Study for Describing the Effect of Training and Development On Employees Performance in Case of commercial Bank to Describe Design Was Use.

3.3 Source and Types of Data Collection

In This Study Both Primary and Secondary Data was Collect from Primary and Secondary Source.

The Primary Data Gather from Primary Source Such as Questioners Which Is Closed-Ended and Open Ended and Interview.

Secondary Data Are Collect from Books, Internet and from Certain Written Materials About the Topic.

3.4 Target Population

3.4.1 Study Population

The Target Populations of the Bank Are Generally 29. The Reason Why the Researcher Uses Census Inquiry for The Research Is That the Size of the Population of the Organization Is Small. Because, For Small Size Population and in Need of Accurate Information, Census Survey Is Best Fit.

3.4.2 Methods of Sampling Technique

The Research Was Collect the Data from First Hand by Using Census Method from All Employees of the Organization and Questionnaire Was Distribute to The Total

Population Which Is 29 Employees and There Is No Sampling Because of the Number of Population Is to Small

3.4.3 Methods of Data

Both Primary and Secondary Data Was Used in The Study. The Primary Data Collect by Self-Administered Questionnaire for Employees and Structure Interview for Mangers. Secondary Data Collect from Organizational Records and Source Written About the Organization.

3.5 Data Analysis and Presentation

After The Data Are Collected from Different Source Research Are Editing and Code the Data Properly and Finally It Was Analyzed by Using Table and Percentage

Time Was Allocate to Different Faces On the Research Presentation of It Requirements. The Table Below Specifies the Time Period That Was Covered Until the Completion of the Study. In General Total Time Period Available Are Evocated Among the Major Activity On Their Basic Importance of This Activities for Successfulness of the Study and Presentation.

4 CHAPTER FOUR

4.1 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This Chapter Deals with The Data Presentation Which Were Collected from The Respondents Through Questionnaires and Presented by Tabulation, Percentage and Then Analysis Done. The Analysis Carried Out by Expressing the Presented Data in A Well Organized Manner Mostly in Words and Numbers. Finally, Interpretation Is Done.

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 29 Respondents.

4.2 Demographic Variables

Table 4.1 Demographic Characteristics of the Respondents

No	Item	Respondents	Frequency	Percentages
1	Sex	Male	20	68.96%
		Female	9	31.03%
		Total	29	100
2	Marital Status	Married	17	58.6%
		Divorced	0	0
		Singled Owed	12	41.37%
		Widower	0	0
		Total	29	100
3	Educational Levels	Degree	23	79.3%
		Certificate	0	0
		Diploma	0	0
		Master	6	20.68%
		Total	29	100
4	Work Experience	0-5 Years	20	68.9%
		6-10 Years	6	20.68 %
		11-15 Years	3	10.344%
		Above 16 Years	0	0
		Total	29	100

Source: - Compiled from Survey Questionnaires, 20017

As It Can Be Seen in The Above Table (Item 1), 20(68.96%) Of The Employees of the Bank We Male Whereas the Remaining 9(31.03%) Of Them Were Female.

Therefore, Most of The Employees of the Bank Were Male. According to The Above Table (Item 2), 17(58.6%) Of The Employees Were Married, 12(41.37%) Were Single.

Therefore, Most of The Employees of the Bank Were Married. Based On the Above Table (Item 3). 79.3 % Of The Employees Were Degree Holder. There Was six persons Who Had Master and Certificate. From These the Researcher Interprets That Most of the Employees of the Bank Had Degree.

When We Saw the Work Experience of the Employees from The Above Table (Item 4), 20(68.9%) Of The Employees Had Zero Up to Five Years' Experience, 6(20.68%) Had 6 To 10 Years' Experience. So, Most of The Employees of the Bank Had Zero Up to Five Years Work Experience.

4.3 Provision of Training

Most of The Time Many Jobs Require Training Due to These Most Companies Provide Training to Its Employees.

Table 4.2. About Does the Bank Provide Training?

No	Item	Responses	Frequency	Percentages
5	Does The Bank Give Any Training?	Yes	20	68.96%
		No	9	31.03%
		Total	29	100

Source: Compiled from Survey Questionnaires, 2017

Based On the Above Table (Table 2), 68.96% Of The Employees Said "Yes" That Means the Bank Provide Training for Employees and Other 31.03%Said "No" Which Means the Bank Not Provide Training for Employees.

Therefore, Most of The Employees Said That the Bank Provide Training for Its Employees. In Addition to The Above Interpretation, The Information Got from The Manager Also Indicated That the Organization Give Training for The Employees Working in The Bank.

4.4 Level of Satisfaction Through Training

Table 4.3. Satisfaction Levels of Employees from Training

No	Item	Responses	Frequency	Percentages
6	Level of Satisfaction?	Highly Satisfied	18	62%
		Moderately Satisfied	5	17.2%
		Un Satisfied	5	17.2%
		Highly Unsatisfied	1	3.44%
		Total	29	100

Source: Compiled from Survey Questionnaires, 2017

According to The Above Table (Item 6),62% Of Employees Were Highly Satisfied by The Training, 17.2% Were Moderately Satisfied, 17.2% Were Said Satisfied and Finally 3.44% Of The Employees Said That Highly Unsatisfied by The Provision of Training. Therefore, Most of The Employees Were Moderately Satisfied by The Provision of Training by The Bank.

4.5 Types of training Conducted in The Bank

As We Know in Human Resource Management Course There Are Two Types of Training Practice. These Are On the Job and Off the Job Training. Most of The Organization Provides Both Types of Training According to The Situation Exists in The Environment.

Table 4.4. Kinds of Training Given by The Bank

No	Item	Frequency	Percentages
7	On The Job Training	20	68.96%
	Off-The Job Training	6	20.68 %
	Both	3	10.344 %
	Total	29	100

Source: Compiled from Survey Questionnaires, 2017

As It Can Be Seen in The Above Table 68.96%Of The Respondents Said That On the Job Type of Training Were Given, 20.68 %Filled That Off the Job Type of Training Were Given, 10.34% Were Said Both Type of Training Were Given to Employees.

Therefore, Most of The Respondents Agree That Off the Job Training Was Given to Employees. In Addition, Based On the Interview the Manager Said That "The Bank Provide Both Type of Training but Most of the Time Off the Job Training Were Widely Given for The Employees Specially for New Comer/ Fresh/ Employees Who Hire for The First Time in Order to Provide Adequate Knowledge and Skill On How to Do Bank Related Activities".

4.5. Off The Job Training

Most Organization Provide On the Job Training Which One Type of Training. This Type of Training Is Usually Carried Out in Specific Place Like in class Room, Meeting Hall and Other Place Except at The Working Place of the Employees Because as We Observe from The Name Off -The Job Means "Beyond The Work Place".

Table 4.6. Provision of Off- The Job Training

No	Item	Frequency	Percentages
8	Lectures	6	20.6%
	Conference Method	5	17.2%
	Case Study	4	13.79%
	Distance Training Learning	14	48.27%
	Total	29	100

Source: Compiled from Survey Questionnaires, 2017

As It Can Observed from The Above Table 20.6% Said The Bank Provide Lectures for The Employees During Training, 17.2%Said The Bank Provided Training by Conducting Meeting or Conference. The Bank Provide Training by Case Study 13.79% And 48.27% Said The Bank Provided Distance Training. Therefore, Most of The Time the Bank Provided Training in The

Meeting Hall by Preparing Conference Way of Training. In Addition, The Manager Said That the Bank Provide Off the Job Training by Giving Some Lectures On How to Do the Job and by Participating the Employees Who Select for Training in The Conference and Then Provide Training On the Necessary Condition at The Work Place.

4.6 The Effect of Development On Employees Performance

As We Learned in Human Resource Management Development Is the Effort to Improve Employee's Ability to Handle Variety of Assignment and Cultivate Beyond Those Required by The Current Job.

Table 4.6. Does Development Has Effect On Employee's Performance

No	Item	Response	Frequency	Percentages
9	Effect Of Development On Employee's Performance	Yes	24	82.75%
		No	5	17.24%
	Total		29	100

Source: Compiled from Survey Questionnaires, 2017

According The Above Table 82.75% Of The Employees Said That Development Has an Effect On Employee's Performance, 17.24% Of The Respondents Also Said Development Has Any Effect and Employee's Performance and The Remaining the Effect of Development On Employees Performance.

Therefore, Development Had an Effect On Employee's Performance. In Addition, The Manager Said That the Employee Who Get Development Have a Good Skill, Ability and Knowledge to Perform the Job and for Increasing the Bank Efficiency and Effectiveness.

"For Example When the Employees Get Job Rotation and Tuition Assistance for Education Other Course Related to The Bank Service Had a Significant Effect On the Performance of the Employee Because Hershel Get Necessary Knowledge and Perform the Work in A Good Manner".

4.7 The Fairness of Training and Development Provision by The Bank

In This Tittles the Researcher Shows the Fairness of Training and Development Which Were Provided by The Bank.

No		Response	Frequency	Percentages
10	Effect Of Development On Employees Performance	Agree	17	58.6%
		Strong Disagree	0	0
		Strongly Agree	7	24.137%
		Disagree	5	17.2%
		Total	29	100

Source: Compiled from Survey Questionnaires, 2017

Based On the Above Table 58.6% Of The Employees Agree On the Fairness of Training and Development Provision Provided by The Bank, 24.137% Of The Employees Strongly Disagree On the Fairness of the Training and Development Provision, 17.2% Of The Employees Dis Agree On the Provision the Training.

4.8 Methods to Measure Change in Skin and Knowledge of Employees Before After Training and Development

Table 4.9. Show Does the Bank Use Methods and What Type of Method Use

No	Questions	Response	Frequency	Percentages
11	Does The Bank Use Methods to Measure the Change in Skill and Knowledge of Employees Before and After Training and Development?	Yes No	20 9	68.96% 31.03%
		Total	29	100
12	If You Choose Yes On Question, What Type of Method Use?	Test By Checking Day to Day Performance	25 4	86.2% 13.79 %
		Total	29	100

Source: Compiled from Survey Questionnaires,2017

As It Can Be Seen in The Above Table (Item42) 68.96% Of The Respondents Said "Yes" That Means the Bank Use Methods to Measure, 31.03% Of The Employees "No" That Mesa the Bank Did Not Use Methods to Measure Any Information That the Bank Use Methods to Measure the Change in Skill and Knowledge of Employees Before and After Training and Development. Therefore, The Bank Used Methods to Measure the Change in Skill and Knowledge of Employees Before and After Training and Development.

Based On the Above Table (Item 11), 86.2% Of The Employees Said That the Bank Use Test to Measure the Change in Skill and Knowledge of Employees Before After Training Development and the Remaining 13.79% Said The Bank Used the Method of Checking the Day to Day Performance of Employees. Therefore, the Bank Checks the Day to Day Performance of

Employees in Order to Measure the Chance in Skill and Knowledge of Employees Before and After Training and Development.

4.9 The Positive Effect of Training and Development On Employee's Performance

Most of The Time One's Activity Has Its Own Positive or Negative Effect.

Table 4.10. Level of The Positive Effect of Training and Development On Employee's Performance.

No	Item	Response	Frequency	Therefore bank Percentages
13	Positive Effect Of Training And Development On Employees Performance	Very High	19	65.51%
		Low	-	-
		High	5	17.2%
		Very/ Low	-	-
		Moderate	5	17.2%
		Total	29	100

Source: Compiled from Survey Questionnaires, 2017

As It Shown in The Above Table 65.51% Of The Employees Said That Training and Development Had Very High Effect On the Employee's Performance, 17.2% Of The Employees Were Provided That Training and Development Had High Effect On the Employee's Performance and The Remaining 17.2% Said It Had Moderate Effect On the Performance of Employees.

Therefore, Training and Development Had a Very High Effect On the Performance of Employees Who Work in The Organization.

4.10 Types of Development Techniques

There Are Different Types of Development Techniques. From Those Coaching, Job Rotation, Mentoring and Tuition Assistance Are Some of the Techniques.

Table 4.11 Level of That Show the Development Techniques That the Bank Provided.

No	Item	Response	Frequency	Percentages
14	Types Of Development Techniques	Job Rotation	17	58.62%
		Mentoring	1	3.44%
		Tuition Assistance	5	17.2%
		Coaching	6	20.6%
		Total	29	100

Source: Compiled from Survey Questionnaires, 2017

As It Shown in The Above Figure, 58.62% Of The Employees Said That the Bank Gave Job Rotation, 3.44% Of The Respondents Filled That the Bank Provided Mentoring, 17.2%Of The Employees Also Said the Bank Gave Tuition Assistance and The Remaining 20.6% Explained That the Bank Gave Coaching Type of Development Techniques. Therefore, The Bank Provided Both Job Rotation and Tuition Assistance Types of Development Techniques. In Addition, The Manager Said That the Bank Gave Promotion That Means Moving from One Position to Another Position at That Time Indirectly the Bank Use Job Rotation and The Bank Provide Educational Chance Such as Master Degree by Covering Their Expense.

4.11 The Impact of Training and Development Shortage on Employee's Performance

As We Know the Storage of Training and Development Have a Significant Impact On Employees' Performance.

Table 4.11The Level of Impact That Training and Development Shortage On Employees Performance.

No	Item	Response	Frequency	Percentages
15	The Shortage Of Training And Development Have Impact On Employees Performance	Very High High Very Low Low Moderate	7 22 0 0	24.137% 75.86% 0 0
		Total	29	100

Source: Compiled from Survey Questionnaires, 2017

The Above Table Show That 24.137% Of The Respondents Replied That Lack of Training and Development Had Very High Impact On Employees Performance, 75.86% Of The Employees Respond That the Shortage of Training and Development Highly Affect the Employees Performance Therefore, The Shortage of Training and Development Had High Impact On Employee's Performance.

4.12 Problems Faced During Training and Development Work in The Organization

Most of The Time When We Perform Something We Face Some Problems.

Table 4.14 The Existence and Some of the Problems Faced During Training and Development

No	Questions	Response	Frequency	Percentages

16	Does Common Problem Faced During Training And Development?	Yes No	20 9	68.96% 31.03%
		Total	29	100
17	What Are The Problems	Lack of Time Lack of Finance Lack of Good Trainer Unqualified Trainees	18 6 5 0	62.06% 20.68% 17.2% 0
		Total	29	100

Source: Compiled from Survey Questionnaires, 2017

The Above Table (Item 16) Indicated That 68.96%Of The Employees Said That There Were Problems Faced During Training and Development, and 31.03%Of The Employees Said There Were No Problems Faced During Training and Development. Therefore, There Were Problems Faced During Training and Development.

Based On the Above Table (Item 17) 62.06% Of The Respondents Said That There Were Shortage of Time During Training and Development, 20.68%Of The Employees Said That There Were Shortage of Finance, 17.2% Also Said There Were a Problem of Trainees Having Poor Qualification.

Therefore, Most of The Time the Bank Faced a Problem of Shortage of Time During the Provision of Training and Development.

4.13 The Technologies Used by The Bank During Training

Table 4.17. Does The Bank Use New or Recent Technology During Training Programs and What Are the Technologies?

No	Item	Response	Frequency	Percentages
18	Does The Bank Use New or Recent Technology During Training Program Provision?	Yes No	26 3	89.65% 10.344 %
		Total	29	100
19	What Are the Technologies the Bank Use?	Power Point Computer Projector Software	17 6 2 4	58.62% 20.6% 6.89 % 13.7%
		Total	29	100

Source: Compiled from Survey Questionnaires, 2017

As It Shown in The Above Table (Item 18), 26(89.65%) Of The Employees Were Said That the Bank Use Different Technologies During Training and The Remaining 10.344 % Explained That the Bank Did Not Used Technologies During Training Provision. Therefore, The Bank Did Not Use Adequate Technologies During Training Provision.

Based On the Above Table (Item 19), 58.62%Of The Respondents Agreed That the Bank Used Power Point, 20.6% Of The Employees Said the Bank Used Computer and The Remaining 6.89% Of The Respondents Said the Bank Used Projector and Also 13.7% Of The Employees Said That the Bank Used Software During Training.

Therefore, Most of The Time the Bank Used Computer During Training Provision So as to Make the Training Programs Effective.

4.14 Results of Interview

1. As a Manager of the Organization Side That the Organization Gives On Job Training for Its Employees That Helps to Hardly Their Complaint in The Organization.

2. The Manager of the Organization Side the Effective Training and Development Treys to Improve the Day to Dye Activity of the Employees to Increase Their Knowledge How to Refer in Their Work.

3. Most of The Time the Performances of Employees Measure Every Six Months That Means the Measurement Included Both Before and After Training.

4. Yes As A Manager Ginning The Training And Development Is Mandatory To The Growth Of The Organization In Other Way It Amen's How To Attract Satisfy Employees ,There For Training And Development Is Amendatory At Least Once Year For Each Employees.

5 CHAPTER FIVE

5.1 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1.1 Summary

Based The Data Analyzed and Interpretation the Researchers Tried to Get the Following Finding

. Majority of The Employees, Who Works in commercial Bank Are Males.

. In Terms of Their Marital Status of Respondents Majority Employees Were Single.

. As Respondents Responses Indicated That Majority of the Employees Were First Degree Holders in The Organization.

. According to The Majority Responses Shows That Most Employees Have 0-5 Years' Service in The Organization.

. According to The Majority Response Indicated That Commercial Bank Gave or Provided Training to Its Employees.

. And Most Employees Highly Satisfied with This Training Program Which Was Given by The Organization.

. As Majority Respondents Shows That Most Employees Got On Job Training from The Organization.

. And Majority Employees Got Off Job Training Program from The Organization.

. According to The Majority Respondent's Development Has Any Effect On Employee's Performance.

. According to Majority Respondents Responded They Strongly Agree That the Given Training and Development Was Faire.

. As Majority Responded That the Bank Its Owen Methods to Measure the Change in Skill and Knowledge of Employees Before and After Training and Development.

. And The Bank Used by Checking Day to Day Performance of Employees as Majority Responded.

. Most Respondents Responded That Training and Development Has High Effect On Employee's Performance in The Organization.

. Majority Respondents as Responded That Job Rotation and Development Techniques Was Given Employees in The Organization.

. According to Majority Response There Was a Common Problem Faced During Training and Development Program.

. And Lacks of Time Was a Common Problem Was Faced During Training and Development.

. Majority Responded That the Organization Used Recent Technology During Training Program Provision.

5.1.2 Conclusion

Based On the Major Finding That the Research Drowns Before the Following Conclusion Was Drowning.

This Study Was Conducted On the Effect of Training and Development On Employees' Performance in commercial Bank.

The Sex Proportion of This Bank Employees Were Dominated by Males, The Majority Employees Were Single and It May Create Un Instability of the Bank Employees, All Most More Than Half of the Employees of This Bank Degree and This Indicates There Is Less Educated Employees in This Bank and Almost All of the Respondent Have Less Than Six Year Work Experience.

As Indicated the Analysis the Employees the Bank Were Not Much Satisfied Because the Training Given to Employees Were Not Timely, Not Fair, Sometimes The Access of Training and Development Were Less.

In This Organization There Is Lack of Off the Job Training to Employees and It Affect Employees Performances Negatively and Development Has Its Significant Effect On Employees Performance and This Organization Douse Not Have Best Method to Evaluate Change in Employees Skill.

In This Organization There Were Common Problems in Training and Development Such as Lack of Finance and Time Specially for The Job Training and The Use of Recant Technology in The Bank Working System Were Needs Improvement.

5.1.3 Recommendation

Based On the Conclusion Drawn Above the Following Recommendation Were Minds.

- First of All, Manager Know What Makes for Success in The Organization as A Whole.
- It Is Better to Provide Both On the Job and of The Job and Off the Job Training More of Then Provided Before for Employees.
- In Order to Provide Regular and Timely Off the Job Training the Manager Should Prepare Budget and Assign Time for Training.
- It Is Better Develop Various Alternative Methods for Development Provided by The Bank.
- It Is a Better to Hire More Experienced Workers for The Organization.
- It Better to Have Sufficient Resource for Training and Development.
- The Management of Bank Should Always Ready to Reduce the Common Problem in Training and Development.
- Lastly It Is Better to Attract Other Researcher Who Wants to Conduct Further Research in The Area.

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Appendix

Wolkite UNIVERSITY

College of BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Ouestionnaires to Be Filled by Employees of commercial bank of Ethiopia Wolkite Bekur Branch.

This Questionnaire Is Design by Under Graduate Student of Management in University of Wolkite to Conduct Practical Fulfillment for Requirement Bachelors of Art Degree in Management for The Research Entitled (Assessing The Effect of Training and Development On Employees Performance). The Aim of This Questionnaire Is to Collect Relevant Information Regarding Training and Development and It Impact on Employee Performance.

- ✓ For The Following the Question Put Write Single in The Box Provided.

1. Sex.Male ☐ Female ☐

2. Marital Status. Married ☐ Divorced ☐ Widower ☐ Singled Owed ☐

3. Education Levels. Certificate ☐ Degree ☐ Diploma ☐ Master ☐ Other ☐

4. Work Experience.0-5 ☐ 6- 10 ☐ 11-15 ☐ 16 And Above ☐

5. Does The Bank Give Any Adequate Training?

Yes ☐ No ☐

6. If Your Answer Is Yes for The Question 5 Which Is Your Satisfaction? Highly Satisfied ☐ Moderately Satisfied ☐ Unsatisfied ☐ Highly Unsatisfied ☐

7. What Type of Training Held On the Bank? On The Job Training ☐ Off The Job Training ☐ Both. ☐

8. If You Choose Off the Job Training On Question 7 What Type of Training Is Given from The Listed Option? Lectures ☐ Distance Training Learning ☐ The Conference Method ☐ Case Study ☐

9. Does Development Has Any Effect On Employee's Performance?
Yes ☐ No ☐

10. In Your Institution, Do You Think That the Given Training and Development Is Fair? Strong Agree ☐ Strong Disagree ☐ Agree ☐ Disagree ☐

11. Does Your Institution Use Methods to Measure the Change in Skill and Knowledge of Employees Before and After Training and Development?

Yes. ☐ No ☐

12. If You Choose Yes On Question 11, What Types of Method Use?

Test ☐ By Checking Today Performance ☐

13. How Do You Express the Positive Effect of Training and Development On Employee Performance?

Very High ☐ Low ☐ High ☐ Very Low ☐ Moderate ☐

14. What Type Development Techniques Given to Employees in Your Bank?

Job Rotation ☐ Coaching ☐ Monitoring Tuition Assistance ☐

15. To what extent The Shortage of Training and Development Have Impact On Employee Performance?

Very High ☐ High ☐ Moderate ☐ Very Low ☐ Low ☐

16. Does Common Problem Faced During the Training and Development Program? Yes ☐ No ☐

17. If You Answer On Number 16 Is Yes, Which Problem Is Faced? Lack of Time ☐ Lack of Finance ☐ Lack of Good Trainer ☐ Unqualified Trainer ☐ Other Please Specify ☐

18. Does Your Bank Use New or Recent Technology During Training Program Provision?

Yes. ☐ ?Spe ☐

Interview Questionnaires

1.Dose The Organization Give Training and Development Program to Its Employees? What Type of Training and Development Is Used?

2.What Are the Effects of Training and Development On Employee Performance?

3.Do You Measure the Performance of Employees Before and After Training?

4.Dose The Organization Give Training and Development Program Efficiently and Effectively to Each Employees?