



ST MARY'S UNIVERISTY

SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSSNESS

**EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE: THE CASE OF
ADDIS KETEMA SUB- CITY HEALTH CENTERS**

BY

MENGISTU KIBEBETSEHAY BELAY

SGS/0217/2009A

MAY, 2019

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES, IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

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DEDICATION

Dedicated to my wife HAGERITU BAYE.

DECLARATION

I, the under signed, declare that this thesis is my original work, prepared under the guidance of Goitom Abraham (Assistant Professor). All sources of materials used while working on this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any type of degree.

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ENDORSEMENT

This thesis has been submitted to St, Mary's University, and School of Graduate Studies for examination with my approval as a University advisor.

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May 2019

ACKNOWLEDGMENTS

I would like to express my special appreciation and heartfelt thanks to my advisor, Goitom Abraham /Asst Professor/, for availing his precious time, for his responsiveness and for his invaluable mentorship. I would also like to acknowledge all the health centers that have participated in this assessment and to the staffs who participated in completing of questionnaires and who availed themselves for the interview sessions.

I would also like to take this opportunity to express my gratitude to all those who have supported me, with their guidance, constructive criticism and encouragement during this research work. Especial thanks also goes to Sr Meaza Tinker who supported me in the process of data collection.

Mengistu kibebetsehay

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List of Acrimony's

- HR-Human Resource
- SKA: Skill Knowledge Attitude
- SPSS- statistical package for social science
- ANOVA – Analysis of variance

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ABSTRACT

The main objective of this research was to assess effectiveness Addis ketema Health Centers human resource training programs. Descriptive study design was employed to answer the research questions. The developed questionnaires were distributed involving 276 employees and 15 team leaders. Simple random sampling technique was used to select the respondents in which 286 responded properly. A total of 11 top management including a medical director were interviewed and documents were analyzed. The responses obtained were tabulated, analyzed and interpreted using frequency count and percentage. In order to

assesses the effect of training on employee's performance in the targeted Addis Ketema Sub-city Health Centers the researcher sought to find out; the linkage between human resource training plans and the core strategic plans, how often training programs are organized, observe whether training programs conducted have contribute in improving employee's performance, and assesses to what extent employees are satisfied with the training programs provided. Hence, the study found out that the integration between training plans and organization strategic plan was rated as moderate , there was lack conducting training needs assessment particularly at individual level , training program evaluation and conducting training program in an organized manner, there was weak deficiency was observed in straining program evaluation , the training provided was not adequately increasing employees performance and employees satisfaction with training program they attend was a poor. Accordingly, the organization is advice to make sure that human resource training plan are linked with the overall strategic plan. So that the employees can significantly contribute for the achievement of organization goal .it also recommended that training programs be organized based on training need assessment results and their effectiveness be evaluated. so that the corrective measures cab be taken as need be. Moreover, the researcher recommends that training program be attached to rewards such as promotion, employees can be motivated and their performance be improved.

Key words: Training, Employee performance

CHAPTER ONE

INTRODUCTION

1.1Backgroundof the Study

Human capital is the collective value of the capabilities, knowledge; skill, life experience and motivation of an organization workforce. (Mathis; Jackson, 2010). It is very important for the organization development. Moreover, it isn't ignoring the evidence on growth of knowledge in business corporate world in the last decade. This growth has not only been brought about by improvement in technology nor a combination of factors of production but increased effort towards development of the organizational human resource. It is, therefore, in every organization responsibility to enhance the job performance of the employee. (Amidah Nazis2013).

Human resource management considered as a strategic partner of other functional areas of

business organization namely marketing finance; production purchasing management; information system; administration (Eric 2012). The human resource of any organization is expected to bring about the competitive difference; Since the success or the failure of an organization is dependent on quality of this resource as well as its orientation. This is based on the notion that Human resource is the competitive advantage in business organization; However, the innate quality, innovative knowledge abilities and skill of the human resource cannot easily be copied (Amidah Nazis2013).

Training is defined as the organized activity aimed at imparting information and instruction to improve the recipient's performance or to help him or her attain a required level of knowledge or skill (Rajeswari and palanichamy 2014). It is the process of increasing the knowledge and skill for job and it is also an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirement and present competence of an employee. Its aim to improving the behavior and performance of a person and also it is never ending or continuances process.

The success of any business depends on quality of its human capital and while it is recognized that training plays an important role. Though some literature argued training is often criticised being too expensive, not transferring to the job, and not improving the bottom line (Alice KasauSila2014). It enhances organization competitiveness & the survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive, who will invariably enhance performance and increases competitive advantage. (OFallonOsibanjo

Moreover, training has the district role in the achievement of an organization goals by incorporating the interest of organization and workforce: (Raja; Furaqan; Mahumand 2011). Now days training is the most important factors in the business world because training increases the efficiency and effectiveness of both employee and organization. The employee who have more on jobs experience have better performance because there is an increases in both the skill and competencies because of more on job experience (Raja; Furaqan; Mahumand 2011). Employee performance also depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Amisano2012). This shows that employee performance is important for the performance of the organization and training is beneficial for the employee to improve its performance as well to Organization performance.

Employee job Satisfaction can become a part of employee job retention and thus it requires

specialized trainers to help them realize their potential and get motivated and remain more satisfied. Besides, the skill through training leads to job satisfaction hence, training should be more focused in future in order to achieve higher [level of satisfaction](#).

Addis Ketema Health Centers got technical and financial support from the health office it is the most difficult that to meet without the skilled and knowledgeable professional. The health centers provide the regular based training for its employee in the health centers and outside the health center with collaboration of the partner's and the health beuro as well. The purpose of this study to assesses how and in what condition that the employee in selected six heath centers of the sub city have been offered training to their employee. Largely this study is examining the effect of training endeavors of the health centers on their employee performance.

1.2.Methods of training

As training is very essential to employee performance and the organization performance in order to accomplish their work that the methods has a lot of impact on effectiveness of training here some of methods training and the popular training methods (Robert Tl smith2010)

1.2.1 Instructor led classroom training

Class room style training is the most traditional and widely used training methods. This method tries to copy other educational environmental like a collage course. it has been around for long time and for good reason it come with plenty of benefit namely classroom style training allows for personal interaction.

1.2.2.Interactive methods

This training methods takes classroom style lecture to new level by adding interactive and group actives to the training experience. Popular interactive methods include small group discussion case study review role playing quizzes and demonstration.

1.2.3.**Hands on training skips** the conceptual and dives right into the practical, allowing trainee to quickly get their hands on whatever they are learning. this approach is widely preferred by employee. on top of being well received by trainees, hands on learning also has several other advantages.

1.2.4.Computerbased e-learning

Computer based training encompass any type of training that take place on computer, while e-learning training is especially training that hosted on line via a website or web app.

1.2.5Video training

Over the past few years' video has emerged as game changing media both external use (like marketing and sale) and internal use like training

1.2.6**Coaching and mentoring** Training does not always have to come from a curriculum sometimes the best learning opportunity happen in human interaction. consider implementing a coaching or mentoring program to supplement your more structured employee

1.3.Statement of the problem

Training enhance skill; knowledge attitude competences and ultimately worker's performance and productivity in organization (COLE, 2002.) Many organizations in Ethiopia engage in training of its staff and also have department, units and sectors that covers training. Addis ketema health centers are those like other organization that practice training. The office has been allocated budget for training activities annually to increase the capacity of its employee in the respective health centers to accomplish their strategic goals effectively.

Although increasing budget allocation to the training program has been made and short term training program has been conducted for several years, the effect of training on employee performance has not been effectively evaluated. In addition to this, training program in many organizations are sometimes unplanned, unsystematic, and also it isn't the key to increase the organization productivity. Sometimes at the level of implementing training program, the training program had taken to be just as routine, because it has unspecific objective or possible to achieve the objective (ShanazTaha ,2016). So, it doesn't increase the employee knowledge skill and ability in performing their job (ShanazTaha ,2016). The health centers have been conducting training program without properly evaluating the effectiveness of return from training investment and cost benefit analysis in terms of training effects on employee performance. The desgine and delivery of training study not well adreesed A positive link between training and employee performance demonstrating benefits training brings for employee along with the firm by impacting employee performance through the enhancement of employee competencies and behaviors (Amir Elnaga and Amen Imran 2013).

According to Guest (2013) training program as one of the vital human resource management positively affect the quality of the workers' knowledge skill capability and thus results in higher employee performance. This relation ultimately contributes to supreme organization performance. However, the link between training and employee performance in case of Addis Ketema Heath centers is not well studied.

Therefore, the purpose of this research is to examine the effect of training on employee job performance Addis Ketema Heath centers collecting data from both primary resource and secondary source and involving the pertinent body to provide reliable information.

1.4. Basic Research Question

1. How are training program practice at Addis Ketema Sub City Health Centers?
2. What is the effect of the training practice on employee's performance?
3. To what extent are employees satisfied with the training programs organized by the Health Centers?

1.5. Objective of the study

1.5.1. General objective; -

The overall objective of this study is to examine the effect of the training practice on employee's performance in Addis Ketema Sub-city Health centers.

1.5.2. Specific Objectives

The study attempts to meet the following specific objectives:

1. To analyze how the training program and practice at Addis Ketema Sub City Health Centers look like?
2. To examine the effect of training practice on employee's performance
3. To explore to what extent employee are satisfied with the training program organized by the Health Centers.

1.5. Definition of Term

Training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful. (Richakhunteta, SurhimMathus2011).

Training Need assessment (TNA)- TNA is the process of evaluating the organization, individual employees, and an employee tasks to determine what kinds of training, if any, are necessary. (Noe,HollenBeck, Gerhart, and Wright, 2008)

Training Design- is a process of developing a plan of instruction for each training program to be offered to meet training objective. (Goldstein and Ford, 2007)

Training Delivery (Implementation)- is a multitude of methods of training that is used to train employees. (Decenzo& Robbins, 2010)

Training Evaluation-is a way to evaluate the effectiveness of a training program based on cognitive, skill-Based, affective and result outcomes (Noe,HollenBeck, Gerhart, & Wright, 2008)

Employee performance: -is defined as the outcome or contribution of employees to make them attain goals. (Herbert, John & Lee 2000) cited by (Nassazi, 2013).

1.6. Significance of the Study

This study may help and serve as source of information for further study that would be made on related topics. Besides it will provide time being information to the organization about the effect of its staff training program on their performance. In turn, the management may use the finding to grasp the role of the trainings on its employee performance and determine the areas where improvements through training can be done. Hence, the management of the institution could use the finding of this study in designing training program depending on mission and needs of its staffs. In addition to this, it would help to gain deep knowledge in the areas and it may be use as ground for further study.

1.7. Scope of the Study

This research focused on the effect of training programs upon employee performance in Addis Ketema health office in health centers. The six selected health center is serving more than 196,109 populations. All the health centers have almost similar tasks and departments. It would give substantial result; all the health centers employees were addressed in the study. But due to time, information and budget constraint the study has limited to 291 employees in six selected the health centers from more than 1200 employees. It was limited to data /information that has obtained from the systematically selected employee from selected health centers. Time, resource, in the study area are most constraint in the study that limited the scope of the above health centers. The data collection tools used were questionnaires' for employee and interview were for the top manager. The data analysis used by descriptive statistic, the variable addressed are training as independent variable and employee performance as of dependent variable. A Furthermore, this study is a cross-sectional study in which data was collected at one point in time

1.8 Limitation of the study

This study was not totally free of limitation. Accordingly, apart from the various minor problems the researcher encountered when conducting this research, there are some problems which worth mentioned here. Lack of awareness among the respondents to fill out questionnaires with due care and return them on time and lack of willingness to fill questionnaires were some of the limitation that the study faced while collecting the data from the responden

1.9 Organization of the study

The study is organized into five chapters. Chapter one introduced the study by giving the background information, the research problem, objectives, and significance of the study. Chapter two deals with the review of relevant literature related to the research problem. Chapter three discusses the research methodology adopted for the study and relevant justifications. It outlines the methodology for carrying out the secondary and primary data collections.

Chapter four present the findings on the effect of training on employee performance due to training in Addis Kteman Health centers. It also lay out the researcher analysis on the trainer responses to the effect of such training on its employees in terms of performance. Chapter five presents the summery and conclusions that will draw from the research findings and recommendations of the researcher to enhance organizational effectiveness through training, and to ensure a stable and committed human resource in the Addis Kteman Health centers

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.Theoretical Literature

2.1.1. Overview of training

Training is one of the human resource practices and it is about managing and empowering people, the vital assets of any firm. Therefore, understanding human resource practice among them training enable managers to help employee perform better in work and keep them motivated. this in turn will strengthen individual and other people and further the organization ability to meet its goals according to performance objective and standards despite internal and external challenge to the organization (Ngang, Weru, A and Sakaw 2013)

There a lot to say about the importance of training for organization as well the individual impact; training is used to make the employee skill knowledge; attitude to be advanced so they can work more effectively must and efficiently in any organization that help them in satisfaction of their jobs; due to which they keep themselves loyal and retained in their organization that leads to improve performance of their organizations.

Furthermore, in order to increases employee performance and to fulfil their job satisfaction and job performance; continuous learning require employee understanding the entire work system including the relationship among their job; their work unit and the company; the organization should take an active role in identification training needs and help to ensure that employee use training in their work. Companies must not lose money on training by poorly designing it because it is not linked to performance problem and also its outcome are not properly evaluated (Elizabeth M, Christopher Larry E smith2007.)

Training is considered as one of main possible solution to improve performance systematic approach to affecting individual knowledge, skill and attitude in order to improve individual, team, and organization effectiveness (Aguinis and Kraiger 2013). Every organization should have developed the skill knowledge capacity of its employee through training get productive by its own human resource planning; it is the process of enshrining that the organization has the

right kinds of people in the right time at the right place and it is equal important for the new strategic initiative. (Charles Will and Steven 2005).

As of today, in the fastest and the competitive global economy the relationship between the organization and the employee has not as usual. it changed. A greater importance is attached to the value of individual and the team contribution, to find effective business solutions which play Key role towards successful organization performance. The employee is considered as a learning customer, bringing personal preference and motivation to the work place and thereby displaying innovation in his managerial skill. (Nazzi 2011)

Though there are a lot of aim of the training; training designing is to change or improve the behavior of employee in the work place so as to stimulate efficiency. The critical and the most important purpose of training is to assist the organization achieves its short- and long-term objectives by adding values to its human capital. It is not undertaking for the sake of training, but rather designed to achieve some needs. therefore, training need based in the sense that to undertake to fill some knowledge gap within the organization. (Gunu, OniTседа and Ajayi 2013).

Training also very important for an organization to complete with this challenging and dynamic changing world. It is mainly directly related to employee but its ultimate effect goes to organization because the end user is organization itself. So that the advantage not only for employee but for the organization too. If the performance of employee is not good it will the whole organization. it also the effort continuous aimed to improve employee competence and organize performance as a goal to improve on the employee capacity and performance. (Bulut2012)

Most of us think and believed that training is the vital for any organization some underestimate like the issue of staffing training not seriously considered rather as levity i.e. as neglected but this is misconception towards the aim of staff training because is seen as a tool or means for staff promotion rather than seeing it from a holistic angle as a tool for staff development, maintain for greater performance and retention (Obin-anike and Ekwe 2014).

To run an organization in good competitive position among the rivalries be it small, big require the employee should be efficient personal. It need specific job skill knowledge and competence needed in the workplace are not efficient taught in the formal education. As such most employee need extensive training to ensure the necessary knowledge skill attitude (kSA) to bring out

substantive contribution towards the company growth. (Engetou,2017). In general, speaking we can say now days training is the most important factors in the business world because training increases the efficiency and the effectiveness of both employee and the organization. The employee performance depends on various factors. But the most important factors of employee performance that lead to organization performance is training. So training is important to employee (RA khan etal 2014).

Another dimension of training objective and priority in the aspect gap finding (Robert TL, Mathis 2005). Stated the determinate to close the gap three types of training objective can be set;

Attitude; - creating interest in and awareness of the importance something (e.g. sexual harassment training)

Knowledge: importing cognitive information and detail to trainees (e.g. understanding how a product work

Skill: developing behavioral change in how the job and various task requirement are perform (improving speed on an installation) the successes of training should be measured in terms of the objective that were set for it.

2.2 Benefits of Training

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations (Nassazi, 2013).

According to Cole (2004), benefits to organizations from systematic training and development include: The provision of a pool of skilled personnel for the organization, Greater commitment of staff, improved service to customers improvement in job performance resulting in increasing productivity. From all of the above, it becomes quite clear that training is a key element in the improvement process of organization's performance and increased level of individual performance and finally leading to organizational competence. Training therefore bridges the gap between what should happen and what is happening; i. e. the desired goals or standards and the actual level of performance An organization which therefore facilitates learning, growth and development of individual employees must have training as an integral part of the organization's business strategy. The best way to answer the question why organizations should train people is to answer the question what will happen if they are not well trained. Training becomes important if there are deficiencies that should be addressed through training, or if there are changes in the organization which have to be put in place by having well trained employees. Training is required there is a change in technology, working conditions, products, inadequate performance, and shortage of staff. Training has many advantages for the individual, the department and the organization because it is expected to provide a skilled pool of human resources, improvement of existing skills, and increase in knowledge and experience of employees, improve employees' motivation, job performance, customer service, and personal growth and opportunity for career development, (Itika, 2011).

2.3 Strategic Training

This is important to manager to realize their employee and their organization needs or gap; So, it is used strategically to help the organization accomplish its goal. For example, if sale increases are critical part of the company strategy appropriate training would identify what is causing lower sales and target training to respond as part of solution (Robert Tl smith2010).

Strategic training can have numerous organizational benefits .it requires human resource and training professionals to get intimately involved with the business and to partner with operating manager s to help solve their problem. Thus, making significant contributions to organization result. additionally, a strategic training mind set reduce the likelihood of thinking that training alone can solve most employee or organization problem.

2.4 Training need assessment

Organization prior to conduct the training for their employee to be effective and efficient enough they should have accomplished training need assessment so organization training needs an assessing of the diagnostic phase of a training plan. This assessment considering issues of employee and organization performance to determine if training can help. (Richa Khunteta Surbhi Mathur 2011)

Training need assessment is the processes in which the company identifies training needs of its employee so that they can do their job effectively. it involves a complete analysis of training needs required at various level of the organization. (Kotter' S 2004).

There is money aspect when manger is identifying training needs of their employee or their tea members. At first the mangers need to identify what the skill set is required to complete the job or processes, second is to assessing existing skill level of the team members and lastly determine the training gap. Training gap is defined as the difference between the skill required to complete the job and the existing skill set of any particular team members.

2.5 Employee performance

Once there is good training plan and continual implementation that able to create the skill knowledge of the employee, organization competence increases as a result able to stand confronting expanded rivalry, change in innovation in the competitive market; and financial influence. In dealing with these challenges and enhancing employee performance, it is crucial for an employer to provide sufficient training. Since training is that part of human resource development to recruited good employee and utilize their potential to their best level. Company must be realistic and able to maintain their employee potential as well increasing their job performance (Benti,Muhamad , Noordiaand Hanafi 2017) . So that the enhancement to flourished the job performance every employee in the firm the need of training is crucial to enhance their skill, knowledge or behavior that need for the successful job performance. The goal of training is for employee to master the knowledge, skill, behavior emphasis in the training program and to apply them to their day today activities. while for the benefit of training it is important to put training into perspective. Training may costly and it should not be viewed as a cure all for what pain to the organization. rather training is judge by its contribution to performance. Where performance is a function of skill, abilities, motivation and opportunity to perform. Manager must also compare the value received from performance increases attribute to training incurred.

2.6. Job satisfaction and Job performance

There are a number of statements based on job satisfaction and its relationship basically in employee and organization performance both are highly correlated to get profit and well-developed human power (Stephen 2005). When we move from individual to organization level we also find support for the satisfaction – performance relationship.

Job satisfaction is how content we with our job or not. the continuum ranges from high satisfaction (positive attitude) to low satisfaction (negative attitude). job satisfaction and job performance are perhaps the two most central and enduring constructs in an individual level organization research

2.7. Relationship between training job performance through job satisfaction

Every firm employee needs training that develop the skill, knowledge, attitude and the firm should work on it to be strength the performance of their employee as according (Sultan etal2012). Training is a type of activity which is planned systematic and it results in enhance level of skill, knowledge and competency that are necessary to perform work effectively. there exist a positive associated between training and employee performance. Training generate benefits for employee as well as for the organization and influencing employee performance through the development of employee knowledge skill, ability competencies and behavior (Appiah 2010). After going through employee will a queried new skill and knowledge. The application of the skill and knowledge enhance their performance in completing task and job given. As employee have good performer in completing their job, they will have satisfied with the job as well. [Judge etal 2001.) state that like expectancy theory (Luke 1970) viewed satisfaction as result from performance

2.8. The Empirical findings-

As Bent (2017) conducted as a title the interaction of training effectiveness toward job performance; Steering organization sustainability. The purpose of this paper is examining the relationship between training effectiveness and job performance among lectures in five higher education institution in klangvally., all this study applied the three main analyses these are regression, correlational, descriptive, reliability analyses. The finding indicate that all the measurement is reliable with Cronbach Alphas value at more than 0.6 correlation value which indicate that training effectiveness and job performance have positive and strong correlation with more than > 0.5 ; regression analyses indicate that training effectiveness and job performance indicate 37.2 interaction between variable. Therefore, organization needs to formulate or build effective training to their employee in order to achieve high job performance.

In conclusion based on the result above, the relationship between training effectiveness and job performance shows the significant relationship at 5% significant level with the coefficient value 5.3 showing the positive relationship.

Finally, we can say that most of the research conducted that employee training is the most important for the effectiveness of the firm would be achieved since it has got the employee of job satisfaction which leads to employee performance achieved.

2.9 Training Design

Once training has been designed, the most important decisions to make are how the training will be delivered. Nadler, 1984 as cited in (Nassazi, 2013) noted that, all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both Individuals and organization do as to able to meet organization's current and future objectives. Training methods vary greatly, so it is essential to get the right combination to ensure the highest possible rate of learning and the subsequent return on investment. Organizations should identify the training method that best fits their employees' learning styles, be flexible enough to allow for changes when needed, and ensure that the training can be transferred into everyday job skills. Regardless of the method used, ensuring that training is effective the primary goal. HRM needs to determine which training methods are the most appropriate for the skill and the employee. It may be necessary to combine several methods (Decenzo& Robbins, 2010)

2.10. Training Delivery

Once training has been designed, the most important decision to make are, how the training will be delivered. Nadler, 1984 as cited in Nassazi,(2013) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization do as to able to meet organization's current and future objectives.

Three types of internal delivery options will be discussed here: -

Informal training, on-the-job training, and cross training. Mathis; Jackson, 2010).

Once training has been designed, the actual delivery of training can begin. Regardless of the type of training done, a number of approaches and methods can be used to deliver it

1. Internal training generally applies very specifically to the organization and its jobs. It is popular because it saves the cost of sending employees away for training and often avoids the cost of outside trainers. Skills-based technical training is usually conducted inside organizations

Three types of internal delivery options will be discussed here: **informal training, on-the-job training, and cross training.**

Informal Training One internal source of training is informal training, which occurs through interactions and feedback among employees. Much of what employees know about their jobs they learn informally from asking questions and getting advice from other employees and their supervisors, rather than from formal training programs. Informal learning tends to occur as a result of a learning need in the context of working.

It may involve group problem solving, job shadowing, coaching, or mentoring; or it may evolve from employees seeking out other people who have the needed knowledge. Although “informal training” may seem to be a misnomer, a great deal of learning occurs informally in work organizations, and some of it happens by design.

On-the-Job Training The most common type of training at all levels in an organization is on-the-job training because it is flexible and relevant to what employees do. Well-planned and well-executed can be very effective.

2.External Training that takes place outside the employing organization, is used extensively by organizations of all sizes. Large organizations use external training if they lack the capability to train people internally or when many people need to be trained quickly. It may be the best option for training in smaller firms due to limitations in the size of their training staffs and in the number of employees who need various types of specialized training. Whatever the size of the organization, external training occurs for several reasons:

Outsourcing of Training Many employers of all sizes outsource training to external training firms, consultants, and other entities. Perhaps one-third of training expenditures go to outside training sources. The reasons more outside training is not used may be cost concerns, and a greater emphasis on internal linking of training to organizational strategies. However,outsourcing of training is used more frequently when mergers and acquisition occur.

2.11. Conceptual Frame Work

The conceptual model formulates to show association of training; as independent variable and Employee performance as, dependent variable.

Training practice



Independent variable

Dependent variable.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design and Approach

3.1. Introduction

The main objective of this research was to assess The Effect of Training on Employee Performance in Addis Ketema sub city health centers. This chapter discusses how the research methodology was employed in the study. It indicates the research design, research instrument, the population, sample size, sampling techniques and data analysis techniques.

3.2. Research Design

The study is explanatory and quantitative research approach was employed to undertake the study. Quantitative research method was adopted to show the relationship among the variable to analyze using descriptive. The study covers Addis Ketema sub city health centers

3.3. Source of Data

In attempt to address the Effect of Training on Employee Performance in Addis Ketema sub city health centers and to provide possible recommendations, the study was based on the collection of both primary and secondary data. With regard to primary data, the data collected through questionnaire filled by the existing employees of the organization. Regarding secondary data the researcher used training manual for further clarification. In order to answer the research questions, this study used the was employ quantitative research approach. This research is basically a cross-sectional survey research. and descriptive research design which was more preferable of this study because it would help to capture and explain the details of the relationship of various variable of the study In this research the structured questionnaires were used and document were analyzed

Study Population

The population of the study is a total of 1200 Addis Ketema sub city health centers employees.

Sampling Technique For the purpose of this study, simple random sampling techniques were employed. The study used random sampling techniques for current employees. . from the 1200 employee . from six health centers 2291 employees were drawn. Out of 291 questionnaires distributed to respondents, 288(98.2 %) responded and returned questionnaires. It is believed that the sample taken is representative of target population.

3.2 Population, Sample size and sampling Techniques

The population size of this study consists of employee of the Addis Ketema sub city health centers they are about ten. To determine sample size the researcher uses simple random sampling techniques was employed to the study from which six health centers selected , they are 1200 employee from which in systematic random sampling method that used to select in the health centers.

Sample size determinates.

To get a representative sample for the population under the study the following sample technique were utilized.

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N - 1) + z^2 \cdot p \cdot q}$$

Source:C.R.Kothari

(2004) Where,

P = sample proportion, q = 1-
p;

Z = value on standardized normal distribution curve corresponding to the level of significance. The level is usually 5% and the corresponding Z value is 1.96.

N = number of total
population; n = sample size
required;

A 95% confidence level is used to select the appropriate sample size and the value of Z is

1.96. E = 0.05 which is acceptable sample error; p = 0.5, where q is 1-p; N = 1200

$$\frac{1.96^2(0.5)(0.5)(1200)}{0.05^2 (1200-1) + 1.96^2 (0.5) (0.5)}$$
$$= 291$$

n≈291

Based on the above information, the sample size (n) is calculated for the target population of 1200 and it is 291. Therefore, the study's sample size of 291 would be considered to be representative to the population.

3.3. Data Source

Both secondary and primary data were collected from different sources. The secondary was collected from the selected annual reports document of the health centers. The primary source of this study were employees of the health centers. The primary information included respondent's biographical information related to the training practice of health centers targeted,

3.4. Data Collection

Instruments

The main emphasis of this study is examining the effect of training on employee performance of in health centers in the Addis ketema sub city in six health centers. Hence the study unit of analysis include employee of the health centers. Therefore, the data essential for the research were mainly collected from employee through questionnaires. The questionnaires designed on Likert Five-point rating scale (1= strongly disagree, 2= disagree 3= neutral ,4= agree 5= strongly agree). The data needed for this study were also collect from secondary source through reviewing different documents,

3.5. Data processing and data

lyzing

Descriptive analysis was used to analyze data gathered through questionnaires. the data gathered through questionnaires were fed into SPSS to make the data ready for processing the Frequency, mean, median , through Tables, a descriptive analysis to be implement

3.7 Validity and Reliability of Measure /Tools

The primary purpose of all forms of research is to produce valid conclusions. Furthermore, researchers are interested in explanations for the effects and interactions of variables as they occur across a wide variety of different settings. To truly understand these interactions requires special attention to the concept of validity, which highlights the need to eliminate or minimize the effects of extraneous influences, variables, and explanations that might detract from a study's ultimate findings.

A validity for descriptive studies, source of evidence, chain of evidence and having key informants reviewing drafts of the study report is vital. In this respect so as to make sure the validity the target groups included are those who know better the issue being raised. Moreover, the questionnaires were carefully designed and assessed with few members of participants for further improvement. In light of this, feedback has gathered about clarity of sentence, correctness of language and grammar and also were carefully assessed.

Reliability

Reliability ensure that the consistency of the research measurement or the degree to which the questionnaires were used as a measure of an instrument. Data reliability ensure the precision with which data were collected.

Variables	Cronbach's Alpha	N of Items
Entire questionnaire	.855	44
Training Design	.842	13
Training Delivery	.799	24
Employee performance	.822	15

As stated above a minimum result of reliability coefficient test of .70 was set as an acceptable range for this research and result shows a .878 reliability test result as shown in table 3.c. This assessment is concluded with this high rate consistency rate, identified in the case variable deletions which is accepted as 98.2 % or 281 responses out of 286 collected questionnaires all variable case assessment was valid.

3.6. Ethical Consideration

The study was conducted with the consent of the health centers targeted. A cooperation letter was written by Addia ketema health office for the respective health centers asking the centers to cooperate in providing the required information. the participant of the study was also approached to provide information willingly. confidentiality of the data obtained from the respondents was also respected. Respondents were told not to disclose their name. Moreover, all the source consulted to compile the relevant literature were clearly acknowledged.

CHAPTERFOUR

DATA PERESENTATION, ANALYSIS AND INTERPRETATION

In this chapter, the result obtained from Addis ketema health centers e employees questionnaire survey is presented and analyzed. First demographic characteristics of the respondents are presented. It follows with a summary respondent's reply on training. Then it follows with description of the data gathered, discussed and analyzed the findings carefully in order to assess the training practice of the health centers. Presentation of findings has been organized in accordance with the study objectives.

4.1. Response rate

This chapter presents the results and findings of the research. The chapter mainly includes data results from the statistical tests conducted on the gathered primary data. The research mainly emphasis was to examine the effects of training on employee performance. Descriptive analysis and inferential analysis of the study are presented respectively. Two hundred ninety-one questionnaires were distributed to the respondents and out of 291 questionnaires, 288 of them were collected, 2 quaternaries rejected as a result the response rate is 98.2 %. Accordingly, the analysis of this study is based on the number of questionnaires collected. Here The statistical program used for the analysis and presentation of data in this study is the Statistical Package for the Social Sciences (SPSS) version 20.

4.a Response rate

	Total sampling /questioners distributed	Collected questioners	Invalid questioners	Total valid questioners	The response rate
	291	288	2	286	98.2%

4.3. Demographic Characteristic of the Respondent

The data collected from the questionnaire are summarized and presented in this section. Accordingly, the first part presents biographical data of respondents. As summarized in Table 4.1 in the following page, Item 1 of the table represents Gender distribution of respondents. Accordingly, 51.2% of them are male and the remaining 48.8% are females. Therefore, from the sampled respondents there are a greater proportion of male respondents than the female.

Table4.aBackgroundof the Respondent

ITEM			Frequency	Percent	Valid Percent	Cumulative Percent
1	Sex	M	142	48.8	48.8	48.8
		F	149	51.2	51.2	100.0
		TOTAL	286	100.0	100.0	
2	Age	<25	107	36.8	36.8	36.8
		26-35	168	57.7	57.7	94.5
		36-45	15	5.2	5.2	99.7
		46-55	1	.3	.3	100.0
		Total	286	100.0	100.0	
		<25	107	36.8	36.8	36.8
3	Education	<10grade	32	11.0	11.0	11.0
		Diploma	97	33.3	33.3	44.3
		Degree	141	48.5	48.5	92.8
		Masters	21	7.2	7.2	100.0
		Total	26	100.0	100.0	
		<10grade	32	11.0	11.0	11.0
4	Work experience	below 1	80	27.5	27.5	27.5
		1-5	147	50.5	50.5	78.0
		6-10	64	22.0	22.0	100.0
		Total	286	100.0	100.0	

Source: Own Survey Questionnaire, 2019

The age of respondents as it is shown on item 2, of the Table 4.1 respondents in the range of below 25 years are 107(38.8%) and 26-35 years are 168 (57.7%), respondents in the range of 36-45years are 15(5.2%), in the range of 46-55 years 1(03%).

This indicates that the majority of the groups are within the age range of 26-25 years that show most of them are young and energetic.

The last item indicates the work experience of respondents. From theTtable, 80(27.5%) of the respondents have below 1 years, 147 (50.5%) of the respondents are from 1 to 5 years and 64(22.%) of the respondents are from 6 to 10 years. This shows that from respondents of Addis ktema health centers employee most of them have from 6 to 0 years' experience. As result the health centers need to have capacitate their employee skill, knowledge attitude through training.

4.3.1. Analyzing of Data collected for the study

The following table presents a group summary of the independent variables namely training need assessment, training delivery (on job and off job training). Analysis of training need assessment at different level of the health centers was used with five point of scale assume that 1. Strongly agree 2. Agree 3. Neutrals 4. Disagree 5. strongly disagree.

Table 4.3.a Training needs assessment

ITEMS	Rating Scale	Frequency	Percent	Valid percent	Cum percent
Training need assessment is carried out at the organization level	1	101	35.3	35.3	35.3
	2	105	36.7	36.7	72.0
	3	70	24.5	24.5	96.5
	4	7	2.4	2.4	99.0
	5	3	1.0	1.0	100
	Total	286	100	100	
Training need assessment is carried out at task level	1	97	33.9	33.9	33.9
	2	96	33.6	33.6	67.5
	3	49	17.1	17.1	84.6
	4	44	15.4	15.4	100
	Total	286	100,9	100.0	
Training need assessment is carried out at task level	1	63	22.0	22.0	22.0
	2	78	27.3	27.3	49.3
	3	46	16.1	16.1	65.4
	4	18	6.3	6.3	71.7
	5	81	28.3	28.3	100
	Total	286	100	100	

On the table 4.3. a. the following thought were obtained with regard to training need assessment take at different level in the health center. The employee expresses their level of agreement whether training need assessment at organization take place at level, was. Accordingly,101(35.3),105(36.7),70(24.5%),7(2.4%), 3(1%) responded Strongly agree, Agree, Neutral, Disagree, strongly disagree respectively. As majority 105 (36.7 %) respondent reflected it can be inferred that the health centers training need assessment at organizational level might affect the employee demand or participation of the training and the organization achieved the training objective in the respective of its plan. As Robert Smith (2010) explained that organization. training assessment at organizational level making significance result and made effective job performance.

As it can observe from table 4.3 a above the following thought were obtained with regard to training need assessment take place at task at level, was. Accordingly, 97(33.9%), 96(33.6%), 49(17.1%), 44(15.4 %), 3(1%) responded Strongly agree, Agree, Neutrals, Disagree, strongly disagree respectively.

The majority 97 (33.9 %) respondent replied Training need assessment is conducted at task levels an agreed level. The task level training need assessment are maintaining the department contribution that suitable for organization performance as well employee performance. Because it focus on the skill level that directly related to the job or the task of an employee. that Therefore, it can be understood from the result that the training need assessment at the organization level as effect on employee performance

Table 4.3.a t e l l s us, the following thought were obtained with regard to training need assessment take at different level in the health center. The employee expresses their level of agreement whether training need assessment at individual level take place at level, was. Accordingly, 63 (22. %), 78(27.3 %), 46(16.1%), 18(6.3%), 81(28.3%) responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively.

About 81(28.3%) respondent reflected that the health centers training need assessment at individual level did not take place, employee participation in training need assessment is very low it is very significant number though it is less than from other as a result. any organization the training need assessment should pass and relatively equal or similar and at all the level of the organization from the organization level of assessment up the individual. That lead to a good assessment in all directions, the gap that found on the table might be the which might affect the employee performance. It is better to participate the employee to sort out their skill, knowledge gap the that support their effectiveness and efficiency.

Table 4.3 b Training Delivery (On the Job)

ITEMS	Rating Scale	Frequency	Percent	Valid percent	Cum percent
The induction program is conducted timely	1	107	37.4	37.4	37.4
	2	84	29.4	29.4	66.8
	3	39	13.6	13.6	80.4
	4	53	18.5	18.5	99.0
	5	3	1.0	1.0	100.0
	Total	286	100	100	
I receive enough support and guidance that I need from my peers and seniors to fulfill my potential	1	96	33.6	33.6	33.6
	2	115	40.2	40.2	73.8
	3	62	21.7	21.7	95.5
	4	13	4.5	4.5	100
	5	---	-	-	
	Total	286	286		
Job rotation program of health center is an excellent system to acquire new methods of work	1	134	46.9	46.9	46.9
	2	95	33.2	33.2	80.1
	3	42	14.7	14.7	94.8
	4	15	5.2	5.2	100.0
	5	-	-		-
	Total	286	100	100.0	

Source: Own Survey, 2019

The employee expresses their level of agreement whether, the induction program is conducted timely was. Accordingly, 107(37.4), 84(29.4), 39(13.6%), 53(18.5%), responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively.

As majority 107 (37.4%) respondent reflected in training delivery factors that is induction program implemented properly as majority respond, that help the new employee easily to adopt the work environment; Moreover , the induction program as newly comer in the organization help to easily

to exercise their skill, knowledge , it also moderate a good working environment , engagements of among the employee that enhance their skill, knowledge , and finally make the productive and enhance their performance .

The table 4.3 b above. The employee expresses their level of agreement whether < I receive enough support and guidance that I need from my peers and seniors to fulfill my potential,> was. Accordingly,96(33.6%),115 (40.2 %),62(27.7%), 13(4.5 %), responded Strongly agree, Agree Neutrals, Disagree , strongly disagree respectively.

As majority 91 (33.9 %) respondent replied as an agreed level. Much of the what employee knows about their jobs, they learn from asking question and getting advice from others employee and their supervisors rather than from formal training program, the informal training among employee through discussion at the practical site, help sharing ideas , knowledge that create able to Like mentoring coaching. (Mathis Jackson 2010). While we implement the training programs we should focus on the job training program which easily support the employee performance

Table 4.3 b above also the internal training practice or delivery methods like that of the job rotation replied by the respond at accordingly like. The employee expresses their level of agreement whether < Job rotation program of health center is an excellent system to acquire new methods>, was 134 (46,9 %), 95(33.2 %),42(14.71%),15(5.2 %), responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively.

The most inductive 81(28.3%) respondent reflected it can be inferred that the health centers the job rotation system help them to acquire the new methods. Most the health centers job function run by job rotation from this employee develop new skill knowledge from different job function AS Nazzizi (2013) Train new skill for new job or new position in could lead to employee performance work since that training need assessment should be the active engagement of employee.

Table 4.4 c Training delivery (Off job)

ITEMS	Rating Scale	Frequency	Percent	Valid perce	Cum perce
I have an opportunity to participate in seminar	1	91	31.8	31.8	31.8
	2	93	32.5	32.5	64.3
	3	30	10.5	10.5	74.8
	4	63	22.0	22.0	96.9
	5	9	3.1	3.1	100.0
	Total	286	100.0	100.0	
The Seminar method of delivery mode is designed at the level of abilities of participants	1	94	32.9	32.9	32.9
	2	105	36.7	36.7	69.6
	3	66	23.1	23.1	92.7
	4	17	5.9	5.9	98.6
	5	4	1.4	1.4	100.0
	Total	286	100.0	100.0	
The lecture training programs are designed at the level of abilities and education of participants	1	93	32.5	32.5	32.5
	2	107	37.4	37.4	69.9
	3	21	7.3	7.3	77.3
	4	50	17.5	17.5	94.8
	5	15	5.2	5.2	100.0
	Total	286	100.0	100.0	

Source: OwnSurvey,2019

From table 4.4.C above the following, what obtained with regard to training delivery take at different level in the health center. The employee expresses their level of agreement whether, I have an opportunity to participate in seminar. Accordingly,91(31.8), 93(32.5), 30(10.5%),63(20.0%), responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively. As majority 91 (31.8 %) respondent reflected it can be inferred that the, I have an opportunity to participate in seminar, Seminar is on of the off job delivery of training especially most of the health

workers got such kind of training outside their work place that made refresh themselves , the seminars are given by well-prepared trainers that got good skill, knowledge ,attitudes , as a it affect their performance might affect the employee demand or participation of the training that could lead to employee performance, the proper delivery of training is important decision making for employee performance Nazzi (2013.)Regarding the Table 4.3.c training delivery take at different level in the health center. The employee expresses their level of agreement whether The Seminar method of delivery mode is designed at the level of abilities of participants, was. Accordingly,93(32.9%),105 (36.7 %),66(23 .1%), 17(5.9 %), responded Strongly agree, Agree Neutrals, Disagree , strongly disagree respectively. As majority 105 (36.9 %) respondent replied as an agreed level. Therefore, it can be understood from the result that the Seminar method of delivery mode is designed at the level of abilities of participants as that able the participant to build their skill, knowledge's that helped to their job performance.The table 4.3.c above also indicate the following thought were obtained with regard to the lecture training programs are designed at the level of abilities and education of participants. The employee expresses their level of agreement whether lecture training programs are designed at the level take place at level, was. Accordingly, 93 (32.5 %), 107(37.4 %), 21 (7.3%), 50 (17.5%),15(5.2) responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively.

As majority 81(28.3%) respondent reflected it can be inferred that the health centers lecture training programs are designed at the level might affect the employee demand or participation of the training that could lead to employee performance work since that training need assessment should be the active engagement of employee.

Table 4.3.D General employee perception on Training practice in the Health centers

ITEM		Freque ncy	Percen t	Valid Percent	Cumulative Percent
I am satisfied with the material presented during training	1	97	33.9	33.9	33.9
	2	137	47.9	47.9	81.8
	3	33	11.5	11.5	93.4
	4	17	5.9	5.9	99.3
	5	2	.7	.7	100.0
	Total	286	100.0	100.0	
I am satisfied with competence of trainers	Rating Scale	Freque ncy	Percen t	Valid Percent	Cumulative Percent
	1	115	40.2	40.2	40.2
	2	127	44.4	44.4	84.6
	3	32	11.2	11.2	95.8
	4	12	4.2	4.2	100.0
	5	286	100.0	100.0	
I have improved my knowledge, skill, attitude after attending the relevant training program	Rating Scale	Freque ncy	Percen t	Valid Percent	Cumulative Percent
	1	161	56.3	56.3	56.3
	2	84	29.4	29.4	85.7
	3	31	10.8	10.8	96.5
	4	7	2.4	2.4	99.0
	5	286	100.0	100.0	100.0
I am satisfied with the support of the management for the success of the training program	Rating Scale	Freque ncy	Percen t	Valid Percent	Cumulative Percent
	1	86	30.1	30.1	30.1
	2	152	53.1	53.1	83.2
	3	32	11.2	11.2	94.4
	4	16	5.6	5.6	100.0
	5	286	100.0	100.0	

The table 4.3.d above also indicate the following thought were obtained with regard to the General employee perception on Training practice in the Health centers. I am satisfied with the material presented during training was. Accordingly, 97 (33.9 %), 137(47.9 %), 33 (11.5%), 17 (5.9%),2(.7) responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively. As majority 137(47.9%) respondent reflected it can be inferred that the I am satisfied with the material presented during training that help the effective of the training and made friendly as well assist the employee knowledge and skill active engagement of employee.

The table tell us that regard to employee perception on training take at different level in the health center. The employee expresses their level of agreement whether I am satisfied with competence of trainers. Accordingly,115(40.2), 127 (44.4), 32 (11.2%), 12(4.2%), responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively. As majority 115(40.2%) respondent reflected it can be inferred that the, I am satisfied with competence of trainers, the training selection criterial if well done the trainee would be satisfied enough as result they got good skill and knowledge.

The table tell us that regard to employee perception on training take at different level in the health center. The employee expresses their level of agreement whether I have improved my knowledge, skill, attitude after attending the relevant training program. Accordingly,161(56.3), 84 (29.4), 31 (10.8%), 7(2.4%), responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively. As majority 161(56.3%) respondent reflected it can be inferred that the, I have improved my knowledge, skill, attitude after attending the relevant training program. if well done the trainee would be satisfied enough as result they got good skill and knowledge. The employee expresses their level of agreement whether, I am satisfied with the support of the management for the success of the training program was. Accordingly,107(37.4), 86(30.1),152(53.1%),32(11.2%), responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively. As majority 152 (53.4%) respondent reflected in I am satisfied with the support of the management for the success of the training program majority respond, that help the new employee easily to adopt the work environment; So, generally trainer s perception towards training were more satisfactory the training that enhance their knowledge skill enhance the employee performance

Table 4.3.e. Training evaluation practice

ITEM	N	Minimum	Maximum	Mean	Std.
The health center assesses continuously to improve employee skill to measure the effectiveness of training	286	1.00	31.00	2.5175	3.55479
The health center evaluates Behavior change; - the change in on the job performance, which can be attached to the program	286	1.00	11.00	2.2028	1.23151
The health center evaluates Learning outcome the skill knowledge attitude acquired during the program. The health center use method to evaluate	286	1.00	5.00	2.1783	1.15456

According to Zaidat and Bagheri, (2009) the mean score below 3.39 was considered as low; the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high as illustrated by Comparison bases of mean of score of five point. Likert scale instrument. Table (4.3.e) shows that question number (1) which states that " The health center assesses continuously assesses improvement the learner's skill and knowledge after and before training program to measure the effectiveness of the training." had the highest mean (2.52), followed by question (2) which states that " The health center evaluates Behavior change; - the change in on the job performance, which can be attached to the program", with a mean at (2.21)

Question (3) which states that " Reaction the health center measures learning experience by forming opinion and attitude about the learning session and measures how trainees react to a program." had the lowest mean (2.12) and a standard deviation at (1.) According to Zaidat and Bagheri,2009 the mean score below 3.39 was considered as low; the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high as illustrated by Comparison bases of mean of score of five point. Likert scale instrument.

Generally, the aggregated mean of the training evaluation is 2.23 which is very low as it already indicates. So, the above table show that the health centers training evaluation practice is very poor. Training evaluation ensure that whether the candidate is able to implement their respective workplace or the regular work routine. The health centers training evaluation practice not implemented as the training practice standards' which affect the effectiveness of the training as the result it affect the employee performance. And also, as Kotter's (2004) planning training evaluation and how much training improve competence, improve employee job performance also it evaluates competency and determine performance.

Table. 4.3.f effective of training on employee performance

ITEM	Rating Scale	Frequency	Percent	Valid Percent	Cumulative Percent
The training provided by health center helped me to perform my work quickly and efficiently	1	121	42.3	42.3	42.3
	2	126	44.1	44.1	88.5
	3	28	9.8	9.8	98.3
	4	5	0.017	1.7	100.0
	5	6	0.02	0.02	
	Total	286	100.0	100.0	
Because of the knowledge, skills and attitude that I received from the training I can accomplish activities without waste	Rating Scale	Frequency	Percent	Valid Percent	Cumulative Percent
	1	169	59.1	59.1	59.1
	2	94	32.9	32.9	92.0
	3	18	6.3	6.3	98.3
	4	5	1.7	1.7	100.0
	5	-	-	-	
Total	286	100.0	100.0		
Training is enabling me to perform my work with greater accuracy and precision.	Rating Scale	Frequency	Percent	Valid Percent	Cumulative Percent
	1	132	46.2	46.2	46.2
	2	131	45.8	45.8	92.0
	3	11	3.8	3.8	95.8
	4	9	3.1	3.1	99.0
	5	3	1.0	1.0	100.0
Total	286	100.0	100.0		

The table 4.3.d above also indicate the following thought were obtained with regard to the General employee perception on Training practice in the Health centers. The training provided by heath center helped me to perform my work quickly and efficiently was. Accordingly, 126(44.1 %), 121(42.3 %), 28 (9.8%), 5 (0.017%),6 (.002) responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively. As majority 137(47.9%) respondent reflected it can be inferred that. the training provided by heath center made the employee performance quickly and efficiently and create and enhance the knowledge and skill active engagement of employee.

The table tell us that regard to employee perception on training take at different level in the health center. The employee expresses their level of agreement Because of the knowledge, skills and attitude that I received from the training I can accomplish activities without waste. Accordingly,169(59.1), 94 (32.9), 18 (6.3%), 5(1.7%), responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively. As majority 169(59.1%) respondent reflected it can be inferred that the, training flourished the knowledge, skills and attitude of the employee which enhance employee performance

The table tell us that regard to employee perception on training take at different level in the health center. The employee expresses their level of agreement Training is enabling me to perform my work with greater accuracy and precision. Accordingly,161(56.3), 84 (29.4), 31 (10.8%), 7(2.4%), responded Strongly agree, Agree Neutrals, Disagree, strongly disagree respectively. As majority 161(56.3%) respondent reflected it can be inferred that the agreement Training is enabling me to perform my work with greater accuracy and precision. if well done the trainee would be got and facilitate their performance.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Findings

This part of the study aims to summarize the findings and results that have emerged from the data analysis presented in chapter four. The general objective of this research was to examine the effects of training on the employees' performance in Addis ketema sub city health centers. From the study the following particular findings were observed:

- Majority of the Respondents are between fall under the age of below 25 which accounts 36.8 % this shows Addis ketema sub city health centers have young work force distribution. Among the total sample taken 87% having diploma and above, 76.1% of them served Addis ketema sub city health centers have more than 1-5 years of experience and comparatively educated. This help the health centers could exploit the experience of the employee in case of coaching, mentoring their colleagues.
- As the Determining the effect of Training design (objective of the training, training content, selection of trainer) on employee performance, the study shows that rather than selection of trainer in setting and communicating objective of training with trainees Addis ketema sub city health centers is in satisfactory level because majority of the respondent's level of agreement is moderate So the training program should be designed carefully so as to improve employee performance
- . Another specific objective which identifies determining the effect of training methods (induction programs, employee mentoring, job rotation, lecture and seminar) on employee performance. The study shows that Addis ketema sub city health centers has an excellent opportunity for newcomers to learn the norms and values of the health centers majority of the respondent 66.8 % The induction program is conducted timely.
- I receive enough support and guidance that I need from my peers and seniors to fulfill my potential the aggregated percentage for this is 78% of In Addis ketema sub city health centers training helps employees to perform their work through coaching, mentoring and the like.

- In Addis ketema sub city health centers training helps employees to perform their work effectively and efficiently after training the aggregated percentage for this is 32.45% of respondents strongly and 24.76% of respondents agree 20.6% of them are not sure whether the training helps them to perform their work effectively and efficiently
- The perception of employees towards the outcome of training in level of satisfaction shows I have improved my knowledge, skill, attitude after attending the relevant training program 43 % of the respondents strongly and 42 % of the respondents agree that their satisfaction increased after training
- The perception of employees towards the outcome of training in level of I am satisfied with the support of the management for the success of the training program shows 23.1% of the respondents strongly and 51.0% of the respondents agree that Addis ketema sub city health centers the rest 9.1% neutral and 16.1 disagree, though strong support of the management for the success of training the numbers that disagree are not ignored
- Training method applied by the trainers during as a large group of respondents Seminar method of delivery mode is designed at the level of abilities of participants is 68% so the delivery or methods should be designed at the level of the participants
- The management support for the implementation of training program are as was strong enough the respondent 74.4 % confirmed that “I am satisfied with the support of the management for the success of the training program”.
- Result from the correlation analysis that there exists. The results in Table 4.6 indicate that, there is positive and significant relationship between training method and employee performance ($r = 0.190$, $p < 0.01$), r value 0.190 indicates or conclude very strong association exist between training method and training design.
- The correlation coefficient of delivery methods and employee performance also shows positive and significant relationship since the r value 0.165, $P < 0.01$. Therefore, training delivery has also very strong association with employee performance the findings of this study, therefore, indicate that there was a highly significant linear correlation between the two variables (Training and employee performance).

- This implies that the two pairs of variables are very closely related. This supports the argument by Milleret.al (2002) who indicates that there is a strong relationship between training and performance. They argue that employees who are skilled tend to be more productive than those who are not. Becker (2001) indicates that organizations
- should invest in their employees through training in order to boost their performance since this is the only way for organizations to improve on their portfolio. This indicates that the trainees will reach at the desired level of performance if the training is well designed and delivered.
- The other finding of the study shows that delivery style also has a positive and significant relationship with employee performance. This study also confirmed by the study of (Naveed et al., 2014).
- Therefore, this study finding asserts that Addis ketema health center training providers should consider these two important dimensions so as to increase employee's performance. However, the result shows moderate concern is given. Therefore, it is advisable for them to give a special consideration when designing and delivering training So as to make employee's motivated, committed, productive, and well performers.

5.2 Conclusions

The main purpose of this study was to examine the effect of training in the training on employee performance in Addis ketem Sub- city Health Centers; how much they are got the benefit for from the training the effect. by collecting data thorough the quaternaries. The researcher analyzed the result so as to identify how far the health centers has effectively achieved from the training program identified specified training design and evaluation features and then used to empirically assess their relationships to the effectiveness of training on employee performance. Our results suggest that the training method used, the skill or task characteristic trained, and the choice of training evaluation criteria are related to the observed effectiveness of training programs. The study has been successful in accomplishing the three research objectives. There is a causal relation between training and employee performance. Training helps organizations in achieving their strategic objectives and gives organizations a competitive edge. As a result of this employees of Addis ketem Sub- city Health Centers based on the present study, it can be concluded that effectiveness of training significantly depends on training needs determination, training design, trainer performance and trainee performance. In this context, appropriate attention has to be devoted for all the influencing dimensions that have a telling impact on training effectiveness.

As Employees of Addis ketem Sub- city Health Centers, employees are not satisfied with the present the training need assessment at individual level which are not involve enough the employee need ,it is basically based on organizational need; so the demand based training is important to sort out the training gap among the participatory and employee , the health centers should have involve the participation of their employees.

Addis ketem Sub- city Health Centers management will need to act to correct its training activities, and make sure the processes involved are duly followed.

The findings of this research indicated that Addis ketem Sub- city Health Centers s nature of work depends mainly on high epidemiological disease change, the occurrence of the new diseases and the change of medical science frequently and rapid technological advancement. the employee need training based of the gap assessment of training and the critical evaluating assessment generally the training practice measurements should be implemented also These makes continuous training of its human resource crucial and vital,

5.3 Recommendation

Based on the findings and the conclusion made the researcher forwards the following recommendation that needed to be considered by the management of the respective health centers.

5.3.1 Identify Training Need assessment

The study has established that training in Addis ketema health centers has the potential to improve employee performance in the organizations. It is therefore seen needs assessment is important for which helps to identify the existing problems and future challenges that should be met through training. The researcher therefore recommends that Addis ketema health centers should ensure that there is training needs assessment and the needs must fit for the successes of organizational objectives in the respective health centers. So the need assessment of training should be takes place at all level of the organization., the employee participation should be considered, everyone in the health centers should agree what is the gap in skill, knowledge, what kind of attitudinal change that bring to wards work performance. should be shaped,And training program should focus as well, better to define in incorporated within the strategic plan of the health centers; though, there is plan of training program in annual plan.

5.3.2 Effectiveness and efficiency of employee performance

The training effectiveness and efficiency in the health centers compromised that not well implemented the training practice procedure. The study has identified that the training provides by the health centers in the is at lower level which eventually result in weak employee performance. So that the performance of the organization relies on the employee performance so that while conducting training the health centers try to sort out the gaps in skill, knowledge, attitudes that hinders the effectiveness, efficiency of the employee. As Elizabeth (2005) effectiveness depends on how well learners are able to apply what they learned to improve to job performance. furthermore, without a significant and observable return on investment training is seen as a waste of time and resource.

5.3 Training evaluation

The health center assesses continuously improvement the learner's skill and knowledge after and before training program to measure the effectiveness of the training below the mean which means not well functioned. (According to Zaidan and Bagheri, (2009) the mean score below 3.39 was considered as low; the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considered as high as illustrated by Comparison bases of mean of score of five point. Likert scale instrument.) that difficult an organization to measure the skill. Knowledge and attitude gap that lead to good empower the employees, Training evaluation ensure that whether the candidate is able to implement their respective workplace or the regular work routine. And also, as Kotter's (2004) planning training evaluation and how much training improve competence, improve employee job performance also it evaluates competency and determine performance.

Generally, the health centers training practice basically to be efficient and effective the organization should be conducting the routine-based training from the need assessment up to the evaluation and the motivational package also better incorporated with the training program that able the employees more productive in the work.

5.3.5 The health centers should provide more training to improve its employees' performance as long as 27.5 % and above of the employees have less experience below 1-year experience and for the frequent changes of work procedures and technology as well. On the other hand, the health centers should utilize the significant number of employees (22%) who are highly qualified and empowered with high level of experience and knowledge as trainers, mentors and group leaders. More over in order to utilize the experienced employee that the health centers should have mentoring guideline ; the coaching among the employee also better to be strength , especially the health profession that highly needed the practical or the on the job trainings .

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APPENDICES

APPEDEX A

ST. MARRY. University MBA degree in Business Admiration in General Management
Questionnaire prepared for employees of Addis Ketema Health enters

Dear respondent

This questionnaire is designed to request information for purely academic purposes. This is to enable the researcher, Mengistu kibebetsehay final year student of ST. MARRY. University to complete his thesis on the topic; Effects of Training on Employee Performance in Addis Ketema health centers; in pursuance of Masters of Business Admiration in General Management. The information you provided will be used only for academic purpose and will be kept tightly confidential. We would like to thank you in advance for cooperation and for sacrificing your time on behalf of ST. MARRY.

Genral Instruction.

✚ Do not write your name

✚ Put“√ or×” mark in the box provided for choice

✚ questions

Your response will be utilized only for the purpose of this survey.

PART I BAGROUND OF INFORMATION

1. Sex? Female

Male

2 In which age group are you? 25 and below 26-35

36-45

46-55

56 &above

3. Educational level:

Diploma

Degree

Masters

4. How long have you been working for your current organization

Below

1-5

6-10

11-15

Above15

5. What is the frequency of training program you have participated in one year? Only once Twice Several
times never

6. What is your position in the health
cente

1. supporting staff.

junior

3 senior-

4. team leader

medical direct

Please indicate your level of agreement. Where 1= strongly Agreement (SA), 2= Agree (A), 3= Neutral, (N)4= Disagree and 5= strongly disagree, (SD)

1.	Availability of training policies and strategies	1(2	3	4	5(
		S	(((S
1.1	Training program integrated with the strategic program of health center					
1.2	Training program are relevant for the attainment of the strategic objective					
2	Training need assessment					
2.1	Training need assessment is conducted at the organization level					
2.2	Training need assessment is conducted at task level					
2.3	Training need assessment is conducted at individual level					
3	Training design					
3.1.1	The organization properly designs training objectives when planning training program					
3.1.2	The objectives of the training are coherent with my needs.					
3.1.3	The objectives of the training are achievable					
3.2	Training content					
3.2.1	The topics covered are relevant to me					
3.2.2	The contents are organized and easy to follow.					
3.2.3	The time allotted for the training is sufficient.					
	Trainee and trainer's selection					
3.3.1	There are well established trainee requirement criteria					
3.3.2	Trainers have sufficient knowledge.					
3.3.3	The trainer uses effective examples and illustrations					
4	Training delivery (on job training induction; mentoring; job rotation)					
4.1.1	The health center has a planned induction program for new employees					
4.1.2	The induction program is conducted timely					
4.2	Employee mentoring					
4.2.1	My supervisors and seniors give me an opportunity to express my views, feelings concerning the objectives and standards of work					
4.2.2	I receive enough support and guidance that I need from my peers and seniors to fulfill my potential					
	Job rotation					
4.3.1	Job rotation program of health center is an excellent system to acquire new methods of work					
4.3.2	I have got an opportunity to do a variety of tasks.					
	Seminar	1(2	3	4	5(
4.4.1	I have an opportunity to participate in seminar					
4.4.2	The Seminar method of delivery mode is designed at the level of abilities of participants					

	Lecture					
4.5.1	The lecture training programs are designed at the level of abilities and education of participants					
4.4.3	Training teams support me the use of techniques learned in lecture that I bring back to my job					
5	Employees job satisfaction					
5.1	Employee training offers me an opportunity to learn new skills					
5.2	After my training at work, I now enjoy good relationships with patients					
5.3	Training empower me to achieve a degree of independence associated with work roles					
5.4	After attending training programs, I have given opportunities to be assigned a variety of responsibilities					
6	Training evaluation	1(2	3	4	5(
6.1	The health center use method to evaluate training program (Test, interview, questionnaires, performance appraisal report)					
6.2	Reaction the health center measures learning experience by forming opinion and attitude about the learning session and measures how					
6.3	The health center evaluates Learning outcome the skill knowledge attitude acquired during the program					
6.4	The health center evaluates Behavior change; - the change in on the job performance which can be attached to the program					
6.5	The health center assesses continuously assesses improvement the learner's skill and knowledge after and before training program to					
7.	Employee effectiveness and efficiency	1(2	3	4	5(
7.1	The training provided by heath center helped me to perform my work					
7.2	Because of the knowledge, skills and attitude that I received from the					
7.3.	Training is enabling me to perform my work with greater accuracy and					
8	General employee perception on training	1(2	3	4	5(
8.1	I am satisfied with the material presented during training	S	(((S
8.2	I am satisfied with competence of trainers					

8.3	I am satisfied with the support of the management for the success of					
8.4	I have improved my knowledge, skill, attitude after attending the					