

**ASSESSMENT OF TRAINING AND DEVELOPMENT
PRACTICE IN CASE OF WOLISO SOAP FACTORY**



**ARESEARCH PAPER SUBMITTED TO DEPARTMENT OF
MANAGEMENT FOR PARTIAL FULLFILMENT OF THE
REQUIREMENTS FOR BA DEGRE IN MANAGEMENT**

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Declaration

I hereby declare that the study entitled “Assessment of training and development practice in Case of WOLISO Soap Factory 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

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Letter of Certification

This is to certify that this senior essay work, “Assessment of training and development practice in Case of WOLISO Soap Factory”, undertaken by **Elifu Zeynu** 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 **Elifu Zeynu** entitled: “Assessment of training and development practice in Case of WOLISO Soap Factory”, and recommended that it is accepted as fulfilling the research requirements for BA degree in Management.

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Abstract

The main purpose of this study was to assess training and development practice in Woliso soap factory. The populations of the study are members of the soap factory and the study used simple random sampling method to select samples. The study used 80 selected samples and asked about the general training and development practice through questionnaire and interview. From the total 80 population 64 samples were collected and the data collected have analyzed in descriptive way using quantitative research method. The study tried to assess the training and development practice in Woliso soap factory and give appropriate conclusion and recommendation as follows success. Most of the employee did not have training and development program and the criteria that had been used to select employees for training are not clear and similar persons had been selected for different types of training program. Therefore, there is no transparency how each trainee is had selected for different types of training activities. Even if the organization had arranged training and developments all employees does not get equal opportunity for the arranged program. Therefore the organization has to make transparent and accountable evaluation criteria to select employees for training and development program.

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CHAPTER ONE

1.1. Background of the Study

These days, human resource training and development has become increasingly vital to the success of modern organization. It plays role in nurturing and strengthening the competencies (Bohlender and roll, 2004). Regarding this, (2009) argued that the nature of the modern business environment makes human resource training and development more important today than it ever has been, rapid change, especially, in the area of technology system atically to enhance the skills of their employees so as to provide quality product and services to the market for the customer.

Now a day, the information revaluation will transform everything it touches and at the same time it, will touch everything information and ideas are keys to the new create economy, because every country, every organization and every individual depends increasingly on knowledge work in the 21th e centuries it requires constant learning and higher prodder thinking as more jos shift from manufacturing to services, (Casico, 2003).

Training refers to the teaching learning activities carries on for the primary purpose of helping members of an organization the acquire and apply the knowledge, skills, abilities needed by that organization, broadly seeking, training is the act of increasing the knowledge and skills of an employee for doing a particular job. Management has the responsibility, when is the first machine be of management, cannot be achieved without its key resources, i.e. human beings. But one should remember that human being as such is not a resource, it becomes a resource only if he/she trained, developed, associated to productive work. Therefore, supplying systematic training approach in human resource training in an organization helps to improve employee's performance and coming to Ethiopia, during the mid half of the 20th century, training of servants has been emphasized as a result of the establishment of the central personal agency. Since them, the demand for training becomes higher and highest because of the world's dynamic and competitive nature. Thus, it is fact that, currently there is an attempt to provide training programs to improve the performance of employees and achieve organizational goals (federal democratic republic of Ethiopia, 2002). Therefore, this study will try to assess the human resource training and development practice in Woliso soap factory organization productivity, which in turn implies that there was a measurable change in knowledge, skills, attitudes and social behaviours. However many organization meet there needs for training in haphazard way. Training in development for much organization is more or less up panned and unsystematic. Coming to

Ethiopia, during the mid half of 20 century, training of servants has been emphasized as a result of the establishment of the central personal agency since then, the demand for training becomes higher and higher because the world dynamic and competitive nature thus it is, fact that, currently there is an attempt to provide training programs to improve the performance of employees and achieve organizational goals (federal democratic republic of Ethiopia, 2002). Therefore this study was tries to assess the human resource training and development practice in the Woliso soap factory.

1.2. Statement of the Problem

As generally known, technological development and organization changes have gradually led organization to realize that, success roles on the abilities and skills of their employees. This needs continuous not only just extensive training and development. New ways of training are demanding not only just extensive training and development about the work and doing work. To be competitive, organization is to become more innovative, flexible, good quality control customer oriented to achieve others should improve performance via training (Beard was, kolden and Daydon 2004).

Soap factors are not of those organizations who have highly technological machines to be good competitor in the market. And the high technological machineries need skilled operators, here, the organization have skilled workers that can operate the machine in a good manner. As a result the organizations need to give training to existing employees of for new comers. But, the problem is how training is conducted, especially if it does not following the systematically approach, i.e. not following the logical sequence training and development that can result better quality (www.academica.edu)

The other issue related to training and development is the cost increased for training and development activities. according to at present the average expenditure by a business firm in USA for training exceed 100 billion dollar annually (Boss Biogs, Intal). Unfortunately same amount of this money is wasted on unnecessary training programs in conducting training and development there as many good and bad practices. So the company needs to manage those bad practices to overcome or minimize their effect on training and development. In wolisi soap factory there may be such like problems in adequate needs analysis training to out dated training method, lack of enough skilled trainer. So to identify the bad practices and suggest appropriate solution to the organization this proposal is valuable.

Abraham (2010) conducted study on the role of training and development on employee's performance in commercial bank of Ethiopia. The study was attempts to evaluate the performance of employees with respect to training and development. That means the researcher investigated the relationship between employees performance and training and development. But now studies were under taken on the assessment of training and development practice in Woliso soap factory.

1.3. Research questions

- ✓ How training and development been conducted in Woliso soap factory?
- ✓ What are the challenges in conducting training and development?
- ✓ How employees are selected for training?
- ✓ How to evaluate the effectiveness of training programs?

1.4. Objective of the Study

1.4.1. General objective

The general objective of this study was to assess training and development practice in Woliso Soap factory.

1.4.2. Specific Objective

The specific objectives of this study are

- ✓ To evaluate the practice of training and development in Woliso soap factory
- ✓ To identify the challenges that face in conducting training and development program in Woliso soap factory
- ✓ To evaluate training selection criteria of employees in Woliso soap factory
- ✓ To evaluate the effectiveness of training programs in Woliso soap factory

1.5. Significance of the Study

The basic significance of this study will to evaluate the existing training and development practice and identify its challenges and find solutions for identified solutions. And at the end, it will try to give recommendation that may help the organization to make adjustment based on the suggested recommendations. Besides this, it provides valuable information for decision makers of the organizations with regarding to training and development programs of their employees. And also this study may provide valuable input and direction to the organization in assessing designing, implementing and evaluating training and development programs. Additionally it helps to forward some basic and applicable solution that may help policy makers for future

actions and correctives measures with regarding to the organizations training and development. And finally this study may be used by other researchers who have an interest to conduct a further study on this area.

1.6. Scope of the study

Geographically the study would be limited in Woliso soap factory in Woliso town, conceptually the study would be on the assessment of human resource training and development but no other variables of human resource management were included, methodologically the study would be descriptive type of research design that describe the existing situation.

1.7. Organization of the Study

This paper would be organized in to five chapters the first chapter was covers the introduction part which includes the background, statements of problem, objective, Scope and Significance of the study, limitations of the study and organization of the study. Chapter two includes both the theoretical and empirical literature review. Chapter three consist the research methodology including types of data, source of data, and method of data analysis. Chapter four was deals data analysis and presentation. The last chapter was deals about conclusion and recommendation.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

This chapter will present a comprehensive review of relevant literature in an attempt to position the study in an appropriate theoretical framework. It will review theoretical, conceptual, and empirical literature related to the study it comprises theories related to the training of employees at working place and also it defines some of the basic concepts of employee training, training objectives, types and methods of training and problems facing training of employees. It further discusses findings of related researches and the knowledge gap to be covered by this study.

2.1. Training and Development

The beginning of training could be traced to the Stone Age when people started transferring knowledge through signs and deeds to others. Vocationally training started during the industrial revolutions when apprentices were provided direct instruction in operation of machines. Training and development is increasingly recognized, now as most important organizational activity rapid technological changes require new skills and knowledge in many areas. Therefore training has to be offered (continuously to keep employees and effective (Mirxa S. Salyadin, 1999).

Human resources are the most dynamic of all organization resources. They need considerable attention from the organizations management, if they are to realize their full potential in the work. This motivation, leadership, communications, work restructuring, payments system and training and development may all be included in the issues which have to be faced by management to day. (CIA, COLE, 1992).

The scope of training and development activities, as in most other activities in an organization, depends on the policy and strategies of the organization. There are many organizations in the commercial fields that caring out the minimum of staff training and development, because as a matter of policy, they prefer to recruit staff are already trained to, or professionally qualified.

These organizations are prepared to pay the top market rate for skilled staff and what they put in to recruitment, selection and pay, and benefits they do not put in training and development. In fact one of the reasons for the establishment of industrial boards in Britain was precisely to insure that all organizations in their scope contributed to total training cost, even if they carried out little or no training to themselves. (GA. COLE, 1992)

Evidence of training can be traced as far back as several thousand years. It is responsible to invert that training occurred in so far as those initiated the construction of pyramids. Since then

technological development and organizational change have gradually led employer to realize success relies on the skills and abilities of their employees, and continues investment in training (Ferris and buckl, eg, 1996). Moreover, as foot and hook (2005), emphasis zed that investment in human capital training will be the foundation of success in the knowledge based global economy of the 21st century.

2.2. Employee Orientation

Employee orientation was one of the key elements in training program which sets the tone for the whole organization. And for new employees if familiarizes them with the rules, procedures, tasks and caules of the organizations, and adopt to the work context (Hill and meshone, 2005). Therefore, employee orientation has a paramount role in indicting new employees, what to work, why to work, how to work in the organization.

If also helps employees to aware the working environment and the organization culture, rules and polices (Hill and Meshone, 2008).

2.3. Training Employees

After comprehensive orientation and proper job replacement, new employees may not be able to perform satisfactorily. Often they must trained in the duties they are expected to do. Even experienced employees in new job need training to improve their performance capabilities and job demands must be balanced by orientation and training (weather W.B, 1993). Although training helps employees to do their jobs, their benefits of training may extend through out a person's entire life and may help to develop that person for future responsibility. Development on the other hand, helps the individual to handle future responsibilities with less emphasis on present job duties. Since distinction between training and development is often blurred and primarily one of invent (Wearther W.B, 1993).

2.4. Developing Human Resources

If the importance intervening variables is accepted, then one must assume that one of the responsibilities of manager regard les; weather are parents in mangers should be rewarded for helping there people, developing be able to assume wore and more responsibilities on their own for example, in same progressive companies in which we have worked, we have been able to introduce a new policy which we have worked, we have been able to introduce a new policy which essentially states No mangers will be promoted in this organizations, unless they co not least two things; frits, they have to do a good job in what they are asked to do; i.e. good bottom

line results, and second, they have to have already replacement who can take over their job timorous (Harrey, 1982).

The homer managers in business setting are developing the human resource for which they are responsible. Managers need to divot their times to nature the leadership potential, motivation, morale, climate, commitment of objectives and decision making activities and communication. Mangers are the development of the task relevant maturity of their followers (harsey, 1982).

2.5. Training and Development Objectives

The objectives of training differ according to the employees belonging to different levels of organizations. The basic objective of training and development however, is to establish a match between man and his job. This training is designed to improve knowledge, skills and attitude and thus equip the individual to be more effective in his present job. This training is designed to improve knowledge, skills and attitude and thus equip the individual to be more effective in his present job or prepare him for a future assignment. In this context the objective of training can be induction, updating. Preparing for future assignments and competency development (MIRza S Salayaan, 1999)

2.6. Training Process

Training was a systematic process of changing the behaviour, knowledge, and attitudes of present employees to improve and match employee's characters ices and employment requirements (Milkovich and Bouurley, 1991). Regarding this, in systems approach there is an implores on cost effectiveness throughout training needs are identified and objectives are set, programs are designed and implemented, and evaluate (Bratlon and Gold, 2003).This it indicates that training process incorporate and uses system approach of four strategies to be effective in human resource training. Therefore organization human resource management department need to identify training needs and objectives, design and implement training programs and finally evaluate the training programs to improve and fill the gaps of knowledge and skills of their employees (Desminonde, warner, and harries, 2002).

2.6.1. Training Needs Assessment

A need can be current deficiency such as poor employee's performance, or a new challenge that demands change in the way the organization operates. Training needs can be assessed by analyzing the major human resources areas: the organization as whole, the job characteristic and the needs of the individuals. This analysis will provide answers to the following questions:

Where is training needed; what specifically must an employee learn in order to be more productive and who need to be trained. According to Pynes (2008), a need can be defined simply as the difference between what is currently being done and what needs to be done. It is impossible to design and implement a training program without carrying out the analysis as this will result in providing the solution to a problem that is not related to a training deficiency. Training needs should be based on organization's need, type of work to be done and skills necessary to complete the work. Kapinga (2008), makes a point that, the organization should begin by assessing the current status of the organization how it does, what it does best and the ability of your employees to do these tasks.

This analysis will provide some benchmarks against which the effectiveness of training program can be evaluated. Secondly, organization should consider whether the organization is financially committed to supporting the training efforts. If not, any attempt to develop solid training program will fail. Next, organization should determine exactly where training is needed. He also pointed out that, the Human Resource person will help to identify the areas that may be important from training and skill inventory and can also help to determine the skills possessed by the employees in general. Thus training need to be assessed from organizational task related person analysis. However, need assessment also should be made when there is need to motivate and upgrade employees (Desminode, Warner, and Harris, 2002).

2.6.2. Designing Training Programs

Once the training needs have been determined, the next step is designing the training programs, it begins with establishing objectives of the training and identifying training content, trainers, trainee and training methods (Noel et, 2009).

2.6.3. Setting Training Objectives'

After having need for training has been designed, then it is necessary to establish specific and measurable training objective and they should be expressed in behavioural terms (Desminode, Warner and Harris, 2002).

Once the need has been determined, it is easier for the training objectives to be established. Training objectives are statements that specify the desired employee knowledge, skills, abilities and other characteristics that employees will possess at the end of training. The objectives provide the standard for measuring what has been accomplished and for determining the level of accomplishment. In other words a training program cannot be designed until what that program

is to accomplish is known. For training objectives to be useful, they should be stated as specifically as possible (Pynes 2004).

2.6.4. Selection of Trainees and Trainers

To enable the organizations achieve their objectives. This is possible by developing the skills and competencies of their employees (Haslinda&Mahyuddin, 2009).

✎ Selection of Appropriate Trainees and Trainers

After deciding the suitable training process practice as well as content of the training program selecting appropriate trainees and trainers of the program invaluable. The question of who should be trained is crucial, training of employee is expensive, and therefore it is important to carefully select who will be trained. Further, training programs should be designed to consider the ability of the employee to learn the material and to use it effectively, and to make the most efficient use of resources possible. It is also important that employees be motivated by the training experience. Employee failure in the program is not only damaging to the employee but a waste of money as well. Selecting the right trainees is important to the success of the program.

Identification of the trainees involves identification of job categories where the training needs have been identified which is performed by the training analyst and the identification of the actual names of the employees who attend the training which is performed by a supervisor using guidelines that govern the selection of the employee for training from Human Resource department (Ngirwa, 2009).

According to Scarpello (2008) after selecting the rights trainees, asserted that great care must be taken in choosing effective instructors or trainers. The author further clarified that, the success of a training program depends on proper selection of the person who performs the training in relation to his personal characteristics such as abilities to speak well, write convincingly, to organize the work of others, to be inventive, and to inspire others to greater achievements are important factors in the selection of trainers.

For Ivancevich, (2008) the selection of trainers should depend on examining some important qualities that every trainer should namely in depth understanding of the subject matter of training, good communication skills, adaptability, and inspiring motivational characteristics. Tracy (1984), on his part, forwarded that the competence trainer performance is a function of subject matter expertise, pedagogical knowledge and skills, communication skills, and personal traits and qualities the trainer. Concerning the selection of appropriate trainees, the author stated

that selecting trainees for a training program needs to be based on certain factors such as; workers responsibilities and his or her position in the organization, qualification and related requirements, ability to transfer the knowledge and skills required, and applicability of the skill or knowledge in his or her organization.

✎ **Selection of Trainers**

The trainer must have skills and the knowledge for which the programs are designed. The trainers need professional expertise, and have at least a minimum knowledge about the job for which he/she going to instruct. Moreover, the trainer should have personal characters such as sense of humour, sincerely, interest, ability and enthusiasm (Abuja and Shula, 2005).

✎ **Selection of Trainees**

Selection for trainees who will participate in the training programs is designed to help employees fill gaps of skill and knowledge on their jobs. In some cases they are selected to fill better jobs and elsewhere or to retain order employees (ivancevich, 2007).

✎ **Selection of Training Methods**

After needs and objectives have determined and trainees and trainers have been selected, the next step is selection of appropriate training methods. The training program objectives and availability of resource greatly influence the selection of training methods used to conduct training. Hence, based on the objectives training can be classified in to two broad categories on job the training and off the job training (ivancevic, 2007).

✎ **Implementing Training**

Employee training and development program should aim at enabling organizations to achieve their objectives. Hence, the program should be set up after having clear-cut objectives in mind. In every program decisions have to made as who should be trained, who are the instructors, where and when the program is to be conducted and what are the material requirements.

The goal of the assessment and design phase is to implement effective training programs. The invention must be implemented using the appropriate data and means. In implementing the training program pricing and preparing training materials, scheduling the program, arranging the physical environment, registering and enrolment, and getting started area of the most concerns (Demimonde, warner and harris, (2002).

✎ **Evaluating the Training Program**

Evaluation is defined as the process of determining the value and effectiveness of a learning program. Evaluation of the training program is necessary to determine whether the training accomplished its objectives. Unfortunately, this is often neglected especially in public sector organizations (Bramley, 1995; Sims, 1998). Evaluation improves training program by providing feedback to the trainers, participants and employers and it assesses employee skill levels. Evaluations can be used to measure changes in knowledge, levels of skills and attitudes. It is most commonly interpolated as determining the effectiveness of training program against its objectives. It is the systematic connection of information necessary to make decision elated to the selection, it helps to measure trance satisfaction, knowledge and skills gained, use of new skill and behavior on the job, improvement of performance (Abuja and Shekel, 2005, Noel et al, 2009).and behavior, and levels of effectiveness at both the individual and agency level (Pynes 2008).

Evaluation of learning can be done through assessment and validation tools to provide the data for the evaluation. Assessment is the measurement of the practical results of the training in the work environment; while validation determines if the objectives of the training goal were met. Training must be evaluated in terms of how much the participants learned; how well they use their new skills on the job (did their behavior change?) and whether the training program achieved its desired results (reduced turnover, increased customer services etc.).

2.7. Types of Human Resource Development Programs

The types of human resource development programs include training programs and management development program.

2.7.1. Training program

Training was of the most important tools available to the organization management can make use of training programs to enhance the achievement of organizational objectives. This is possible by developing the skill and competencies of their employees for the purpose of improving performance (Mirza S Salyadian, 1999).There are variety of training methods that are enviable and that can be used by training agencies and organization. The choice of training methods or mix of methods is a function of a number of considerations. There are different types of training programs the most commons ones are: on- the- job training, off- the –job training and vestibule training.

☞ **On- the- job- training**

On-the-Job methods refer to the methods that are applied in the work place, while the employee is actually working so as to acquire specific skill. This method is required to improve the staff that had inadequate academic qualification for his job performance. It is also regarded as training within the organization policy. On the other hand On-the-job training is conducted on the actual job to develop the skills of managerial and non-managerial employees (Monday, 2009). The employee is placed into the real work situation and shown the job and the tricks of the trade by experienced worker or the supervisor. There are three common on-the-job training methods, which are used by the organization to train employees these are: Apprenticeship, internship and job instruction training (Saiyadain, 1995). On the job training is conduct of the work site to develop the skills of man managerial employees. The employee in the context of real situation and learns by doing the job under the supervision of experienced works of supervisor. It is the most effective type of training as the trainee learns by seeking and performing the job. More ova this method of training has the following advantages.

The trainee is motivated and immediately be productive and gets experience on the actual equipment and materials, it is less costly, transfer of training to job is maximum and multi skilling is possible (Wearther and davies, 1996).

☞ **Off the job Training**

Off-the-Job methods are used away from work places. Some skills and knowledge are difficult to teach at the worksite, so off-site training will be necessary. Employees receive training away from their posts or workstation. The most common off-the-job training method are includes: lectures or conference, simulation exercise, programmed instruction, special study, case studies, role playing, and laboratory training. Therefore training is one of the most important tools available to organizations. Management can make use of training programs to enable the organizations achieve their objectives. Thisis possible by developing the skills and competencies of their employees (Haslinda&Mahyuddin, 2009).

Off- the –job training programs take place outside the employees work environment. These can be course work al local collages or other training institutions specially equipped and staffed for managerial training (Dessler and Giay 2006).

☞ **Vestibule Training**

Vestibule training is a form of intense education held in proximately to the actual work environment. The training focuses on learning specific skill that enable employees to perform the present job better. For example, if there is a collage or management training institute near and organization, employees might move to one these institutions to develop their skills required by their jobs. The computer laboratory and the language center of colleges can also be used as vestibule center to train typists and others administrative staff (Holt, 11993). Additionally, in this category real work instances are taken for training to take place some of the examples which fall under this category are role playing, case method and management games (MIRza S Salyddian, 1993).

2.7.2. Management Development Programs

The realization of organization objectives depends to gather extent on the quality of leadership provided by managers. To this effect, organizations need to upgrade supervisory, managerial and executive skills of they may lead and motivate employees for improved services or products deliver. There are many types of development programs for mangers (holt, 1993, gruck, 1998).

The most common types methods are:-

Managerial on the job training, action learning, management game, outside seminars and university related programs.

Managerial on the job Training

On the job training was not only just for non-supervisory employees. It is also a popular manages development method. Important variants include, job rotation, coaching understudy method, and action learning. (dessler and gray, 2006).

Action learning

Action leaning means, letting managers work full time on real projects, analyzing, and solving problems, usually others departments than their own. The trainees meet periodically within in four of five person project group to discuss their finindings. The group then presents its recommendation to the president and executive staff of the troubled divisions and fielded questions (dessier and gray, 2006).

Management games

In computerized management games; trainees spilt in to five or six persons companies, each of which has to compete with the others in a simulated markets place. For example the group may be allowed to decide how much to spend on advertising, how much to produce, how much

inventory to maintain and how many of each product to produce. Generally, a management games can be good development programs (www. Marketing gt.com)

Outside Seminars

Many organizations offers management development seminars and conferences that provide thousand of courses in areas such as –general management, human resources, sales and marketing and international management. (desster and gray, 2006). Most of these programs after continuing education unit (CEU's) for course completion CEU's, generally, can't be used to obtain degree –granting credit of most of the fact the trainee participated in and completed a conference of a seminar (dessler and gray 2006).

University related Programs

Colleges and university provide several types of management development activities. Firs, many schools provide continuineducation programs in leadership, supervision and the like many also offer individual courses in areas such as business management and health care administration. Manager can take this as matriculated or non-matriculated students to fill gaps in their backgrounds. Finally school of course also after degree programs, such as master of business administration (desster and gray 2006)

2.8. Challenges of Training and Development

Human resource training helps employees' up- date in job knowledge, modify existing skills and abilities, and create new awareness is response to the changing environmental conditions (ferris and Buckley, 1996). However, organization faces difficulties and constrained by various factors related to training. The most common Challenges Include Availability of resources, managerial attitude, and financial constraint(Redmanand Wilhnsen,2001).

2.9. Empirical review

Training and development are often used to close the gap between current performances and expected future performance.

Weil & Woodall 2005) conducted on the role of training and development training and found that training and development falls under human resource development function which has been argued to be an important function of human resource management (Amongst the functions activities of this function is the identification of the needs for training and development and selecting methods and programmes suitable for these needs, plan how to implement them and finally evaluating their outcome results.

Guest (1997) conducted study on the assessment of training and development effectiveness in the organization and concluded that policies are necessary to ensure that employee performance is evaluated, which in turn ensures that the appropriate training and development take place

Abraham (2010) conducted study on the role of training and development on employee's performance in commercial bank of Ethiopia. The study was attempts to evaluate the performance of employees with respect to training and development.

CHAPTER THREE

3. Research Methodology

3.1. Research Design

To carry out this study, descriptive type research design was used. The study has been used descriptive type, because it helps to review the theories and concepts and the data already in narrative forms and it involves gathering data that describes them. It has been used because it is a fact finding study with adequate and accurate interpretation of the finding. It describes what the reality is. It describes what actually exists within a situation, such as current practices, situations, etc. of different aspects of the research. Since the present study has been concerned with assessing training and development practice in Woliso soap factory, the researcher was assumed that the descriptive type of research is the most appropriate method to be used.

3.2. Target population, sample size and sampling technique

The target population for this study would be employees of Woliso soap factory who are working permanently in the factory. The total number of population currently in the factory is 392 according to the data given from the manager of the factory

3.2.1. Sample size

The total number of population in this organization is 392. From these total populations, 80 samples were taken. This sample size is determined based on the following sample size determination (taro Yamane 1967)

$$n = \frac{N}{1 + N(e)^2} \quad \text{where:}$$

$$n = \frac{392}{1 + 392(0.1)^2}$$

$$\underline{n=80}$$

n= sample size

N=total population

e= margin of error (10%)

Therefore, the study was used 80 employees as a sample from the total population (392).

3.2.2. Sampling Technique

The sampling technique that would be employed in this study is probability sampling technique, especially simple random sampling technique, because, it provides fair way of selecting a sample from a given population. I.e. it gives equal opportunity of being selected. In case this simple random sampling (specifically lottery method to identify the respondent. Therefore, from the total population (392), 80 employees were randomly selected.

3.3. Source and Methods of Data Collection

Identifying the basic data source is very important to have valuable study so, this study was used both primary and secondary source of data. Primary data would be collected by questionnaire and interview from organizations' employees and the management. In addition data sources like reports, strategic plans, and directives were used as secondary data sources.

To collect relevant data, questionnaire and interview were used in the study. To make it clear, the primary data source would be collected using questionnaire and interviews the type of questionnaire and interview would be both close ended and open ended questions. While secondary data would be collected through reading or referring to different written materials like documents and manuals of the organizations

3.4. Data Analysis and Interpretations

As it is stated under the sub topic of 'type of research', this research is of descriptive type. Accordingly, for realization and successful accomplishment of the study, data collected from different primary and secondary sources were recorded, edited, organized, analysed, interpreted and presented in relation to research questions. This would be done both quantitatively and qualitatively by using descriptive statistical tools such as tables, percentages for data collected through questionnaires, whereas description of finding would be used for data collected through interview.

CHAPTER FOUR

4. Data analysis and Interpretation

This chapter deals with the results and discussion of the data and interpretation of this data. As indicated earlier in chapter one, the target population for this study were all employees that found in Woliso Soap factory. To complete this study, the researchers had distributed 80 questionnaires and the respondents returned 64 questionnaires.

4.1. Demographic Characteristics of Respondents

It is known that an organization have a number of employees with different demographic characteristics. The following table (4.1) indicates the background of sampled respondents used for the study.

Table 4.1 background of respondents

Categories	Frequency	Percent
Sex		
Male	39	61
Female	25	39
Total	64	100%
Age category		
A.18 - 24	-	
B. 25 – 35	25	39
C.36 - 45	34	53
above 45	5	8
Total	64	100%
Educational level		
A. Primary School	28	44
B. grade 10 complete	2	3
C. Diploma	10	16
D. First Degree	14	21
E Masters and above	10	16
Total	64	100%
Work experience		

0-3 Years	32	50
4-6 years	22	34
7-9	5	8
above 10years	5	8
Total	64	100

Source: questionnaires (2020)

As it is shown in the above table 1 No.1 from the total of 64 respondents 39% were females and the remaining 61% were males. From this data it was found that more than half of the employees of the organization were males. As also indicated on the above concerning age of the respondents the percentage of the age between 18-24, 25-35, 36-45 and above 45 was none, 39%, 53%, and 8% respectively. Therefore the majority of the respondents were under the age between 36 to 45. And also on the others hand, as shown in table 1 the educational level of respondents ranged from grade 10 complete or less to masters holders. Among the selected 64 respondents 3% were grade 10 completes, 16% were ranged diploma holders, 21% were first degree holders and 16 were masers and above . So maximum amount of the respondents 21% were first degree holders it is believed that majority of the respondents were expected to provide important information for the study. Work experience in each sector is base to be more familiar to each works (duties) of the organization.

As table 1 illustrated, when the researcher evaluate the working years of their sampled respondents, 50% respondents an experience of 4-6 years, 34% of respondents have an experience of less than three years, 8% of the respondents have an experience of seven to nine years, the remaining 8% have an experience of above ten years. Therefore, the researcher concluded that most of the respondents are not new who may not need more training.

4.2. Orientation of the Organization for New Employees

It is clear that orientation is basic for new employees. But 56.15% of the sampled respondents do not get appropriate orientation when they had joined Woliso soap factory. The following table shows the access of orientation where the employees had joined the organizations

Table 4.2 Response to Orientation when they had joined the organizations

have you got orientation when you got this organization?	Frequency	Percentage
Yes	30	47

No	34	53
Total	64	100

Source: questionnaires (2020)

As it shown n the above table (table 2) from the total 64 sampled respondents 47% had got an orientation and the remaining 53% of the respondents did not have orientation service when they had joined the organization. This indicated that there is no structured orientation and program for new workers of the organization.

4.3. Benefits of Orientation for new employees

The researcher had also asked the respondents that had got all orientations about the benefit of orientation for new employees. The following table indicate that the respondent’s opinion to the benefits of orientation for employees.

Table 4.3 Benefits of Orientation for New Employers

If your answer for question number 1 is yes, what are the benefits you have got from the orientations	Frequency	%
Indicate him/her to supervisors, coworkers	20	67
Communicate the new employees with HR polices of the organization	5	17
To review job duties and responsibilities	5	17
Formalize the employee with organizations matter	0	-
Total	30	100

Source: questionnaires (2020)

As indicated in the table, 17% respondents are benefits from the orientation to review these job duties and responsibilities, and 67% respond that they are benefited of all lists i.e. it had indicated him/herself to supervisor, co-worker etc, it used to communicate the new employee with organization’s human resource polices, it had used the new employee to review job duties and responsibility and lastly it made to familiarize the employee with organizational matters.

4.4. Training and Development of the organization for Employees

The scope of training and development activities, as in most others activities in an organization depends on the policy and the strategies of the organizations. The researcher had asked the

respondents above the access and opportunity of training and development practice in Woliso soap factory. The following table shows the access of training and development program of the respondents since they and joined the organization

Table 4.4 Access of Training and Development in the organization

3 since you have joined this organization have you got training and development?	Frequency	Percentage
Yes	30	47
No	34	53
Total	64	100

Source: questionnaire (2020).

As indicated in table 4 from the total 64 respondents 47% had got training and development service, 53% the sampled respondents did not have training and development program in the organization. These respondents who do not get any training and development had also suggested complains for the opportunity among the indicated complaints, the selection criteria of the sector, the indicated complaints, the selection criteria of the sector, selection of one person for more than one training and development, closing the program due to budget scarcity and others development are the reasons why they to don not have training and development.

4.5. The type of Training given by the Organization to employees

The researcher had asked the respondents that had got training and development in the organization about the type of training and development program they had participated. The following table shows the type of training and development program they had participated. The following table shows the type of training program that the respondents are provided.

Table 5 Types of Training Program for employees

4 What type of training you got in the organization?	Frequency	%
On the job training	22	74
Off the job training	4	13
Vestibule training	4	13
Total	30	100

Source: questionnaire (2020).

The researcher had tried to assess which type of training had given for selected employees. From the total 64 respondents 74% of them had got on-job training, 13% had got off-the-job training and the remaining 13% of the respondents does not have training service since they had joined the soap factory. Additionally the respondents had written the benefit that they acquire for the type of training they participated. As the respondents said, the very benefit of on-the job- training is, it shows the real duties in the real working conditions, that it does not create future ambiguities, and off-the-job training enables trainees to feel relaxed and it is easy to understand, since it is out of the working place, vestibule training on the other hand have also its own benefit for trainees that they will try to relate the training conditions with the real working environment.

4.6. Degree of relatedness b/n the Training given and the Work employee is assigned

The researcher had also asked the respondents who had got training about the degree of relatedness between the training they are provided and the work (duty) they are assigned. The following table will try to illustrate the above statement.

Table 6 Degree of Relatedness

5 Who do you evaluate the degree of related needs between training you have got and the task you are assigned?	Frequency	%
Close related	24	80
Less closely related	3	10
Not related	3	10
Total	30	100

Source: questionnaire (2020).

As it is shown in the above table (table 4.6) 80% of the respondents had respond that the training given is more closely related to the work they are assigned, 10 % respond that it is closely related and the remaining 10% answered that the training they are provided is less closely related to the work (duty) they are assigned to perform (do).

4.7. Basis of trainee selection among employees

There might be different basis of selection of trainees among employees of a given organization, the researcher tried to identify the basis of trainee selection in Woliso soap factory. The following table (table 7) shows the basis of trainee selection that the respondents are selected from the employees.

Table 4.7 Basis of Trainee Selection

6 On what basis does your organization select trainees among employees?	Frequency	%
By trainees interest	30	47
By the year of service	15	23
By supervisory recommendations	15	23
By combination of all	4	6
Total	64	100

Source: questionnaire (2020).

As indicated in the above table (table 7), 47% of respondents answered that the basis of selection is the internal interest of the trainee, 23% respond the basis is the year of service, 23% respond that, it is supervisor recommendation that a trainee is selected, 6% indicated that it is by combining the trainee interest, year of service and supervisors recommendation that the organization select trainees to its training service. Therefore mostly the organization provides training for new employees by the basis of internal interest of the trainee.

4.8. Evaluation of Training and Development practice of the organization

The researcher had distributed questionnaires to sampled respondents to gather information to evaluate the general training and development practice of the organization as excellent, very good, good, poor, and very poor. The following table (table 8) had shown the respondent's evaluation about the training and development program of the organization.

Table 8 Evaluation of training and Development practice of the organization

7 how do you evaluate the training and development practice of your organization		
Basis of trainee selection	Frequency	Percentages
Excellent	2	3
very good	2	3
Good	10	16
Poor	30	47
Very poor	20	31
Total	64	100

Source: questionnaire (2020).

The above table (table 8) indicated, the respondents had suggested their opinion for the training and development practice of the organization. From the total 64 sample respondents 3% said the practice is excellent, 3% respondents said very good, 16% respondents said good, 47% said that the poor and the remaining 31% respondents said very poor. Therefore above 81% of the respondents said the practice is poor and very poor that needs adjustment to make the employees more productive and effective.

After analyzing these results the researcher had made an interview with some the respondents and tries assessing reasons for the poorness of human resource training and development practice in the organization. The respondents answered that the reason for poorness of the training and development practice are selection of employees without appropriate criteria, in availability resources that human resource training and development practice of the organization is not that much satisfactory for the employees of the organization which may had adverse effect on the outcome for the organization.

4.9. Training and development Opportunity in the organization

The scope of training and development activities, as most other activities in an organization depends on the policy and strategies of the organization. The researchers had asked the respondents about the access and opportunity of training and development programs in Woliso soap factory. Table 4.4 indicates the access of training and development programs to employees. The following table (table 9) had shown the stake holders that had participated in giving training activity for the employees of Woliso soap factory.

Table 9 stake holders in giving training for employees of the sector

who was the training and development provided to you?	Frequency	Percentages
By organization	32	50
By the government	25	39
By other none government organization	7	11
Total	64	100

Source: questionnaire 2020

The organization that had participated to arrange training and development program were government and non-government organization. As shown in the above table 50% respondents

got training and development opportunity by the organization itself, 39% of the respondents by the government concerned sector, i.e. trade and industry minister and the remaining 11% were trained by other non- governmental organization or third parties. This table implies the company is not good in outside sourcing of training and development opportunity.

4.10. Evaluation of training and development Opportunity

The researcher has tried to evaluate the existing training and development opportunities when the chance existed by different training giving (rendering) organization by wins the response of respondents. The following table shows the respondents about the training and development opportunity of the organization.

Table 10 Evaluation of Training and Development opportunity in the organizations

9 How do you evaluate training and development opportunity of the organization?	Frequency	Percentages
Excellent	5	8
Very good	2	3
Good	7	11
Poor	30	47
Very poor	20	31
Total	64	100

Source: questionnaire 2020.

The above table illustrates 3% said that the opportunity is very good, 11% said that the opportunity is good, 47% evaluated it as poor, 31% said it is very poor. So, around 78% of the sampled respondents said that the opportunity of trading and development practice is poor and very poor. It implies that larger amount of the employees feel discomfort by the current practice and related issues to the training and development opportunity.

4.11. Benefit of Training and Development

The following table (table 11) shows the benefit that the respondents think of from training and development.

Table 11 Benefit of Training and development

10 In your understanding what are benefits of employee training and development?	Frequency	Percentages

Improve the productivity of the organization	31	48
Motivate employees to work effectively	20	31
To increase interaction between co-workers	7	11
To increase interaction employees with manager	6	9
Total	64	100

Source: questionnaire 2020.

The researcher had also tried to assess the opinion of respondents about the benefit of training and development for respondents, from the total 64 respondents 48% of them said that it will improve the productivity of the organization, 31% said that it will motivate employees of work effectively by making their ask easy ,11% of them said it had to increase interaction between co-workers and the remaining 9% of them said to increase interaction of employees with manager therefore the majority of the respondents said training and development will improve the productivity of the organization.

4.12. Basis of Training and Development

An organization may follow different basis to provide training and development to its employees. The following table (table 12 illustrates the basis of training and development in Woliso soap factory.

Table 12 Basis of Training and Development

11 how do arranging training and development?	Frequency	Percentages
Based on fixed interval	36	56
Based on need of organization management	18	28
Based on employee performance	10	16
Total	64	100

Source: questionnaire 2020.

The researcher tries to assess the practices of training and development in Woliso soap factory. In such a case the basis of training and development can be one element. The above table (table 12) indicates that from the 64 respondents 28% said it is based on the need of the organization management, 16% said it is based on employee performance, and the remaining based on fixed time interval. Therefore the majority of respondents responded that training and development is

based on fixed time interval. This implies that the organizations have a well-organized training and development basis.

4.13. Evaluation of Sufficiency of Time Duration of training Development

There are tasks require high degree of training and need to go through a gap of periods to clearly understand and practice them property. The researcher had tried to clearly understand the task an employee is assigned using the following tables

Table 13 Evaluation of Sufficiency of time Duration.

12 How do you evaluate sufficiency of time duration of training to understand the task?	Frequency	Percentages
Very sufficient	6	9
Enough	18	28
Insufficient	10	16
Very insufficient	30	47
Total	64	100

Source: questionnaire 2020.

As the table above illustrates from the total of 64 respondents, 9% said that the time duration on training and development more than sufficient to understand the task an employee is assigned, 28% said it is sufficient or enough, 16% evaluate it as insufficient and the remaining 47% said the time duration is highly insufficient to understand a task an employee is going to perform. This indicates a task an employee is going to perform. This indicates that above 53% of the employee are not satisfied with the evaluate it as in sufficient and highly insufficient.

4.14. Availability of training and Development Materials

It is clear that there are different materials and facilities that need to be fulfilled by an organization to provide training and development services. The following table intestates the availability training facilities and materials such as the training hall, security, first aid services during the training and development program.

Table 4.14 Availability of training and Development Facilities

13 How do you evaluate the availability different materials and facilities during training development programs?	Frequency	Percentages
enough	16	25
Somewhat Enough	14	22
Not enough	34	53
Total	64	100

Source: questionnaire 2020

As indicated in the above table from the total respondents 25% said the facilities and material are available as to needed or it is needed or it is enough to provide training and development, 22% said somewhat enough i.e. with some deficiencies it is well to provide training and development, and the remaining 53% said that materials and facilities are not enough. as instructed in the table more than half the respondents said the availability of material and facilities is somewhat enough and not enough. This implies that majority of the employees are not satisfied in training and development program.

4.15. Problems Due to Lack Training and Development

It is believed that training and development is crucial and mandatory for all employees. The researcher had the respondents what were the problems faced due to lack of training and development. The following table indicated the respondents answer to the questions.

Table 5 Problem due to lack of training and Development

14 What are the problem faced due to lack of training and development?	Frequency	Percentages
Lack of hints to understand and work tasks	0	-
Misunderstanding of duties	0	-
Difficult where and how to start activities	0	-
All are problems	64	100
Total	64	100

Source: questionnaire 2020.

The respondents who had got training and development listed out their opinions about the problem faced due to lack of training and development. The problem include lack of hints to understand and work tasks properly, misunderstanding of duties and responsibilities and difficulties related to where and how to start activities.

4.16. Challenges faced to arrange training and development Program

The following table instructed the challenges face to offer training and development program for employees at Woliso soap factory.

Table 4.16 Challenges faced to provided training and development

15 What are the challenges faced to arrange training and development service for employees?	Frequency	Percentages
Unavailable of resources	8	13
Management attitudes towards training	33	52
Financial constraints	4	6
Others specify	19	30
Total	64	100

Source: questionnaire 2020.

The researcher had also assessed the challenges faced by the organization to arrange training and development program for the employees. From the total 64 respondents 13% said the challenges are unavailability of resources, 52% said management attitudes towards the importance of training and development, 6% had said financial constraints are the challenges and the remaining 30% had listed others challenges were lack of transparency about the selection of trainees, unfair selection of trainees for training and lower understanding of the topic by trainers i.e. Not based on science. This implies that the organization didn't have effective and efficient training and development program to have productive employees.

4.17. Measured to be taken to overcome Challenges

Training and development have many challenges when it is applied to employees. But as the respondents indicated the organization have many challenges including in availability of resources, management attitudes, financial constraints and others.

The researcher had also assessed the measured that the respondents thought to be taken to overcome of minimize the challenges faced to arrange training and development program. The following table illustrates respondent suggestions to overcome the challenges of training and development in the organization.

Table 4.17 Measure to be taken to overcome the Challenges

16 What measures have to be taken to solve the challenges faced by your organization?	Frequency	Percentages
Adjust training and development opportunity	19	30
Design fund rising proposals to supply training and development	11	17
Learn each other inside the employees of the organization	34	53
Other specify	0	-
Total	64	100

Source: questionnaire 2020

As indicated in the above table, of the total 64 respondents 30% had said that the organization should Management attitudes towards training, 17% had said that the organization should solve financial constraints and the remaining 53% had suggested solving Management attitudes towards training.

Analysis of interview question

How training and development been conducted in the factory?

As a result of the key informants of the factory the responses were analyzed as, the primary purpose of training is to help the organizations to increase its enabling capabilities. These include development of human resources, development of organizational health, improvement of problem solving capabilities, development of diagnostic ability so that problems can be located quickly and effectively and increased employee participation and commitment.

What are the challenges in conducting training and development?

As the researcher obtain information from the management of the factory challenges in training and development, in adequate training and development, inadequate enforcement and accountability, attracting and retaining qualified personnel, Lack of proper merit system

How employees are selected for training?

As information given from the key informant most of time trainees were selected for training by recommendation of the management, when new employees join the organization, and using others methods.

How to evaluate the effectiveness of training programs?

The question raised for informants related to how to evaluate the effectiveness of training programs. The informants responded as follows; assessment where the employees are assigned, evaluation what expected from each employee, immediate action when employees lack capacity, Short and long term evaluation, acknowledgement for good performances, identifying areas in need of improvement

CHAPTER FIVE

5. Summary, Conclusion and Recommendations

5.1. Summary

The overall objective of this study was to assess the practice of human resource training and development in Woliso soap factory. The researcher had distributed 80 questionnaires to conduct the study. These questionnaires incorporate respondents' back ground information and basic questions that had used to answer basic questions of the study.

The orientation of the organization is insufficient; among the respondents 47% had got orientation. But the remaining 53% of them does not have an orientation, similarly, the training practice also entail this result. Only 47% of them have training and development program.

The organization employees had got different types of training and development programs of 64 respondents 74% engaged in on-the job training and development programs, 13% got off-the-job training and the remaining 13% participated in vestibule training type. The degree of relatedness in the organization had also assessed. From the total 45 respondents 80% evaluated it as more closely related, 10% as closely related, and the remaining 10% value the degree of relatedness as less closely related.

From the total 64 respondents 3% of them said that the program is excellent, 3% had said it is very good, 16% said it is good, 47% said it is poor and the remaining 31% said it is very poor. The reason for this poorness and very poorness are in availability of resources, management attitudes, and financial constraints.

In availability of resources, management attitudes, financial constraints and other as lack of transparency, unfair selection and lower understanding by trainees about the science and the task are the challenges faced by the organizations to arrange training and development program.

5.2. Conclusion

Orientation was one of the key elements in training and development program which sets the role for the whole organizations for the news employees and new positions. It used to familiarized the new employees with the rules, procedures, tasks and values of the organizations and adopt the work context. But the organization does not given due to attention for the new employees and new position holders. Only a small number of respondents have got orientation when they had joined the organization.

As the researcher tries to identify, most of the respondents do not have training and development program. Most of the respondents had said that the criteria that had been used to select employees for training are not clear and similar persons had been selected for different types of training program. Therefore, there is no transparency how each trainee is had selected for different types of training activities.

Even if the organization had arranged training and developments all employees does not get equal opportunity for the arranged program.

Most of the respondents had evaluated that the opportunity of training and development as poor and very poor. Therefore, the researcher also concluded that the organization does not arranged equal and participatory training and development for its employees.

The durations of time spent on training and development is also evaluated as insufficient and very insufficient. This implies that the employees are not given enough time to understand the task they are assigned and the training and development programs are ineffective to achieve their goals. Unavailability of resources, management attitudes towards the training and development, financial constraints (scarcity) and lack of transparency and accountability are the main challenges to training and development program.

5.3. Recommendations

Based on the above conclusions the following recommendation was forwarded. It is clear that orientation is basic for new employees and new positions holders of an organization. Therefore, Woliso soap factory have to rearrange orientation service for new employees to facilitate and introduce new comers to the working environment of the organizations. The executives of the organizations have to capacitate and empower each and every department coordinators to have full knowledge and understanding about the selection in which they have been coordinating having this study will facilitate orientations, and training and development for new employees when they joined.

As the researchers investigated from total sampled respondents some of them to don't get training and development program while others have got the program

Therefore, the organization has to use the trained resourced persons to train the remaining untrained employees of the organization by arranging facilities. To generalize training needs more capital, resource and time. Therefore the organization has to arrange training program by supplying materials, which are crucial for the program and must also use the individual that had got training and development by different governmental and nongovernmental organization as a resource person for the program.

The researcher had found that among the total sampled respondents majority of them had evaluated that the opportunity of the organization training and development program as poor and very poor. This indicates that the organization does not have transparent working guidelines how to select employees for training and development program.

Therefore the organization has to make transparent and accountable evaluation criteria to select employees for training and development program. When the organization plans any training and development program, an individual or groups who can take the man date and duties to that program have to be selected to be accountable to the program.

The time duration on training and development should be appropriate i.e. not too long and too short. That it should be based on the nature of the course, the understanding capacity of trainees and other factors. In addition to this the material requirements of the training program should be assessed and fulfilled in conducting training program.

Generally the organization has to use the existing resources effectively and efficiently, the management must also support employees to acquire the necessary knowledge and understanding in the work in which they had appointed by different training workshops and office have to work hard to get finances by preparing best and applicable project proposals to different donors.

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APPENDIX

COLLEGE OF BUSINESS AND ECONOMICS]

DEPARTMENT OF MANAGEMENT

Dear Respondents

This questionnaire is prepared for the partial fulfillment of BA degree in management at Wolite University. It would like to assess the training and development practice in Woliso soap factor. Your response will be help full to the researcher to find out the real and valuable data in your

organizations. Additionally, I would like to assure you that the information you filled out here will be kept in secret and it will be used only for academic purpose. There for, the questionnaire kindly request you to honestly and genuinely respond the real and correct answer to each questions. Notice you do not need to write your name, put “X” work on the box that holds your answer and write explanations to open ended questions.

Part 1:- Background of Respondents

1. Sex

Male Female

2. Educational Level

10 complete Masters

10+1 to 10+3 Degree holders

PHD Holder

3. Work experience

0-3 Years 7-9 years

4-6 years above 10years

Part II: _ Basic questions of the study

1. Have you got and orientation when you joined the organizations?

Yes No

2. If your answer for question number 4 is yes, what are the benefits you have gots from the orientations?

Indicate him/her to supervisors, coworkers

Communicate the new employees with HR polices of the organization

To review job duties and responsibilities

Formalize the employee with organizations matter

Other specify,

3. Have you got training and development program since you have joined the organization?

Yes

No

4. If your answer for question number 6 is No what do you think is the problem?

5. What type of training you got in the organization?

On the job training

Off the job training

Vestibule training

6. What benefit have you got in training type you have chosen in the above questions alternatives?

7. Who do you evaluate the degree of related needs between training you have got and the task you are assigned?

Close related

Less closely related

not related

8. On what basis does your organization select trainees among employees?

By trainees interest

By the year of service

By supervisory recommendations

By combination of all

Other specify,

9. How do you evaluate the training and development practice of your organization?

Excellent

Very good

Good

Poor

Very poor

10. By whom was the training and development program provided to you?

By the organization

By the governmental concerned sector

By the non –governmental organizations

11. How do you evaluate the training and development opportunity of the organization?

Excellent

Very good

Good

Poor

Very poor

12. In your understanding, what are the benefit of employee training and development?

Improve the productivity of the organization

Motivate employees to work effectively

To increase interaction between co-workers

To increase interaction employees with manager

Other specify,

13. the arranging training and development program?

Based o fixed time interval

On need

Based on employee performance

Other specify,

14. How do you evaluate sufficiency of time duration of training to understand the task?

Very sufficient

Enough

Insufficient

Very Sufficient

15. How do you evaluate the availability different materials and facilities during training development programs?

Enough

Somewhat enough

No enough

16. What are the problem faced due to lack of training and development?

Lack of hints to understand and work tasks

Misunderstanding of duties

Difficult where and how to start activities

All are problem faced

Other specify,

17. What are the challenges faced to arrange training and development service for employees?

Unavailable of resources

Management attitudes towards training

Financial constraints

Others specify,

18. What measures have to be taken to solve the challenges faced by your organization?

Adjust training and development opportunity

Design fund rising proposals to supply training and development

Learn each other inside the employees of the organizations?

Other specify,

19. If you have any suggestions, comments or anything regarding the topic you can write in here

