



**ST.MARY'SUNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAMS**

**THE EFFECT OF TRAINING ON EMPLOYEES'-
PERFORMANCE: THE CASE OF
TEKLEBERHAN AMBAYE CONSTRUCTION
PLC (TACON)**

By: Adane Alemu

ID No. SGS/0197/2009A

Advisor: Terefe Feyera (PhD)

**January, 2019
Addis Ababa, Ethiopia**

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PLC (TACON)**

**A THESIS SUBMITTED TO ST. MARY’S
UNIVERSITY, SCHOOL OF GRADUATE
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IN GENERAL MANAGEMENT**

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PLC

BY ADANE ALEMU

Approved by Board of Examiners

Dean, Graduate Studies

Signature & Date

Advisor

Signature & Date

External Examiner

Signature & Date

Internal Examiner

Signature & Date

Endorsement

I certify that Adane Alemu has carried out her research work under my guidance on the topic of “The effect of training on employees’ performance” In the case of Teklebrhan Ambaye construction plc.

This work is suitable for submission as a partial fulfillment requirement for the award of master’s degree in Business Administration.

Advisor: Terefe Feyera (PhD)

Declaration

I declared this thesis entitled “**the effect of training on employees’ performance At Teklebrhan Ambaye construction plc**” is my own original work. It has not been presented for a degree in any other universities and all sources of materials have dully acknowledged.

Adane Alemu

Signature: _____

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Adane Alemu

Addis Ababa, Ethiopia

List of Abbreviations/Acronyms

TACON – Teklebrhan Ambaye construction plc

Organization- Teklebrhan Ambaye construction plc

SD. - Standard deviation

SPSS- statistical package for science

ANOVA-Analysis of Variance

MN –Mean

R. rate- Response rate

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ABSTRACT

Training helps meet specific skill deficits in employees' performance. Successful organizations and managers realize the importance of human resources; trained human resources are key to maintaining a competitive advantage in today's constantly changing global environment. An efficiently implemented training program leads to better employee performance. The objective of the study was to assess the effect of training on employee performance in Teklebrhan Ambaye construction plc. There are two broad training types, on-the-job and off-the-job training. The effect of all types of training and methods cannot be addressed in this study. Therefore, the research mainly focused on training process, induction/orientation training and on-the-job training. The company has employees working in different areas/regions in different projects and geographically only the head offices and in Addis Ababa projects. The research is based on primary and secondary data. The primary data was collected using self-administered questionnaire distributed to 327 respondents taken as non probability sampling of purposive sample size from head office and Addis Ababa city projects/site. The research design and approach is Descriptive and Quantitative respectively. The researcher used SPSS 20, descriptive statistics, correlation and regression analysis to analyze the data collected and to evaluate the relationship between the two variables. The result of the study signifies that there is a positive and significant relationship between training and employee performance in the context of Teklebrhan Ambaye construction plc. The study also recommends that in order to improve employee performance the organization should continue its training program so that it can support employee's competencies.

Key words: Training, Employees Performance

CHAPTER ONE

Introduction

1.1 Back ground of the study

In this competitive world, organization requires employees who have the necessary skill and knowledge and experiences in order to continue the competition. Organizations invest in specific human resources in order to meet its objectives. Employees require continual re-assessment, evaluation and capacity building within the work context to sustain their performance at expected level or surpass organizational expectations. Employee performance is associated with quantity and quality of output, timeliness of output, attendance on the job, efficiency and effectiveness of the work completed (Mathis & Jackson 2009). It is the standard to which an employee does a job measured against pre-set standards of accuracy, completeness, cost and speed (Becker and Everett, 2011).

Employee's performance is important for the company to make every effort to help low performers. Performance is classified into five elements: Planning, monitoring, developing, rating and rewarding. In the planning stage, Planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them. Monitoring is continuously measuring of performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. During the developing stage an employee is supposed to improve any poor performance that has been seen during the time frame one has been working at the company. During planning and monitoring of work, deficiencies in performance become evident and can be addressed. The rating is to summarize the employee performance. This can be beneficial for looking at and comparing performance over time or among various employees.

Employees must know what they need to do to perform their jobs successfully. Expectations for employee performance are established in employee performance plans. Performance elements tell employees what they have to do and standards tell them how well they have to do it. Developing elements and standards that are understandable, measurable, attainable, fair, and challenging is vital to the effectiveness of the performance appraisal process.

Armstrong (2009) defines training as the use of systematic and planned instruction activities to promote learning. It involves the use of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily.

Training is an important issue in Ethiopia construction industry nowadays. The need for training on this area has been felt by all project participants holding various academic backgrounds, yet working for a common goal, that is, project efficiency. The construction sector is vital to the economic, social and environmental agendas of a country and consequently plays a critical role in the future of Ethiopia.

Tekleberhan Ambaye Construction PLC (TACON) is a company that was established in 1993 as a sole proprietorship class 6 Building Contractor with a capital of Birr 5,000 at place called Kebermengest. During the last two decades, the company has been growing steadily and continuously to be a competitive Class 1 General Contractor in the construction industry and have 5 other sisters companies of Ybel Construction, YUTAF Aluminum, EDNA HTS, EDNA Mall, EDNA Design and Construction. TACON PLC has involved in around different mega construction projects in various parts of Ethiopia & in East African regions. In the early years of its establishment, TACON manufacturing had started to engage itself in minor construction and water proofing works with less than 10 employees. Currently the company has 941 permanent employees and around 3,026 Temporary and contract workers in different project works. The head office is found in Addis Ababa, Ethiopia around the place called CMC Michael and here are different departments and units.

With more than two decades of experience, the company becomes a well-established player of the construction industry. It has also a proven track record in the construction industry of building, road, and real estate developments. The construction sector demands a huge amount of investment; its human resource should be composed of a high performing individuals and groups with the necessary skill and experience required to their task accomplishment. Without an adequate number of the right sort of people with appropriate training, qualification and experience, companies in this sector will face difficulties in performing activities well. As a result of this, employees were and are the most important and determinant parts of TACON Plc. Taking the importance of employee in to account, this study will be designed to assess the effect of training on employees' performance in TACON.

1.2. Statement of the problem

The construction industry has been considered to be one of the most dynamic and complex industrial environments. The dynamic environment and changing demands of construction activities required the formation of the teams each time a new project is committed. In other hand employees performance is basic to achieve their organizational goal.

Brown (2008) defines performance as how well a person completes tasks and also the attitude with which he/she completes the tasks. According to Hersen (2004), job performance can be defined (and assessed) in terms of quantifiable outcomes of work behaviors such as amount of sales, numbers sold and also in terms of behavioral dimensions which may include work-related communication, decision making, problem solving among other skills. Baldwin (2008) defines performance as carrying out actions efficiently and effectively to meet agreed job objectives. Employee performance means using their skills, ability and experience to perform the assigned task required by their subordinate with effectiveness and efficiency.

As an organization, TACON has elements /components that have made it and given a full picture of an organization. One of these elements is people working in the TACON. Unless all of the elemental requirements are fulfilled, it may lose its organizational pictures/nature. These employees are the most important elements of the organization, for they are most determinants. In addition, as an organization, TACON is also established with vision, mission and goals/objectives. In order to achieve its goals, it must be equipped with resources like financial, information, time and people. Of these resources, people are once again the most important and determinants once for they make decision over other organizational resources. The nature of construction work is characterized by labor intensiveness. It engages unskilled, semi skilled and skilled workforces or employees. Almost all construction works in the construction sector are temporary based works, i.e. they are project based, having a starting and finishing points.

One method of creating a competent staff in service delivery, commitment and efficiency is through training. According to the pilot survey undertaken by the researcher through discussion with 4 staffs of the organization, Therefore based on the response the researcher identify, the problem of the present study is related to the gap between the expected performance (plan) and the actual performance of the employees that means the main purpose of the gap is lack of skill, knowledge and time management problem.

Trainings are given to employees of the organization however its need assessment is not based on employees' gap or based on employees' performance appraisal and also the

training effect/Impact on the performance of the employees are not frequently measured or analyzed. These also indicated other gap from the organization. Therefore based on the response the researcher identified the problem that the actual performance couldn't meet to the expected performance of the employees , the training need assessment is not based on employees performance gab and the evaluation of employee performance after training is not well developed and analyzed in the organization.

This gap can be bridged through well designed training programs, training programs on the performance of employees. Employee training should be done to upgrade the staff knowledge and skills constantly to enable him/ her remain competitive and productive in the organization. For organization to achieve a competitive advantage, each staff in every department must perform excellently. The aim of training is to enable employees to match the organization's future needs at expert and management levels so as to achieve the organization's objectives.

1.3. Basic research questions

Specifically, the study will address the following research questions in exploring the effect of training on employees' performance in TACON Plc.

- ✓ What are the training practices and methods in TACON Plc?
- ✓ What the perceived performance of employees at TACON?
- ✓ What is the effect of training on employees' perceived performance?

1.4 Research Hypothesis

The researcher proposed the following hypothesis to assess the effect of training on employees' performance. The hypothesis will also give us tentative answer on the relationship between training and employees performance.

- ✓ **H0:** training has no a positive and significant impact on employees' perceived performance.
- ✓ **H1:** training has a positive and significant impact on employees' perceived performance.

1.5. Objective of the study

1.5.1 General objectives

The general objective of this study is to determine the effect of training on employees' performance in TACON Plc.

1.5.2 Specific objectives

The specific objectives of this study are: -

- ❖ To assess the training practices and methods being implemented at TACON plc.
- ❖ To determine the perceived performance of employees at TACON Plc.
- ❖ To determine the effect of Training and employees' perceived performance.

1.6. Delimitation/scope of the study

The study is delimited geographically, conceptually, methodologically, contextually, timely and financially. Because of the time and financial limitation, conceptually the scope of the study is only limited to analyzing the effect of training on employees performance at TACON Plc. The company has employees working in different areas/regions in different projects and geographically only the head offices and in Addis Ababa projects.

The scope of the study was delimited only to employees located in Addis Ababa. There are two broad training types, on-the- job and off-the-job training. The effect of all types of training and methods cannot be addressed in this study. Therefore, the research mainly focused on training process, induction/orientation training and on-the-job training. Because of the conceptual limitation, the study may face the methodological limitation of the research approach, Research design, data and methods for the research problems. Contextually the study is delimited to data of star category of construction. The paper did not intend to see other construction sectors. Since the issue is critical for the organization effectiveness, it should be studied in the industry level in Ethiopian. Because of the conceptual limitation, the study may face the methodological limitation of the research approach, Research design, data and methods for the research problems. Contextually the study is delimited to data of star category of construction. The paper did not intend to see other construction sectors. Since the issue is critical for the organization effectiveness, it should be studied in the industry level in Ethiopian.

1.7. Significance of the study

The main purpose of this study is to investigate the training effect on the employee's performance of Teklebrhan Ambaye construction plc. It will help the management of the organization to concentrate on variables that have significant influence on not only employee's performance but also company's performance.

Therefore, this study has important implications, as it will help Ethiopian construction sector and other business organization to practice training in order to enhance their employee's performance. It is also assumed that the result of this study will help for top management of the organization to make proper decisions in relation to training.

Finally, the outcome of this study will serve as a catalyst for further research on the area. It is also predicted that the study will make a theoretical contribution to the body of knowledge related to the practice of training and its effect on employee performance with particular emphasis in Teklebrhane Ambaye construction plc.

1.8. Definition of the terms

1.8.1 Training

These are programs that provide workers with information, new skills, or professional development opportunities (Elnaga & Imra, 2013).

1.8.2 Employee performance

is the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer. It is also the record of outcomes achieved, for each job function, during a specified period of time.

1.9. Organization of the paper

This study is organized in to five chapters. The first chapter presents background, statement of the problem, Research Questions, objectives of the study, of the study Delimitation or scopes of the study, Significance of the study, Definition of the terms and organization of the paper. Chapter two reviews of literature related to the effect of training on employees' performance. Chapter three deal with research methodology of the study. Chapter four the analysis of empirical finding related to the effect of training on employees performance. Finally, the paper presents conclusion and recommendations in chapter five.

CHAPTER TWO;

Review of Related Literature

This chapter explores the theoretical discourses as well as the empirical facts about employees' performance and training conducted by different scholars, and in different countries. Therefore, it is structured as follows: theoretical review, empirical review and conceptual frame work of the effect of training on employees' performance. Theoretical review is conducted based on research questions or specific objectives, empirical review is conducted review of research findings and conceptual frame work is explained the independent variables and dependent variable.

2.1 Theoretical review

2.1.1 Overview of Training

There are different ways of defining the term training. It is defined as a systematic development of the knowledge, skills and behavior required by employees to do adequately on confirmed task or job (Shaheen, Naqvi& Khan, 2013) or simply learning that is provided in order to improve performance on the present job (Amin, & Iqbal, 2013). On the other hand Elnaga and Imra (2013) define employee training as programs that provide workers with information, new skills, or professional development opportunities. It can take place in numerous ways, on the job or off the job; in the organization or outside organization. Regardless of the view, the term training draws elements of acquiring new knowledge to help manage both current and future situations.

As one of major activities of human resource management, training has for long been recognized to improve and develop employee performance (Sultana, Irum, Ahmed & Mehmood, 2012). Nassazi (2013) defines training as planned and orderly behavior through knowledge events, activities and programs that lead to the achievement of the participants, knowledge, skills and competencies and capacity levels to do their job effectively. Training increase workers 'productivity also improves the services of the worker and brings optimistic change in the organization.

2.1.2 Process of training

A business firm should have a clearly defined strategy and set of objectives that direct and drive all the decisions made especially for training decisions. Firms that plan their training process are more successful than those that do not. Most business owners want to succeed,

but do not engage in training design that promise to improve their chances of success (Mahapatro, 2010).

One of the more generally used training model used in developing training programs which can achieve these objectives of reaching broad range of learners is a training model known as the “ADDIE” training system which consist of the following five element making up the ADDIE model:

- Assess \Rightarrow Design \Rightarrow Develop \Rightarrow Implement \Rightarrow Evaluate

We can use these five planning elements in the model when in the developmental and planning stages of a new training program to develop a very effective training program, and once all of the individual phases making up the model have been implemented. The model then closes the loop in the training developmental cycle by validating the effectiveness of the training program. At the effect of training dimensions on employee performance.

2.1.3 Benefits of training

Major benefits of employee training are summarized according to Mahapatro (2010) as follows:-

1. Impact on bottom line: Successful employee training delivers improvements in employee performance which, in turn, creates a better performing business and an improved bottom line.

2. Improved quality and productivity: Training that meets both staff and employer needs can increase the quality and flexibility of a business’s services by fostering:

- Accuracy and efficiency.
- Good work safety practices.
- Great customer service.

3. The flow-on effect: The benefits of training in one area can flow through to all levels of an organization. Over time, training will boost the bottom line and reduce costs by decreasing:

- Wasted time and materials.
- Maintenance costs of machinery and equipment.
- Workplace accidents, leading to lower insurance premiums.
- Recruitment costs through the internal promotion of skilled staff.

- Absenteeism.

The benefit of this culture is a happy, innovative and successful workforce. A positive culture only comes through a respect for and an investment in employees.

4. remaining competitive: Businesses must continually change their work practices and infrastructure to stay competitive in a global market. Technology, previously the main driver of competitive advantage, is progressively taking a back seat to people. As economies become

2.1.4 Employees Performance

Performance refers to as the results or effect of individual activities within a certain period of time. Employee performance management is necessary for achieve the goals that have the organization itself. Evaluating employee productivity and efficiency is a key measure to him in the general plan of the organization. The same speed production wise is important and that cannot be complete if the employee's possible and his skill to perform are not considered. Employees' performance is directly connected to organizational efficiency and its achievement. Improved performance of each employee generates huge outcomes which mostly comprise similarity among employees, the quality of production and commitment in the workplace (Ahmed & Shahzad, 2011).

Employees' performance is basic foundation associated with an organization knowledge staff designed the best of the effectiveness of which can be analyzed during the organization's performance (Shaheen. et al., 2013). Employee is a key factor of the organization. The success of every organization depends on the employee performance. Employee performance eventually impacts the organization performance. High performance organization is the function model for organizations.

Human resources performance (employee performance) is the achievement of specific tasks up to predetermined or identified standards of accuracy, accomplishment, cost and speed (Sultana. et al., 2012). Employee performance is the results or outcomes of work done. It can be measured through the input-output relationship and its importance is reflected through its direct impact on the performance of the organization. Depending on broad literature review, more effective training programs as predictors of training effectiveness measured in terms of trainee satisfaction (Ghosh and Singh, 2012), trainee characteristics determine the trainees' entry behavior (Nikandrou,2009).

2.2 Empirical Review

2.2.1 Training and Employee Performance

The significant effect of training on employees' performance is to improve the quality and quantity of organization's production and an increase in the profitability of the organization, maintain the organization strength, reduce the cost and expenses, reduce the risk, improving the organization management's and establishment of the organization of general and global entities, also, training must be correlated to the mission and performance objective of the organization (Shaheen.et al., 2013).

In addition, the idea of training from the point of view of the employee is principally to obtain skills and knowledge to do the job and to get promotion and career advancement. Training can be defined as knowledge obtained by independent study, or both; the art of acquisition of knowledge, competencies, skills, attitudes, and thoughts retained and used; or modify of performance through experience (Tahir , Yousafzai and Hashim, 2014). In fact, there is positive relationship between training and employee performance. Organizations that are devoted to creating profits for its owners, as long as quality service to its customers and beneficiary, provide training for their employees. The more highly motivated a trainee, the more rapidly and scientifically a new skill or knowledge is obtained (Sultana. et al, 2012).

2.2.2 Induction training and Employee Performance

Induction process helps new employees to settle quickly into their job so that they soon become an efficient and productive employee (Foot and Hook, 2008).Induction process helps create a favorable image of the organization for the new employee. Induction involves introduction of a new member of staff to the culture and environment of the organization, its policies and practices and to other members of staff. However, employee induction, which is one of the main ways of introducing employees to their organization, is often the missing ingredient in most organizations. Effective orientation programmes is not only precursor to good performance but also help in retention of employees, reduces costs and enhances performance.

A study carried out in Nigeria by Odunayo (2014) sought to examine the knowledge of staffs on the meaning and benefits of induction, the main attitudes of workers towards induction to work and how induction programmers motivate staff to be committed to the organizational effectiveness. A descriptive research method was adopted using two hundred

and seventy one (271) questionnaires and administered to academic and nonacademic staff of Olabisi Onabanjo University in Nigeria. Data was analyzed using descriptive statistics. The study found out that induction significantly influences staff's attitude and behavior towards organizational effectiveness. It also revealed that a well packaged induction programme was positively influence staff attitude. Finally the study recommended that induction programmes should be reviewed and continuously improved upon from time to time to earn employees loyalty and positive attitudes towards work.

Odunayo (2014) study compares with the study by Kebenei (2014) on effects of induction programs on employee job performance in Eldoret water and Sanitation Company. The study target population was all the 215 employees. The census techniques were used where questionnaires were administered and key informants interview conducted on purposively selected respondents. The study established that induction programs is effective in that it provides a new employee with information, paints a precise picture of departments, conveys employee expectations, relieves the new employees anxieties about the job, and inspires the new employee to have a good attitude towards the organization. According to this study, induction is conducted on the job by the immediate supervisors. The current study is similar to the studies by Odunayo (2014) and Kebenei (2014) in that it seeks to establish the influence of training on employee performance. It examined the influence of induction training on performance.

2.2.3 on-Job Training and Employee Performance

On-Job Training (OJT) takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees was use when fully trained. On-job training has a general reputation as most effective for vocational work. On-job training involves new or inexperienced employees who learn through observing peers or managers performing the job and trying to imitate their behavior. The training is ad hoc or regularly scheduled and is provided by the superior officer or the subject-matter specialists to the subordinate staff. This training is generally problem oriented and may include formal presentations, informal discussion, and opportunities to try out new skills and knowledge. During the learning period, the trainee is entitled to full remuneration. Some of the commonly used methods are: coaching; mentoring; job rotation and apprenticeship.

One of the manifestations of OJT is job rotation. In job rotation, the employee is assigned to different positions and possibly different departments for pre-arranged periods of time. The employee is evaluated based on the different work experiences. The evaluation determines the employee's final job assignment. Another manifestation of OJT is coaching. In coaching,

the trainee already possesses some level of skills and knowledge at a job. The trainer acts as a coach to facilitate and guide the learning. Mentoring is another form of OJT that is very similar to coaching in that it calls for a higher level of initial skill and job knowledge (Hansson, 2008). The mentor is generally a supervisor or manager rather than a co-worker. Jagero et al (2012) carried out a study to find out the relationship between on-the-job training and employee performance in DHL and FedEx courier companies in Tanzania. The study was to examine the existing On-the-job training programs and to assess employee's performance in the courier companies. Correlation survey methodology was used and questionnaires were used as research instruments. The sample population of 150 employees was used and respondents randomly selected. 50% of the total number of employees in each company was taken. The study found that different programs of on the- job training are conducted in DHL and FedEx. The training programs are conducted according to the general need of the company or due to the normal changes that take place in the company. The level of performance is measured against well set standards and generally the key performance indicators are used. The study also found out that performance to a big extent depends on the training employees received thus there is a positive relationship between on-job training and employee performance in the two companies. The study further recommended that governments should invest more in practical education through Vocational Educational Training Authority.

2.3 Conceptual framework

Conceptual framework refers to a diagrammatical representation that depicts the relationship between a dependent variable and independent variable. Figure 2.1 which show the conceptual framework gives a clear indication of the independent variables training need analysis, training design, training duration and training evaluation (training process) and induction, on job training (training method) during training all impact on the performance of an employee and all are interrelated. The success of a training program requires critical analysis of factors in order to conclude that training has been successfully done and required skills and knowledge imparted to the recipient in pragmatic manner. The figure also indicates the variables which have impact on the dependent variable. The dependent variable is employee performance which is critical to any organization for it to achieve its goals and objectives

Independent variables

Dependent Variables

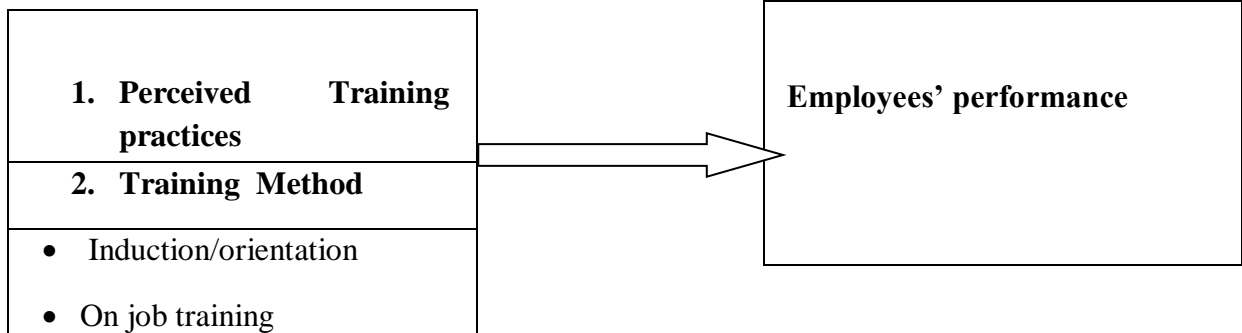


Figure 2.1 Conceptual framework

CHAPTER THREE

Research design and methodology

3.1. Research Design and Approach

This study used quantitative approaches to investigate the effect of training on employees' performance of TACON in order to make the study more reliable through triangulation. The nature of the study will be cross-sectional approach. The major purpose of this study is to find the effect of training on employees' performance of TACON Plc. Hence, descriptive survey and correlation method was conducted in this study with the assumption that it could help the researcher to reveal the employees of performance in TACON. The descriptive method is appropriate because it helps in obtaining information about existing status and level of employees' performance. It also helps to reflect the condition of the prevailing employees' performance. A descriptive study describes and interprets what is exists. It is concerned with conditions or realities that exists, opinions that are held, process that are going on, effect that are evident or trends that are developing.

And also since the purpose of the study is the effect of training on employees' performance in relations to the current situations main focus of the study is to examine current state of human behavior, Correlational research designs would be used. This design allows us to study relationships or co-variation between variables. Based on the number of independent variables in the correlation, they could be:

3.2. Population, Sampling Technique and Sample Size

As said by Okiro & Ndungu, (2013) target population is the total collection of elements about which the researcher wishes to make some inferences; a sampling of 363 employees would be taken from the 3,967 employees around 9% of the total population of TACON. The head office and around Addis Ababa project employees would selected on the basis of purposive sampling. The reason for purposive sampling is the respondents could easily accessible, their availability, as well as its being of less time consuming and inexpensive to gather the research information. Furthermore, managers and the human resources heads from the company could considered as a source of data for the study by using purposive sampling, since the information could obtained is very essential. Concerning respondent population, out of the total 3,967 employees 363 was included in the study. Therefore, the

sample size of respondents who was replied to the research study is reasonable and representative.

According to Yamane, (1967) sample size is calculated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample, N = Total population

e = (0.05) or allowance for random error

Therefore, the total sample is calculated as follows.

$$3,967/1+3,967(0.05)^2 = 3,967/10.92 = 363.27 \text{ rounded to } 363$$

So, the total sample size was took from population of 3,967 is 363 respondents.

The sample proportion of the each category of respondent is calculated as follows

$$\text{Sample proportion} = n/N, 363/3,967 = 9.15 = \text{rounded to } 9\%$$

3.3. Types of Data and method / instrument of Data collection

According to William and Griffin, (2010), there are two types of data, primary and secondary. Data could be collected from both primary and secondary sources. For primary source: Self-administered questionnaire and interview could be prepared for the respondents. The researcher used interview and Questioner types of data collection instrument. It could be incorporated both closed and open ended type of questions and comprises three parts: the first part includes demographic characteristics. The second part used employees' performance scale. Under employees performance scale, All questions of employees performance was rated using a five-point Likert scale ranging from 1 to 5 with 1 being Strongly Disagree, 2 = Disagree., 3= Neutral, 4=Agree and 5= Strongly Agree. The third part contains open ended questions that were needed brief description. Secondary data was collected from the written documents of the TACON, Available books, Publications, Research studies, Articles and Websites.

3.4. Research Ethics and instrumentation procedure

3.4.1 Reliability and Validity

Determining how rigorously the issues of reliability and validity have been addressed in a study is an essential component in the critique of research as well as influencing the decision about whether to implement of the study findings into nursing practice. In quantitative studies, rigour is determined through an evaluation of the validity and reliability of the tools or instruments utilized in the study. A good quality research study was provided evidence of

how all these factors have been addressed. This was helped to assess the validity and reliability of the research and help to decided whether or not you should apply the findings in the area of clinical practice.

3.4.1.1 Reliability

Reliability relates to the consistency of a measure. A participant completing an instrument meant to measure motivation should have approximately the same responses each time the test is completed. Although it is not possible to give an exact calculation of reliability, an estimate of reliability can be achieved through different measures. The three attributes of reliability are Homogeneity, Stability and Equivalence. Reliability ensures that the consistency of research measurement or the degree to which the questionnaires as a measure of an instrument, measures the same way each time it is used under the same condition with the same subjects. A measure is considered reliable if a research’s finding on the same test given twice is similar.

Cronbach’s alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. It was first named by Lee Cronbach in 1951, as he had intended to continue with further coefficients. The researcher will be used Cronbach Alpha test measurement instrument hence, according to Lombard (2010), Scales with a coefficient value between:

- 0.80 and 0.95: Very good reliability,
- 0.70 and 0.80: Good reliability,
- 0.60 and 0.70: Fair reliability, and
- Below 0.6: Poor reliability.

Table 3.1 Reliability test

Items	Cronbach’s	Number of Items
Training practices	0.74	9
Training methods	0.75	9
Employees Perceived performance	0.85	6

Source: own survey, 2018

The results from analysis indicated that the Cronbach’s Alpha value suggested that the internal reliability in this study was acceptable and signified to be good.

3.4.1.2 Validity

Validity is defined as the extent to which a concept is accurately measured in a quantitative study. There are three major types of validity. The first category is content validity, Construct validity and criterion validity. Orodho (2009) define validity as the accuracy and meaningfulness of inferences which are based on the research results. Validity of the research instruments are done through expert judgment by the supervisors and the researcher to ensure there is no potential biasing effect of different items on the questionnaire. It also helped ascertain the feasibility of the study techniques and perfect the questionnaires concepts and wording. The researcher developed the training questions to ensure to measure what it is supposed to measure.

The questionnaire was pre-tested with 14 employees to test the content validity of the instrument and also to check the clarity, length, word ambiguity and structure and their suggestion were incorporated before the final distribution of the questionnaire.

3.4.2 Research ethics

3.4.2.1 Confidentiality

The study was conducted by considering ethical responsibility. This includes providing information to the respondents the purpose of the study and the use of the information as well. Any individual participating in the research was treated in a confidential manner and any information provided by the participant was not used for some other unethical purposes.

Informed Consent: - Individuals participating in the research study was informed the nature of the study and they express feel free and safe to express their ideas.

3.5. Data Analysis

Respondents were asked to indicate their responses on a five point Likert scale from 'strongly disagree' to 'Strongly Agree'. To facilitate ease of analysis and interpretation, a reclassification of the five responses were undertaken to derive three categories; disagree, neutral (neither disagree nor agree) and Agree. That was (The positive responses were grouped together and the same was done with the negative ones). Furthermore, the variables were converted into a binary variable, for each subscale, if the sum of the responses of different items is below the computed mean, respondents considered as dissatisfied and coded as zero but if it was above computed mean respondents considered as satisfied and coded one.

The data was analyzed using statistical package for social science (SPSS) for windows version 20. Because all variables was categorical or coded to categorical one, descriptive statistics of frequencies, percentages, mean and standard deviation was calculated and presented with tables and pie chart. Correlation also was used to show distribution of the effect of training per overall employees' performance and multi linear regression analyses was used to examine the effect of training on employees' performance.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the data analysis and discussion of the research findings. The questionnaire and the interview guide were the data collection instruments in this study. The data analysis was made with the help of Statistical Package for Social Science (SPSS). A total of 363 copies of the questionnaire were circulated, out of which 327 (90%) were properly completed and returned, Therefore, 327 useable questionnaires were considered for the study.

The questionnaire was structured in a 5 point in close ended. A Likert scale format on the other hand, involves the use of special rating scale that asks respondents to indicate the extent to which they agree or disagree with a series of mental belief of the statements about a given subject (Strongly disagree = 1, Disagree = 2, Neutral= 3, Agree =2 ,Strongly agree = 1). The 5 point Likert scale was chosen because it facilitates robust statistical analysis.

Part 1 Questionnaire Data of Survey Respondents

4.2 Demographics Characteristics of the respondents

Under this section the researcher collected information about the general background of the respondents. The researcher collected demographic characteristics of respondents like gender, age, level of education; service year and frequency of training.

Table 4.1 Demographic Characteristics of the Respondents

Gender of the Respondents		
Respondents	Frequency	Percentage
Male	179	54.7%
Female	148	45.3%
Total	327	100%
Age of the respondents		
Below 20	2	0.61%
21-40	274	83.79%
41-60	51	15.6%
Total	327	100%
Education level of the respondents		
Secondary level	14	4.28%
Diploma Graduate	84	25.69%
Under graduate degree (BA or BSc)	217	66.36%
Post-graduate degree (Masters)	12	3.67%
Total	327	100%
Years of service in the organization		
below 1 year	24	7.34
1- 5 years	197	60.24
6-10 years	88	26.91
11-15years	15	4.60
16-20 years	2	0.61
above 20 years	1	0.3
Total	327	100%
Frequency of Training program of respondents		
Only once	52	15.90
Twice	81	24.77
Several times	163	49.85
Never	31	9.48
Total	327	100%

Source: Own survey, 2018

As per the above Table 4.1 the demographic data for gender shows that out of the 327 respondents there were 179 (54.71%) male and 148 (45.30%) female which imply that the male respondents is higher than female respondents.

It also shows the distribution of the respondents by age, accordingly, most of the respondents are between 21-40 years old with the frequency of 83.79%. Among the age bracket less than 20 years has the lowest frequency consisting 0.61%. Thus it can be said that majority of the respondent engaged in organization as employees are young aged and it is a great opportunity for the organization to perform better.

As indicated in Table 4.1, majority (66.36%) of the respondents were degree holders. 25.69% of them were Diploma graduated, 3.67% of them were holders of postgraduate holders (Masters). And 4.8 % of them were secondary level.

Regarding the working experience of the respondents with the company, about 60.24% and 26.91% of the respondents are between 1-5 years and 6-10 years are respectively. Around 7.34% of them have stayed with the company from less than one year. This information suggests that most of the respondents were well experienced and hence they can provide vital information regarding the practice and problems of training.

As shown on table 4.1 indicates that, 90.52% of the respondents have undergone training while only 9.48% of employees did not participate in training. This indicated that most of respondents have undergone training in TACON.

4.3 TRAINING PROCESS

Nine questions were raised to the respondents in order to understand the training practice of TACON. The question tries to find out how employees are selected for training, how frequently they took training and the method of facilitation of the training.

Table 4.2 Employees Response on employees perceived training practices in TACON

S. no	Items	R. rate	1	2	3	4	5	Total	MN	Sd.
1	Training Need Assessment in TACON is gathered from performance review.	Frequency	25	50	121	109	22	327	3.16	1.02
		Percent	7.65	15.3	37	33.33	6.73	100%		
2	I have received trainings as per my performance gap and need.	Frequency	21	59	98	139	10	327	3.12	0.98
		Percent	6.4	18	30	42.5	3.1	100%		
3	I have clear understanding of the Training objectives	Frequency	10	32	102	147	36	327	3.51	0.92
		Percent	3.1	9.8	31.2	45	11	100%		
4	I am satisfied with the training condition including the materials and facility of the training that the organization has established.	Frequency	13	49	89	155	21	327	3.47	1.89
		Percent	4	15	27.2	47.4	6.4	100%		
5	I feel the training enables me to improve skills, knowledge, attitude change and new capability.	Frequency	9	23	99	162	34	327	3.59	0.86
		Percent	2.8	7	30.3	49.5	10.4	100%		
6	The type of training I have taken is applicable for the job after the training	Frequency	10	30	112	146	29	327	3.56	1.85
		Percent	3.1	9.2	34.3	44.6	8.9	100%		
7	I can say that after training employees in TACON are working well with their regular activities.	Frequency	14	45	134	112	22	327	3.36	2.45
		Percent	4.3	13.8	41	34.3	6.7	100%		
8	Pre-test and Post-test are provided before and after the training.	Frequency	21	62	124	114	6	327	3.06	0.94
		Percent	6.42	19	37.9	34.9	1.8	100%		
9	Overall I am satisfied with the training programs of TACON.	Frequency	16	23	93	167	28	327	3.51	0.93
		Percent	4.9	7	28.4	51.1	8.6	100%		

Source: Own survey, 2018

Regarding the training practices of Teklebrhan Ambaye construction plc, As Table 4.2 item number 1 indicated out of the 327 respondents who answered questions, 33.33 % of respondents are agreed. About the majority respondents were 37% neither agreed nor disagreed. Around 6.73% of respondent said to strongly agreed. The other 15.7% of respondents are disagreed and the rest 7.67% of respondents are said strongly disagreed for training need assessment based on the organization performance review that the organization provides for them. These shows out of the total respondent were 33.33 % only agreed and the rest of 66.77% respondents were neutral and did not agree.

As Table 4.2 on number **2** indicates out of the 327 respondents who answered questions, 42.5% of the majority respondents said agreed, 3.1% of respondents agreed strongly, 30% of the total respondents are neutral, the rest of 18% and 6.4% are said disagreed and strongly disagreed respectively for employees trainings as per employees gap and need that the organization prepared for them.

As Table 4.2 on number **3** indicates out of the 327 respondents who answered questions, 45% of the majority respondents said agreed, 11% of respondents agreed strongly, 31.2% of the total respondents are neutral, the rest of 9.8% and 3.1% are said disagreed and strongly disagreed respectively for understanding of trainings objectives.

As Table 4.2 on number **4** indicates out of the 327 respondents who answered questions, 47.4% of the majority respondents said agreed, 6.4% of the total respondents said strongly agreed, 27.2% of respondents are neutral, the rest of 15% and 4% respondents said disagreed and strongly disagreed respectively for training condition including the materials and facility of the training that the organization has established.

As in table 4.2 item number **5** it is possible to see 59.9% of the respondents agreed with the training provided to help them for improve skills, knowledge, attitude change and new capability while only 9.8% said that they didn't agree with the question and 30.3% of the respondents remained neutral.

As in table 4.2 item number **6** it is possible to see 53.5% of the respondents agreed with the type of training I have taken is applicable for the job after the training while only 12.3% said that they didn't agree with the question and 34.3% of the respondents remained neutral.

As per the above table 4.2 item number **7** out of the total respondents, 41% of the majority respondents said neither agreed nor disagreed, 41 respondents said agreed ,but 18% of respondents said did not agreed for after training the employees in TACON are working well with their regular activities.

As shown the above table 4.2. item number **8** answers as per the respondents of , 34.9% of said agreed, 1.8% of the respondents said strongly agreed, 37.9% of the respondents majority said neither agreed nor disagreed, the rest of 19% and 6.4% the total respondents said disagreed and strongly disagreed respectively for overall the employees satisfied with the training programs of TACON.

As shown the above table 4.2. item number **9** answers as per the respondents of , 51.1% of majority said agreed, 8.6% of the respondents said strongly agreed, 28.4% of the respondents said neither agreed nor disagreed, the rest of 7% and 4.9% the total respondents

said disagreed and strongly disagreed respectively for overall the employees satisfied with the training programs of TACON.

Descriptive analysis was used to examine the perception level of the variables. To determine the perception level of these variables, the researcher computed the mean and used the middle point to separate the low, moderate and high level as mentioned by Healey (2005). Mean score is divided in three levels; low (mean = 1.00 to 2.66), moderate (mean=2.67 to 3.33) and high (mean=3.34 to 5.00). As shown table 4.2 indicates with the mean of 3.59 the majority of the employees agreed that I feel the training enables me to improve skills, knowledge, attitude change and new capability. As for the Pre-test and Post-test are provided before and after the training that the mean of 3.06 indicates that the pretest and post test is moderate provided after training.

4.4 Training Methods

4.4.1 Induction/Orientation training

Table 4.3 Employees Response on induction/orientation trainings

S. no	Items	R. rate	1	2	3	4	5	Total	MN	Sd.
1	Orientation/Induction training is well planned	Frequency	16	47	129	114	21	327	3.32	1.89
		Percent	4.89%	14.37%	39.45%	34.86%	6.42%	100%		
2	Induction/orientation training is conducted timely	Frequency	20	43	94	152	18	327	3.32	0.98
		Percent	6.12%	13.15%	28.75%	46.48%	5.5%	100%		
3	Induction introduces the employee to the organization and other staff in the organization.	Frequency	7	22	111	169	18	327	3.52	0.79
		Percent	2.14%	6.73%	33.94%	51.68%	5.51%	100%		
4	New employees are familiarized and trained about their jobs within the organization during induction.	Frequency	19	32	95	164	17	327	3.39	0.94
		Percent	5.81%	9.79%	29.05%	50.15%	5.20%	100%		

Source: Own survey, 2018

Regarding the training methods of the organization, out of the 327 respondents who answered questions, 39.45% of majority respondents neither agreed nor disagreed to orientation/induction are well planned in the organization. About 46.48 % of majority respondents agreed to Induction/orientation training is conducted timely. Around 51.68% of respondent said to Induction introduces the employee to the organization and other staff in

the organization. For new employees are familiarized and trained about their jobs within the organization during induction as per the respondent of 50.15% are said agreed.

As shown table 4.3 indicates with the mean of 3.52 the majority of the employees agreed that the induction introduces the employee to the organization and other staff in the organization. As for the induction training being planned well and Induction training is conducted timely that the mean of 3.32 indicates that the training is moderate well planned and Induction training conduct timely.

4.4.2 On Job training

Table 4.4 Employees Response on job training

S. no	Items	R. rate	1	2	3	4	5	Tot al	MN	Sd.
1	The job instructions are clear and easy to apply	Frequency	11	32	88	172	24	327	3.51	0.90
		Percent	3.4%	9.8%	26.9%	52.60	7.3%	100		
2	Job orientation training is improved my performance and productivity	Frequency	12	45	129	121	20	327	3.28	0.91
		Percent	3.7%	13.8%	39.40	37%	6.15%	100		
3	Supervisors support the use of techniques learned in training so that employees could bring back to their jobs	Frequency	10	47	98	152	20	327	3.38	0.91
		Percent	3.1%	14.4%	30%	46.5%	6.1%	100		
4	I have a good relationship with my supervisor and the training reduces lateness, absenteeism.	Frequency	6	36	96	155	34	327	3.53	0.89
		Percent	1.8%	11%	29.4%	47.4%	10.40	100		
5	The delivery method that the organization uses is convenient to get the necessary knowledge and skills.	Frequency	5	30	102	165	25	327	3.53	0.82
		Percent	1.5%	9.2%	31.20	50.5%	7.6%	100		

Source: Own survey, 2018

In the above table 4.4 it is identified that most of the respondents 59.9% of them agreed for the job instructions are clear and easy to apply in the organization. Only 13.2% of the respondents disagree with the question and 26.9% remain neutral. 37% and 6.15 of respondent said agreed and strongly agreed respectively for job orientation training is improved our performance and productivity while 17.5 % of respondents disagreed and the majority of 39.40% of respondent neither agreed nor disagreed. 46.5% and 6.1 of respondents agree and disagree for Supervisors support the use of techniques learned in training so that employees could bring back to their jobs while 17.5 disagreed and 30% of respondents said neutral.

As illustrated table 4.4 item numbers 4, 47.4% and 10.40% of respondent said agreed and strongly agreed for I have a good relationship with my supervisor and the training reduces lateness, absenteeism while 12.8% of respondents disagreed and 29.4 neither agreed nor disagreed.

Table 4.5 the last item show, the majority of 50.5% and 7.6 % of respondents said agreed and disagreed respectively for the delivery method that the organization uses is convenient to get the necessary knowledge and skills while 10.7% of respondents' disagreed and 31.20% of respondents neutral.

As shown table 4.4 indicates with the mean of 3.53 the majority of the employees agreed that I have a good relationship with my supervisor and the training reduces lateness, absenteeism and the delivery method that the organization uses is convenient to get the necessary knowledge and skills. The mean 3.28 is moderate for Job orientation training is improved my performance and productivity

4.5 Employees perceived performance

Table 4.5 Employees' response of their perception on performance

S. no	Items	R. rate	1	2	3	4	5	Total	MN	Sd.
1	I clearly know what is expected of me and how to meet these expectation	Frequenc	9	36	94	143	45	327	3.55	0.95
		Percent	2.8%	11%	28.7%	43.7%	13.8%	100%		
2	I am committed for my task.	Frequenc	7	27	87	141	65	327	3.70	0.95
		Percent	2.1%	8.3%	26.6%	43.1%	19.9%	100%		
3	I am performing at my work with greater accuracy and precisely.	Frequenc	3	17	102	164	41	327	3.68	0.79
		Percent	0.9%	5.2%	31.2%	50.2%	12.5%	100%		
4	I am completed my task effectively and efficiently.	Frequenc	1	15	100	169	42	327	3.72	0.75
		Percent	0.30%	4.6%	30.6%	51.7%	12.8%	100%		
5	I now complete my tasks within time on how to improve my performance	Frequenc	3	22	91	168	43	327	3.69	0.81
		Percent	0.92%	6.73%	27.8%	51.4%	13.2%	100%		
6	I have sufficient knowledge and skill for my task.	Frequenc	11	20	94	134	68	327	3.69	0.97
		Percent	3.4%	6.1%	28.7%	41%	20.8%	100%		

Source: Own survey, 2018

As in table 4.5 item number 1 out of the total 327 respondents, 43.7% and 13.80% of the respondents agreed and strongly agreed respectively for employees clearly known what is expected from them and how to meet this expectation while only 13.8% said that they don't agree with the question and 28.7% of the respondents remained neutral.

Table 4.5 item number 2 as per answers the majority of respondents that representing 43.1% and 19.9 are agreed and strongly agreed respectively, 26.6% of the respondents said neutral. The rest of respondents with a percentage of 8.3% and 2.1% disagreed and strongly disagree respectively for commitment their work. Hence, it can be concluded the majority of respondents (63%) have been committed their works.

As the above table 4.5 item number 3 indicated 50.2% and 12.5% of the respondents agree and strongly agree that training enable them to perform their work with great accuracy and precisely. 6.1% and 31.2% respondents disagree and took neutral side with the use of training in affecting performance accuracy respectively. The majority of respondents' 62.7.8% agreed that indicated training helps the majority of the employees in enabling them to work with great accuracy and precisely.

The above table 4.5 item number 4 indicates that majority of the respondent with 51.7% agreed that they completed their task effectively and efficiently. While only 4.9% disagreed and 30.6% were neutral. As per respondents 64.5% of the employees completed their work effectively and efficiently.

As illustrated table 4.5 item number 5 out of 327 respondents, 51.38% and 13.15% of respondents said agreed and strongly agreed respectively for they now complete their tasks within time on how to improve my performance while only 7.65% disagreed and 27.83% neutral. Item number 6 also 41% and 20.8% of respondents said agreed and strongly agreed respectively that they have knowledge and skill for my task while 9.5 % of respondents said disagreed and 20.8% neither agreed nor disagreed. This implies majority of the respondents agreed their sufficient knowledge and skill for their task.

As shown table 4.5 indicates with the mean of 3.72 and 3.70 the majority of the employees agreed that I am completed my task effectively and efficiently and I am committed for my task. The rest all items can be said employees performance have well mean average. The rest of all items mean also high.

4.6 Correlation Analysis

Pearson's correlation was used to associate the independent variables (Training practices, Induction/Orientation and on job training). Pearson Correlations are perhaps the most basic

and most useful measure of association between two or more variables (Marczyk and Dematteo, 2005). Pearson correlation analysis was used in this paper to provide evidence of construct validity. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0).

Table-4.6 Correlation Analysis of Training and employees performance

		Training practices	Induction/orientation	On Job	Employees Performance
Training process	Pearson Correlation	1	0.521**	0.469**	0.399**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	327	327	327	327
Induction/orientation	Pearson Correlation	0.521**	1	0.592**	0.379**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	327	327	327	327
On Job	Pearson Correlation	0.469**	0.592**	1	0.448**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	327	327	327	327
Employees Performance	Pearson Correlation	0.399**	0.379**	0.448**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	327	327	327	327

Source: Own survey, 2018

According to table 4.6 the independent variable Training practices is significantly correlated with induction ($r=0.521$) and on job training ($r=0.469$) at a moderate level. It is also significantly correlated with the dependent variable (employee performance) at a moderate level i.e. $r= 0.399$.

Inductions training significantly correlate with training practices and on Job training with a moderate level of 0.521 and 0.592 respectively. It is moderately correlated with the dependent variable (0.379) significant at $p<0.01$.

The independent variable on job training is significantly correlated with training practice ($r=0.469$) and induction ($r=0.592$) at a moderate level. It is also significantly correlated with the dependent variable (employee performance) at a moderate level i.e. $r= 0.448$.

4.7. Multiple Linear Regression Analysis

Regression is the determination of a statistical relationship between two or more variables. Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the values of dependent variable, given the values of the independent variable. (Kothari, 2004) And as to this case the independent variable is perceived Training practices, induction/orientation, On Job training and the dependent variable is employees' performance.

According to table 4.7, 38.7% of the variation in employees' performance in the organization is explained by employee training. The model also indicates that, the remaining 61.3% of the variance can be explained by other variables out of this model and indicates that further research is needed to identify the additional factors that influence the level of employees' performance. The F-ratio, which explain whether the results of the regression model could have occurred by chance, has a value of 35.68 and is significant at 0.000. Large F value and a small significance level indicate that the results probably are not due to random chance. Therefore, it is possible to say that the regression model is adopted in considered of significant.

Regression coefficient results in Table 4.7 depict that training contributes significantly ($p=0.00$, $\alpha=0.05$) to the employees performance thus an increase in employees performance by 1 units leads to an increase of 0.58 units use of training.

The researcher multi linear regression model was in the form of:

$$Y = \beta_0 + \beta_1 X + \beta_2 X + \beta_3 X + e \text{ Where;}$$

B_0 = which is the value of the employee performance when the value of training is equal to zero; B is the regression coefficients which measures the change induced by X on Y . X =Training; Y =Employees Performance and e =error term. From the results, the multi linear regression model can know be written as; Y (employees performance) = $8.01+0.60X$ Where 0.58 represent β . Since $B \neq 0 \neq 0.60$, the study rejected the null hypotheses and concludes that there is a significant and positive relationship between training on employees' performance. The study findings that found out that training contribute positively to employees' performance.

As shown table 4.7 each Beta coefficients of independent variable, On Job with a ($\beta=0.291$) and Training practices with a ($\beta=0.212$) appear to play an important role in influencing workers for a better performance level. The induction/Orientation with a ($\beta=0.0926$) that do not have a significant impact on employees performance.

Table 4.7 Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.622 ^a	0.387	0.352	3.08

a. Predictors: (Constant), On Job, Training practices, Induction/Orientation

ANOVA^a

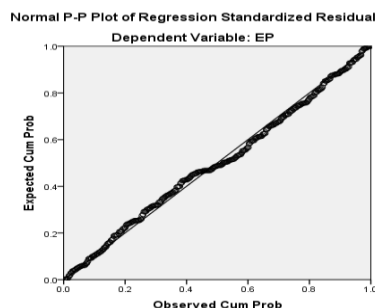
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1187.906	3	395.969	35.668	.000 ^b
	Residual	3585.770	323	11.101		
	Total	4773.677	326			

a. Dependent Variable: Employees perceived performance

4.7.1 Assumption of multi linear regression model

Normality Assumption (www.statsticsolution.com)

Assumption of normality means that you should make sure your data roughly fits a bell curve shape before certain statistical or regression.



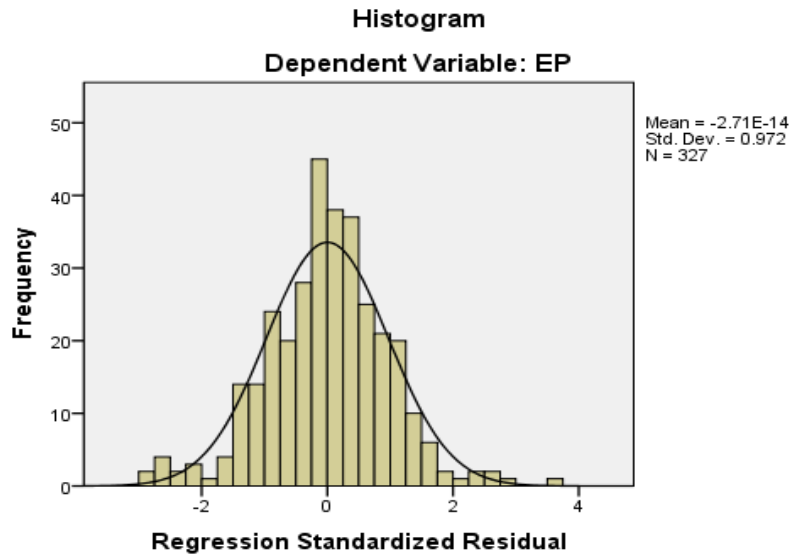


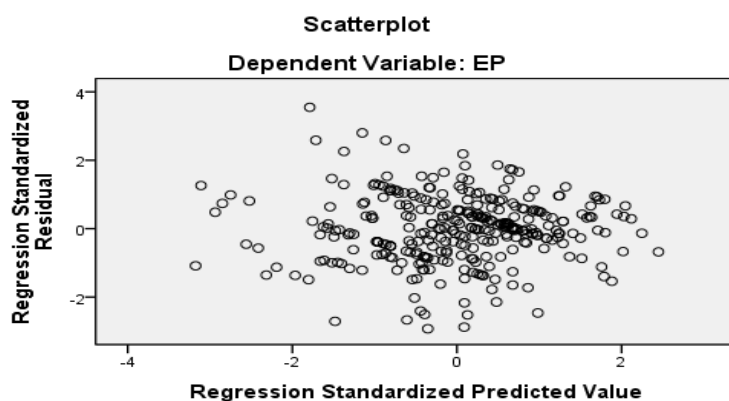
Figure 4.1 normality Assumption

The above figure 4.1 illustrated A normal P-P plot dot is general follows the diagonal line and the data fits a bell curve shape therefore the data is normally distributed , normally assumption is met and the data is reliable.

Homoscedasticity Assumption (constant Variance)

For each value of predictors the variance of the error term should be constant. If a sequence of random variables has same variables then the sequence of random variables posse homoscedasticity. In other words if the error term has the same value despite of value taken by the independent variables then it is known as homoscedasticity. It can also be referred to as homogeneity of variance.

This assumption states that the variances of error terms are similar across the values of the independent variables. A plot of standardized residual versus predicted values can be show whether points are equally distributed across all values of the independent variables.



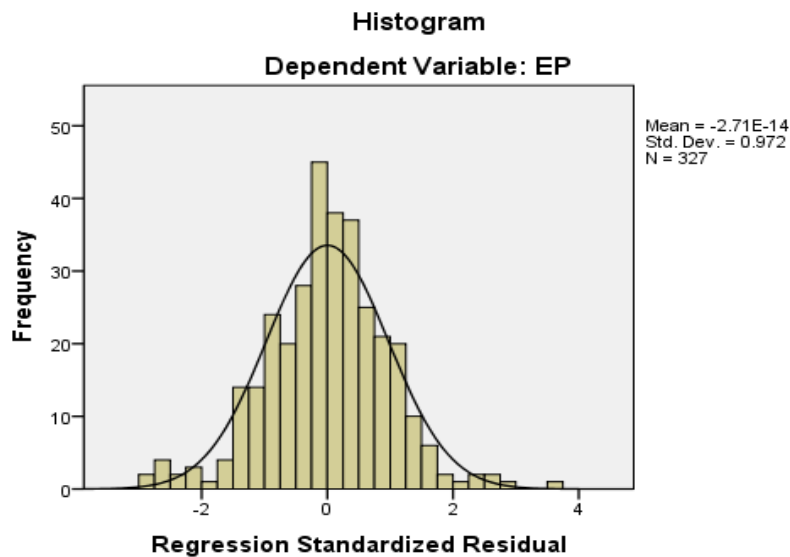


Figure 4.2 Homoscedasticity Assumption

The above figure 4.2 shows the homoscedasticity for each value of predictor variance of the error term is constant Or Equally distributed above and below zero on x axis, and to the left and right of zero on the y axis. therefore the homoscedasticity assumption met with multi regression regression model.

Multi Colinearity Diagnostics

Correlation matrix

When computing a matrix of Pearson's bivariate correlations among all independents variables, the magnitude of the correlation coefficients should be less than 0.80. a state of very high inter correlations or inter-associations among independents variables .it is therefore a type of disturbance in the data and if present in the data the statistics inferences made about the data may not be reliable. Predictors must not be highly correlated.

Table 4.8 correlation between independents variable with independents variables

		Training practices	Induction/orientatio	On Job
Perceived Training process	Pearson Correlation	1	0.521**	0.469**
	Sig. (2-tailed)		0.000	0.000
	N	327	327	327
Induction/orienta tion	Pearson Correlation	0.521**	1	0.592**
	Sig. (2-tailed)	0.000		0.000
	N	327	327	327
On Job	Pearson Correlation	0.469**	0.592**	1
	Sig. (2-tailed)	0.000	0.000	
	N	327	327	327

The above Table 4.8 correlation the independent variables is not a state of very high inter correlations or inter-associations among independents variables or the magnitude is less than 8 therefore the multicollinearty Assumption is met with multi regression model.

Part 2 Interview Data of survey Respondents

4.8 Interview Data

We were notified to be interviewed with regarding to the issue of “the effect of training on employees performance”, the researcher could interview 1 training center managers and 1 senior training expert .the researcher has collected the data needed by interviewing as follow.

1. Briefly describe the training policy and procedures in TACON?

The training policy sets out the company’s commitment to the current and future development of staff skills, expertise and ability in support of the different departments, the units and the job and career related aspirations of individual members of staff in particular. TACON recognizes that effective staff development is not only vital to meet future goals and ambitions but also makes an essential contribution to the development of a responsive, staff supportive and well managed institution. TACON invests on training that helps to meet its goals of providing a quality service, increase rate of productivity and gaining reasonable profits which are achieved by increasing the knowledge and skills and competencies of its staff.

The overall objective of the training policy and procedure document is to guide the training and development program of TACON Training and Development Center with comprehensive principles to effectively operate the training activities.

2. Does the organization have strategic plan? If yes, to what extent your organization integrates its training plan with the organization’s strategic plan?

Yes, TACON has training plan. It is indicated in the goals and mission of the company. Regarding Training it is indicated in the goals and missions of the company under Learning and Growth pillar. For example, Basic construction works, Work and professional ethics trainings provided for newly recruited university graduates before assigning in Engineering, Finance and Management job positions.

3. What type of methods the organization use to train their employees?

In TACON various training methods have been used to train its employees.

- **On the job training:** In this case, the training has been given on work place or project sites. Coaching and demonstration will be given while the employees are carrying out their specific jobs. It needs close and careful observation of employees to give comments and corrections on their work procedures and performances.
- **Coaching:** For engineering trainings Such as MS – Project, the trainer has provided coaching for those trained office engineers in order to internalize well and easily implement in the day to day planning and reporting of company works.

4. What are the main problems your organization has faced in conducting training? Problems/Challenges facing the company to conduct a training Program and Measures taken to tackle the problem or challenges

- **Financial constraints of the company:** Not only training but also project progress has been affected by shortage of hard currency/cash flow problem for purchasing construction materials to supply for project as per their request and for covering direct and indirect costs of the company.
- **Crash programs of the company:** Training sessions repeatedly transfer due to urgency of project works as a result training participants were unable to take the proposed training topics on the scheduled date.
- **Less Attention & Consideration:** Most Sector heads and Department managers of the company have low consideration and emphasis for training of employees. There are limitation on identification of professional gaps of employees, sending lists of training participants on time, follow up and measuring performances of trained employees which is required by the center as feedbacks/data for training evaluation or impact assessment study.

Actions taken by the Training Center to alleviate the above problems

- Some training has been given by internal resource persons/trainers at a lower reasonable payment.
- Training programs scheduled on half day basis and on appropriate time i.e. weekends or evening after working hours.
- Discussion forum organized and conducted with top management bodies and concerned stakeholders to create awareness and attention to importance of training.
- The center directly contact and recruit external trainers for delivering training at a reasonable training payment rate rather than dealing with training and consultancy firms which affords high training payment.

- The center searched and invited Government and Private Training and Consultancy firms that can provide trainings voluntarily with no payment or with low training payment.

5. Does training have an effect on employees' performance? Do you indicate the measurement of the effect of training on employee performance?

Of course, training has positive impacts on improvement of knowledge, skill and behavior of employees. It increases work efficiency and productivity of the company. Trained employees are effective on resource utilization, reducing reworks or errors and maintaining deadlines of assignments and work standards.

The training was helpful to carry out day to day activities of the respective employee in particular and the company in general. **Examples**, MS – Project, Primavera, Design software and Auto CAD for engineering staffs, Peachtree accounting for accountants and auditors.

The center conducted Training Impact assessment study to measure and find out effects of training on employees performance and on improving work flow and productivity of the company. Findings of the assessment largely showed that the given trainings were useful to fill the gaps of employees and significant changes and improvements have been observed on attitude and performance of employees. In some cases due to lack of facilities and infrastructures, application of the training was not practiced/used at work place or day to day tasks.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter present summarizes finding and results that have emerged from the data analysis presented in Chapter four. The study focus was to examine the effect of Training on Employee Performance in the case of Teklebrhan Amabye construction plc. The chapter also presents the recommendations of the study with the conclusion giving areas for further study.

5.2. Summary of findings

As per the findings presented in the previous chapter, the following summary is made:-

First of all it is better to see the summary of demographic part of the respondents. Majority of the respondents are between the age of 21 and 40 which accounts for 83.79% this shows the company has young work force distribution. Among the total sample taken 54.7% are male, 66.36% have first degree, 60.24 % of them served the organization 1-5 years, and 49.85 % of them are trained several times from organization. The result indicates that proportion of males over female respondents is high, and employees of the organization are comparatively well educated. In addition the organization 90.52% of the respondents have undergone training. That implies organization tried to upgrade employees' performance by giving trainings.

The Training practices such as training need assessment, training program and pre-test and post-test are properly well done as per majority of respondents and the training effect on employees perceived performance such as satisfied training condition including material and facility of training; improve skills, knowledge, attitude and as well as the respondents are working well with their regular activities after training. In general the training practices and the effect of training on employees' perceived performance are well addressed to majority of respondents..

The study shows Induction training that well planned, conducted timely and creates an excellent opportunity for newcomers to learn the norms, values of the company and also their jobs as per major respondents of the sample population.

Pearson's correlation of the independent variables such as Training practices, Inductions training and on job training are significantly correlated with each other at a high level and also significantly correlated with the dependent variable (employees' performance) at a moderate level.

According to table 4.7, 38.7% of the variation in employees' performance in the organization is explained by employee training. The model also indicates that, the remaining 61.3% of the variance can be explained by other variables out of this model.

From the results, the multi linear regression model can now be written as; Y (employees performance) = $8.01 + 0.60X$ Where 0.60 represent β . Since $\beta \neq 0$, the study rejected the null hypotheses and concludes that there is a significant and positive relationship between training on employees' performance. The study findings that found out that training contribute positively to employees' performance.

The assumption of multi linear regression normality, The data is normally distributed, at Homoscedasticity assumption, the variance of the error terms are similarly across the value of the independent variables and Multicollinearity, the independent variables are not high correlated with each other.

5.3 Conclusion

This paper has discussed the effect of training on employee performance in the case of Tekleberhan Ambaye construction plc. It assumes that training and employee performance have a significant relationship. Based on the responses of the sample population as well as interpretations and findings discussed above, the researcher represents the following conclusions.

In Teklebrhan Ambaye construction, training helps employees to be improving skills, knowledge, attitude change and new capability, applicable for the job after the training and working well with their regular activities. The perception of the employees towards the effect of the training on their performance shows, there is improvement in the level of knowledge/skill, managing time, completed task effectively and efficiently, committed for task. Prioritizing expectation of works and met expectation.

The training method can concluded that the training well planned, induction conducted timely and creates an excellent opportunity for newcomers to learn the norms, values of the company, job instructions are clear and easy to apply and training method reduces lateness, absenteeism as per major respondents of the sample population.

The finding from Pearson Correlation was used to show the correlation between the independent variable and dependent variable. The independent variable such as perceived training practice, induction/Orientation and on job trainings are significantly correlated with the dependent variable (employee perceived performance) at a moderate level.

38.7% of the variation in employees' performance in the organization is explained by employee training. The model also indicates that, the remaining 61.3% of the variance can be explained by other variables out of this model. Because of this regression analysis showed that there is a strong effect of Training on Employee perceived Performance in Teklebrhan Ambaye construction plc.

The assumption of multi linear regression at normality, The data is Normally distributed, Homoscedasticity, the variance of the error terms are similarly across the value of the independents variables and Multicollineaty , the independent variables are not high correlated with each other. Therefore, the multi linear regression model meets the basic assumption of normality, Homoscedasticity and Multicollineaty.

As shown in the finding of Beta coefficients of independent variable, On Job and Training practices with appear to play an important role in influencing workers for a better performance level however induction/Orientation ($\beta=0.096$) that do not have a significant impact on employees performance.

Finally, from the research conducted, we can concluded that the correlation analysis result showed that training is positively and significantly correlated with employee performance, Employees are satisfied with the training provided to them and the hypothesized statement is true and acceptable.

5.4 Recommendation

Based on the findings and conclusions the researcher recommends to organization as follow.

The perceived training practice at the organization should be kept under constant review. It is important to identify the effectiveness of the training practice of the company. It help the organization to known the employees performance problem or gap, improving of employees skill ,knowledge and attitudes, the type of training is applicable for job after training and employees satisfied the overall training programmes of TACON.

The majority of employees took training several times. Training should be conducted on continues bases for employees of the organization so as to make them competent and contribute a lot on refreshing employees profession, filling gaps, creating a chance to know new technology , working systems and inspire employees to accomplish their jobs keeping standards and submitting assignments on time with minimizing reworks and errors.

The overall result showed that proposed hypotheses tested were accepted. Employers of labor and decision makers should try to create enabling training environment and favorable training policies that will give every worker opportunity to attend training. Management should also take into consideration the training need of each workers and act as appropriate.

5.5. Other Researches

The aim of this study was to find out the effect of training on employee performance. The study only focused on perceived Training practices/process, orientation/induction and on job training. It did not include all the possible training types under both on-the-job and off-the-job training; therefore, there is a scope for other researchers to study the other types of trainings and their effects on performance on the same or different sectors.

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APPENDICES

APPENDIX-1 Questioners
ST. MARY’S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM

Questionnaire for Employees’ of Tekleberhan Ambaye Construction P.L.C (TACON)

This questionnaire is designed to obtain information for a research entitled- **“the effect of Training on employees’ performance: the case of Tekleberhan Ambaye Construction P.L.C.”** The research is conducted solely for academic purpose; hence the confidentiality of your information will be kept strictly. To this effect, I request your kind cooperation in filling this questionnaire which may not take more than 10 minutes. Thank you in advance for your corporation.

N.B:

1. You don’t need to write your name.
2. TACON Represents Tekleberhan Ambaye Construction P.L.C

SECTION: A

BASIC DEMOGRAPHIC DATA (PLEASE PUT “√” INSIDE THE BOX OF YOUR CHOICE)

1. Gender

A) Male B) Female

2. In which age group are you?

A) Below 20 B) 21-40 C) 41-60 D) 60 & above

3. What is your current Educational Qualification?

A) Primary level B) Secondary level C) Diploma D)

E) Mast F) Ph E) Other (Specify) _____

4. Service years in the company?

- A) Below 1 B) 1 -5 C) 6-10 D) 11-15
 E) 16-20 F) above 20

5. What is the frequency of Training program you participated?

- A) Only once B) Twice C) Several times D) Never

SECTION B. QUESTIONS RELATED TO THE TRAINING PRACTICES AND METHOD OF TACON PLC

The following items are meant to assess your perception about the effectiveness of training Practices and method being offered at TACON at different times. Please rate your feeling about each item (statement) as follows: **1= strongly Disagree; 2. =Disagree; 3=Neutral; 4 =Agree; 5= strongly Agree**

TRAINING PRACTICES/PROCESS						
S/N	Items	1	2	3	4	5
1	Training Need Assessment in TACON is gathered from performance review.					
2	I have received trainings as per my performance gap and need.					
3	I have clear understanding of the Training objectives					
4	I am satisfied with the training condition including the materials and facility of the training that the organization has established.					
5	I feel the training enables me to improve skills, knowledge, attitude change and new capability.					
6	The type of training I have taken is applicable for the job after the training					
7	I can say that after training employees in TACON are working well with their regular activities.					
8	Pre-test and Post-test are provided before and after the training.					
9	Overall I am satisfied with the training programs of TACON.					
	TRAINING METHODS					
	I. Induction/Orientation training					
10	Orientation/Induction training is well planned					

11	Induction/orientation training is conducted timely					
12	Induction introduces the employee to the organization and other staff in the organization.					
13	New employees are familiarized and trained about their jobs within the organization during induction.					
	II. On job training					
14	The job instructions are clear and easy to apply					
15	Job orientation training is improved my performance and productivity					
16	Supervisors support the use of techniques learned in training so that employees could bring back to their jobs					
17	I have a good relationship with my supervisor and the training reduces lateness, absenteeism.					
18	The delivery method that the organization uses is convenient to get the necessary knowledge and skills.					

SECTION C QUESTIONS RELATED EMPLOYEES PERCEIVED PERFORMANCE

The following items are meant to assess your perception about Employees performance. Please rate your feeling about each item (statement) as follows: **1= strongly Disagree; 2.=Disagree; 3=Neutral; 4 =Agree; 5=strongly Agree**

S/N	Items	1	2	3	4	5
1	I clearly know what is expected of me and how to meet these expectation					
2	I am committed for my task.					
3	I am performing at my work with greater accuracy and precisely.					
4	I am completed my task effectively and efficiently.					
5	I now complete my tasks within time on how to improve my performance					
6	I have sufficient knowledge and skill for my task.					

APPENDIX-2 Interview

Interview Questions

This interview schedule guide has been designed to ask for information for purely academic purposes. The interview is prepared for TACON Training experts, Deputy Chief Executive Officer of Development sector, and Manager of Center of excellence Department. The result of this interview will be used to supplement the data gathered from the questionnaire in the analysis.

1. Briefly describe the training policy and procedures in TACON? -----

2. Does the organization have strategic plan? If yes, to what extent your organization integrates its training plan with the organization's strategic plan? -----

3. What type of methods the organization use to train their employees? -----

4. What are the main problems your organization has faced in conducting training? -----

5. Does training have an effect on employees' performance? Do you indicate the measurement of the effect of training on employee performance?-----

THANK YOU!