



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**THE ROLE OF TRAINING AND DEVELOPMENT ON  
ORGANIZATIONAL PERFORMANCE IN MOHA SOFT DRINKS  
INDUSTRY SHARE COMPANY**

**BY**

**FEREHIWOT HAYMANOT BITEW**

**JUNE 2019**

**ADDIS ABABA, ETHIOPIA**

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SCHOOL OF GRADUATE STUDIES  
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## DECLARATION

I the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Mulatu Takele . All sources of materials used for the 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 degree.

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**June, 2019**

## ENDORSEMENT

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

Dr.MulatuTakele

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**June, 2019**

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## **Acronyms**

MOHA Mohammed Hussein Al-Amoudi

NSP Nefasilk Plant

THP Teklehaymanot Plant

IFRS International Financial Reporting Standards

ERP Enterprise resource planning

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## **Abstract**

*The aim of any business organization is to be the best and competitive with an incredible performance in the market. The performance of any organization depends on the performance of its human resource. Well trained and highly developed employees are the main brain for enhancing organizational performance. Hence the purpose of this study is to examine the role of training and development on organizational performance in selected sister plants of MOHA Soft Drinks Industry S.C. In this study both qualitative & quantitative methods were used to analyses the collected data. Data were collected using both primary and secondary tools from 333 employees after selecting participants using simple random sampling technique. 253 completed questionnaires with a response rate of 76% were considered during analysis also interview was administered with selected employees. It was found out that training and development plays a great role in increasing organizational performance. It is recommended that MOHA soft drinks industry S.C shall maintain providing employee training and development activities and ensure the participation of employees in planning, need or skill deficit identification and evaluation of training and development programs to maintain high organizational performance.*

**Keywords : Training, Development, Performance, Effectiveness,**

# CHAPTER ONE

## INTRODUCTION

This part deals with background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; conceptual definition of key terms, and organization of the study.

### 1.1. Background of the Study

The purpose of career development is to identify and develop the potential within staff, to build existing skill levels, and to prepare staff to take on greater responsibility during their career. Career development has to balance the needs and aspirations of the individual with the needs of the service, where these conflicts, the needs of the service should prevail (Itika, 2011).

Training and development refer to obtaining or transferring knowledge, skills and abilities (KSA) process needed to carry out a specific activity or functions; so, the benefits of training and development both for organization and individual are strategic in nature and hence much wider. To meet the current and future challenges of organizations", training and development assume a wide range of learning actions, ranging from training of the individual for their present tasks and moreover, knowledge sharing to improve the organization horizon and customers service. Which focus on their career development and enrichment, thus expanding individual, group and organizational effectiveness (Niazi, 2011).

Training is imparting specific skill to do a particular job while development deals with general enhancement and growth of individual skill and abilities through conscious and unconscious learning. The main purpose of training and development is to improve the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets.

According to Armstrong (2009), organizations could benefit from training and development through winning the "heart and minds" of their employees to get them to identify with the organization, to exert themselves more on its behalf and to remain with the organization. The impact of the training and development practices on the organizational performance has been accepted by most quality oriented companies but is still considered as an expense in most

developing countries. For workers to be equipped to perform well, there must be an investment in the training processes. These processes are part of the entire human resource management approach which results in employees being motivated to perform. However, training vary from organization to organization in relation to the quality and quantity of training factors, which may include: the degree of external environment change, the degree of change in the internal environment, current suitable skills in the existing work force and the level to which the management see training as a motivating factor in the workplace, (Cole, 2002). To meet the competitive challenges, training and development accommodates the company to remain competitive in a high pace business environment. In training and development budgets, the current declining economic times have called resulted in cuts. Moreover, in order to help workers strengthen or increase their skills the organization should implemented the effective training, so company needs to increase their capabilities by making new products, create new ideas and give quality services in the organization Noe (2010).

Training and development therefore should be considered not only as opportunity for growth but investment that yields overall returns and benefits to organizations and employees. According to, in contributing to the overall goal of the organization, training and development processes are implemented as these benefits will not just the organization but also the individuals making up that organization. For the organization, training and development leads to improved profitability while cultivating more positive attitudes toward profit orientation. For the individuals, training and development improve job knowledge while also helping in identifying with the goals of the organization.

According to Sheeba (2011), organizations with more progressive people-oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return is higher skill and greater competence that helps improve morale and productivity.

## **1.2. Statement of the Problem**

Training and development assume a wide range of learning actions, ranging from training of the individual for their present tasks and moreover, knowledge sharing to improve the organization horizon and customers service. Which focus on their career development and enrichment, thus expanding individual, group and organizational effectiveness (Niazi, 2011).

In the prevailing scenarios, employee training and their development have outmost importance for the sake of improving productivity, which leads towards gaining competitive advantage (Quartey, 2012). However, employee training is considered as the planned step towards facilitating employees to seek job- related knowledge including behaviors and skills (Dennis and Griffin, 2005). Okoh, (2005) was emphatic that the inability of organizations to attain their goals was as a result of some of poor manpower development policies. Consequently, it becomes necessary to determine how organizational performance can be influenced through manpower training and development. According to Robbins (2003) many employers are not in support of training and development initiative because they assume employees should have gotten enough training from the institutions. Most employers consider that it is the responsibility of the employees to learn how to do their job so that they are hired; training and development programmers are regarded as an expense which it is difficult to convince shareholders to approve.

The importance of training is usually to reduce errors and to improve productivity and safety. So, properly planned and executed, training benefits both the employer and the employees (Marinescu & Toma, 2013). The Absence of well-established training policy, lack of adequate budget, inadequate need assessment, inappropriate training objective, outdated training and development method, lack of close supervision and follow up are some of the major problems related to training and development in most organization in developing countries (Zheng, Hyland, & Soosay, 2007). According to Getahun (Getahun, 2012) due to practical implications of training, it is important to have training that is effective. In most cases, there are gap between employees knowledge, skill and abilities and what the job demands. Thus, training is one of the major techniques that organizations undertake to fill this gap and improve the skill and competency levels of their employees.



Thus, as far as the researcher observation, consistency, commitment, awareness of training and development are the focal points to be assessed so that to evaluate the company's effectiveness in achieving its strategic goals. This study is therefore motivated because of the absence of studies in the area of employees training and development, its benefits, and challenges that could influence organizational performance in manufacturing companies of Ethiopian. Moreover, it is important to notice that the Ethiopian environment is different from the developed countries environment where the profession is more developed and where there is specific set of employees training and development regulation and an independent standard setting body. Therefore it is better to see the problem in developing countries context to enrich and extend the understanding of the practice of employees training and development in Ethiopian context. as a result, it becomes necessary to determine how organizational performance can be influenced through man power training and development. Given the above, it becomes necessary to determine the challenges, benefits and trends of training, development, and organizational performance in MOHA Soft drinks industry S.C Addis Ababa District.

## **Research Questions**

- What roles do training and development programs have in MOHA?
- What are the challenges of employees training and development in MOHA?
- What are the Practical benefits of employees training & development in MOHA?
- To what extent do training and development given achieve its objective in enhancing organizational performance of the company?

### **1.3. Objective of the Study**

#### **1.3.1. General Objective**

The main objective of this study is to examine the role of training and development on organizational performance in MOHA Soft drinks industry S.C.

#### **1.3.2. Specific Objectives**

- To assess the trend of training and development in MOHA soft drinks industry S.C.
- To identify the challenges of training& development on organizational performance of MOHA soft drinks industry S.C.

- To determine the overall employees effectiveness with the training and development program that they have received
- To assess how far the employees understand the T&D polices of the company

#### **1.4 Significance of the Study**

This study is significant for all practitioners and academicians by providing useful information about training, development and organizational performance and it also can serve as a source of document for the management of the company for decision making regarding the problem related with Organizational performance. If there is at all and it could help to change the attitude of the management toward the use of training and development. It would also create awareness; give a clue and clear explanation on Training and Development for employees. The study would help the researcher to relate the theoretical knowledge regarding Training & Development implementation, with the real existing practice. Finally it can serve as a basis for further research.

#### **1.5. Scope of the Study**

The scope of this study is limited to examining the role of training and development on organizational performance in MOHA Soft Drinks Industry S.C. This study was only limited to the information and data gathered till the time frame of preparation of this paper even though there are different data collection tool, the study used structured questionnaires and interview. From a geographic point of view, the study was held only in the three sister plants of MOHA Soft drinks Industry S.C. found in Adis Ababa. The organization and data collection was delimited to the managerial and non-managerial staff.

#### **1.6. Limitation of the Study**

Similar to other research studies this study has also the following limitations; the measurement of study variables and their effect on performance are all based on respondent's perceptions and attitudes while filling the questionnaires. Thus, elements of errors and bias might exist in the data set. Also the study covered only three sister plants of MOHA Soft Drinks Industry S.C, so if findings of this study to be generalized, then the other plants should be researched to get more updated valuable contributions regarding the role of training and development on organizational performance .

## 1.7. Definitions of Terms

- **Training:** Refers to the process of imparting specific skills, which permits employees to perform their present job to standards. It improves human performance on the job the employee is presently doing or is being hired to do. Also, it is given when new technology is introduced into the workplace.
- **Development:** refers to those learning opportunities designed to help employees to grow. It is learning for growth of the individual, but not related to a specific present job.
- **Performance:** Performance is the achievement of specific tasks Measured against predetermined standards of accuracy, completeness, cost and speeds.
- **Training &Development:** is simply defined as ‘the formal, ongoing efforts that are made within an organization to improve the performance of its employees’. Training and development can also be described as ‘an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees.
- **Organizational Performance:** It is defined as is the achievement of Organizational goal.
- **Employee performance:** It is defined as the outcome or contribution of employees on the job to make them achieve organizational goals.It is also defined as employees using their skills, ability, and competencies to perform the assigned task required by their subordinate with effectiveness and efficiency.

## 1.8. Organization of the Study

This study is organized in to five chapters. The first chapter states the general introduction of the study. The second chapter deals with related literature reviews. The third chapter outlines the research design and Methodology. The research results are presented in the fourth chapter.The last chapter draws conclusion and recommendations and wind up by highlighting future research areas.

## **CHAPTER TWO**

### **LITRATURE REVIEW**

This chapter examines previous studies related to training and development, and Organizational performance. It reviews the theoretical concepts, empirical studies and conceptual framework that help the researcher to understand and identify the problem being studied more appropriately.

#### **2.1. Theoretical Concepts**

##### **2.1.1 An Overview of Training and Development**

According to Armstrong, (2009) for any organization to function effectively, it must have money, materials, supplies, equipment, ideas about the services or products to offer those who might use its outputs and finally people, which is the human resource, to run the organization. The effective management of people at work is Human Resource Management. Human Resource Management has emerged as a major function in most organizations and is the focus for a wide-ranging debate concerning the nature of the contemporary employment relationships. Managing human resources is one of the key elements in the coordination and management of work organizations. Shen (2004) defines Human Resource Management as the involvement of all management decisions and actions that affect the nature of the relationship between the organization and its employees-the human resources. According to Shen generally management make important decisions daily that affect this relationship (Shen, 2004).

According to Beardwell and Holden (1993) that Human Resource Management concepts such as commitment to the organization and the growth in the quality movement have led senior management teams to realize the increased importance of training, employee development and long-term education. Such concepts require not only careful planning but a greater emphasis on employee development.

Training and development are complementary parts of the same process. They are interlinked and interdependent, rather than sequential and hierarchical. Training and development is very crucial to the employees, the organization and their effectiveness (Devi & Shaik, 2012). Staff training and development can occur simultaneously or complementary, but the two do not necessarily have direct relations to each other (Comma, 2008). Training and development

activities are important elements of the human resource management function of an organization. The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. A training need can be said to exist when there is a gap between the existing performance of an employee (or group of employees), and the desired performance to assess whether such a gap requires a skill analysis. Training is essential for leadership development success. Training plays a vital role in leadership development. Enhancing the skills of employees is the aim of training and development. Training and development are designed to have these benefits. These traditional or conventional trainings might be formal or informal.

Development involves preparing employees for higher responsibilities in future. Development according to Ezeuwa (2009) can be seen as the use of human resources to quantitatively change man's physical and biological environments to his benefits or ever seen as involving the introduction of new ideas into the social structure and causing alterations on the patterns of the organization and social structure.

### **2.1.2. Insight In To Training**

Training refers to the course of imparting specific skills, which licenses employees to achieve their current job to standards. It advances human performance on the job the employee is presently doing or is being hired to do. Also, it is given when new technology is introduced into the workplace. Training addresses gaps between an ideal and an optimal stage of development. Rothwell (2006), categorize them into two sets, to fill up a performance gap (identified during the performance management process) and to fill up growth gap, (to be promoted or to be able to fill another open position in the organization).

Muhammad Aslam Khan (2013) appealed that job training, training design and job delivery style are three of the most significant factors in organizational studies as they contribute to increasing employee performance.

Training of employees would result in an increase in productivity and economic growth, as it has a significant effect on the ability of the employee to perform his/her job effectively (AnamAmiet et al., 2013).

### **2.1.2.1. Methods of Training**

While selecting training methods it needs to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles. Generally we have two types of training,

- a. **On the job training;** on the job training is most frequently used method in smaller organizations. This method of training uses more knowledgeable, experienced and skilled employees, such as managers, supervisors to give training to less knowledgeable, skilled, and experienced employees. Observing this method critically, the training places the employee in actual work situations and makes them appear to be immediately productive. The method is suitable for imparting operative or technical skills to operative personnel. This places the employees in the actual work environment and trainees are provided with knowledge, skill and abilities of performing different tasks. There are three common methods that are used in on-the-job training and these are; apprenticeship, mentoring and job rotation.
- b. **Off the job training;** This is another method of employee training which is concerned with the arrangements organized away from organizational work station. The trainees focus on learning experience by going under training outside the organizational work place. The trainees are removed from the stress and demands of workplace as the training program is organized away from organizational workplace. The popular methods of this approach are: Simulation and Classroom and Conference Training.

### **2.1.3. Insight In To Development**

Antonacopoulou (2000) defines Employee development as a means to develop the abilities of an individual employee and organization as a whole. In every organization the success is tremendously relayed on its employees. However, there are different other aspects that perform a major part; an organization need to ensure efficient employees in line with financially dominant and competitive in the market. Organizations want to have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Most companies are investing a lot of money on the training and development of employees in order to remain competitive and successful.

According to Antonacopoulou (2000) employee development activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop. Many organizations are contributing towards the employee development activities, it enables the employees to work hard, utilize their full skills and efforts to achieve the goals of the organizations.

#### **2.1.4. An Overview of Organizational Performance**

Given the complexity and difficulty of the meaning of the concept “performance” different authors have defined it differently. In this research it is adopted the definition given by Neely et al, (2004).

*The performance is the sum of all processes that will lead managers to taking appropriate actions in the present that will create a performing organization in the future (i.e., one that is effective and efficient). In other words, we define performance as doing today what will lead to measured value outcome tomorrow.*

The organizational performance management is a term that emerged “to differentiate between management at the level of the individual and the corporation” (Bourne et al., 2003, p. 15). This type of management requires that procedures are placed in line with the evolution of their environment, in order to allow the development of the organization and its management system (Lebas and Euske, 2004).

The primary aspect in training goals is to achieve a high level of performance and to enhance employee satisfaction in the workplace; in addition, the best training is to unify efforts toward achieving organizational goals (Muhammad Usman Muzaffar, 2012).

Employee training plays an important role in developing performance and achieving high level output thereby leading to increased company strength in the competitive marketplace. Organizational performance at different levels, as it can help decision makers, human resource managers, academic institutions as well as the government. The training of employees can bring positive results for the organization through improved performance to achieve its goals successfully. Nelson Jagero, (2012) and Azara Shaheen, (2013) found that there is a linear relation between job training and employee performance in enhancing organizational performance.

### 2.1.5. Benefits of Training and Development

Training and development assume a wide range of learning actions, ranging from training of the individual for their present tasks and moreover, knowledge sharing to improve the organization horizon and customers service. Which focus on their career development and enrichment, thus expanding individual, group and organizational effectiveness (Niazi, 2011).

When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. In nutshell Training and development is crucial for organizational development and its success which is indeed fruitful to both employers and employees of an organization. Here are some important benefits of training and development.

- **Increased productivity:** Training and development directly improves efficiency and productivity of employees. Employees remain up to date with new technology and thus use existing ones in a better way. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources when employees are properly trained.
- **Reduction of errors & accidents:** Most of the errors occur because of many employees lack the desired knowledge and precise skills required for doing a particular job. Continuous Training and development ensures that employees get the right skills at right time .The more trained an employee is, the less are the chances of committing errors in job.
- **Uncover employee potential:** Most of the companies overlook the hidden talent of their employees, Training and development provides a catalytic platform for employees to share their ideas with management. It has been proved that some employees might be yearning for a leadership role within the business, but because there is no leadership development program in place, these individuals don't get the chance to prove their ability or further develop these hidden skills. Allowing employees to attend these programs helps to spot the leaders of tomorrow within current work force.
- **Job satisfaction:** Training and development makes the employees feel more satisfied with the role they play in the company or organization. This is driven by the great ability they



gain to execute their duties. They feel they belong to the company or the organization that they work for and the only way to reward it is giving the best services they can.

- **Reduction of turnover and absenteeism:** Employee turnaround costs time and money. Training creates a feeling of confidence in the minds of the employees. It gives them a security at the workplace. As a result, labor turnover and absenteeism rates are reduced.
- **Less supervision:** Training improves necessary skill sets in employees and empowers them to address tasks independently. In other words a well-trained employee will be well acquainted with the job and hence they need less of supervision.
- **Address employee weaknesses:** Most of the employees have certain weaknesses in their workplace, which hinder them from giving the best outputs. Training assists in eliminating these weaknesses, by strengthening workers skills and dissolving inner barriers
- **Increased consistency:** A well-organized training and development program gives employees constant knowledge and experience. Access to regular training ensures that all employees have a consistent experience and consistent knowledge of tasks and procedures, something which is particularly important when it comes to basic company policies and procedures
- **Reduction in learning time:** Systematic training through trained instructors is essential to reduce the training period. If the employees learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work. Here training takes care of all these things in a compact manner and reduces the time frame of self-learning significantly.
- **Team spirit:** Training and Development helps in instilling the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- **Skills Development:** Training and development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

- **Optimum resource utilization:** Training and Development significantly helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization which ultimately results in optimum resource utilization, moreover it also helps the employees in attaining personal growth.

### 2.1.6. Challenges of Training & Development

Despite careful allocation of resources many companies find their training programs to be ineffective (or only partially effective) in achieving its goals. This is usually because of a few common challenges in training and development.

- **Costs:** Different Facilitation, equipment, venue hire, and the cost of employees' time (those hours add up!) all make training an expensive undertaking. Training tends to be small, while training demands are always steep. What further contributes to challenges in training and development is when a strained budget also needs to incorporate travel and software costs.
- **Lack of engagement:** Engagement is important on three levels: cognitive, emotional, and behavioral. Without all three in place, poor knowledge retention, passive learning and a lack of commitment contribute to challenges in training and development.
- **Hectic employee schedules:** When work, family life, and a slew of other demands are draining employees' energy, there's a risk that training just adds to their stress. Worse still, intruding on employees' personal time with training sessions is a surefire way to make them resist (and even resent) training.
- **A dispersed workforce:** A steady rise in remote work and a decentralized workforce has led to new challenges in training and development. With a geographically dispersed workforce, training can be quite hard: misunderstandings are common, and cultural differences may even lead to inconsistent training.
- **Different learning habits:** Whether we're training 20 or 2000 learners, it's vital that we consider learner preferences and habits in order to prevent further training issues. The current workforce includes at least three generations, all of which have a radically different relationship with technology. So, our training is bound to be less effective if all

employees are assumed to be equally tech-savvy or to have the same knowledge levels and learning habits.

- **Training that isn't relevant:** Many training programs are too generic, and not personalized enough for specific roles or skills. Unfortunately, generic training can strain learners' time and patience by forcing them to engage with content that simply isn't relevant to them. You can bet this leads to further training challenges.

### **2.1.7. Reasons for Carrying Out Training and Development**

Researchers like Oguntimehin, A. (2001) observed the usefulness of training and development in an organization and identified the functions of training as follow: it increases productivity; improves the quality of work; enhances skills, knowledge, understanding and attitude; engenders the use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs; eliminates obsolescence in skills, technologies, methods, products, capital management; enhances the implementation of new policies and regulations; prepares people for achievement, improves manpower development and ensures the survival and growth of the enterprise.

Katcher and Snyder (2003) also identify some of the reasons why employers need their employees to continuously learn new skills, and they include the following:

- **Capital improvement:** Employees are asset to the organization but employers are more concerned about reaching deadlines and profit maximization rather than employees skills development, without which employee performance could be hampered. Although the organization still achieves productivity, the focus should also be on the dedication, commitment and loyalty of employees. If employees do not receive ongoing training, upto-date equipment will not be used optimally.
- **Morale improvement:** Employees who continuously upgrade their job skills will also improve their productivity. Developing employee skills not only plays a role in the workplace, but in the external world as well. It contributes to the full personal development of each employee and the socio-economic development of the nation at large; therefore, happy employees may be productive, but more productive employees are happier.

- **Ability to adapt to change:** The more skilled the workforce is, the easier it will be for the entire organization to adapt to changes that may arise in the domestic and global market place in the demand of its products and services.

### **2.1.8. Consequences in the absence of training and development**

The following are state absence of training and development can contribute:

- ✚ Constraints on business development
- ✚ Higher labor turnover;
- ✚ Increased overtime working;
- ✚ Higher rates of pay, overtime premiums and supplements;
- ✚ Higher recruitment costs, including advertising, time and incentives;
- ✚ Greater pressure and stress on staffs;
- ✚ Pressure on job-evaluation schemes, grading structures, payment system Career structure; Higher training costs;
- ✚ Additional retention costs in the form of flexible working time, job sharing, part time working, shift working (Neitzel, 2006).

## 2.2. Empirical Review

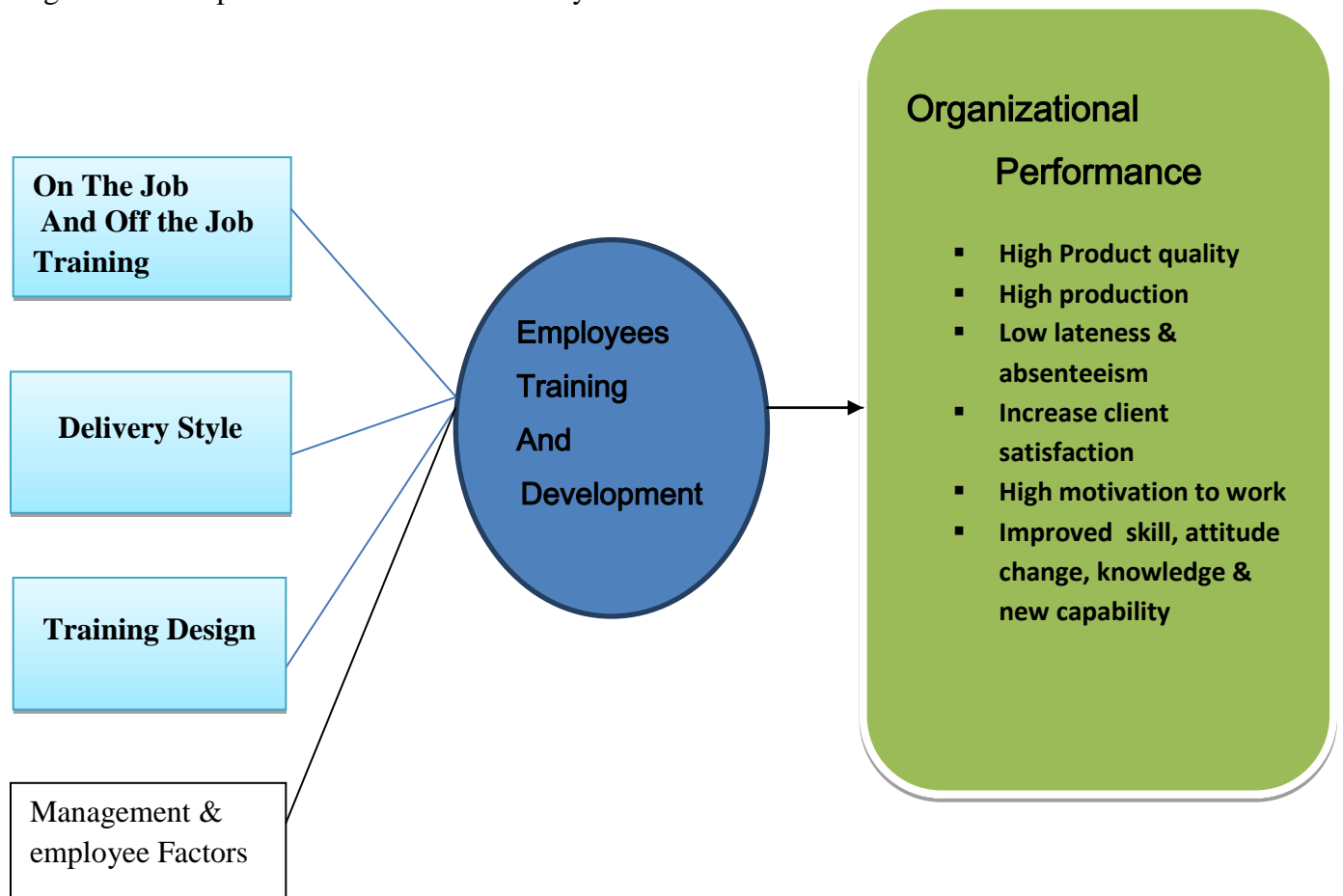
There are several studies which used training to boost organizational performance. Ameer-ul Ameer and Furqan Hanif (2013) indicated that training is the most important part in influencing employee performance directly as it has a significant effect on overall performance as well as enhancing efficiency among employees toward achieving specific goals. This study distinguished that employee without training cannot achieve specific tasks as well as with training as it can improve the skills of employees to help them achieve desired goals. In addition, rationally designed training programs have a significant effect in meeting organizational needs including assessment on the results of training in order to achieve organizational goals. Some organizations seek to meet their training needs in haphazard ways thereby making it difficult to identify their actual training needs (Afshan Sultana et al., 2012).

According to Sheeba Hamid, (2011) it has been confirmed that organizations with more progressive people-oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return is higher skill and greater competence that helps improve morale and productivity. According to Ramya (2016) most of the previous studies provided the evidence that there is a strong positive relationship between human resource management practices and organizational performance.

According to Amir, Elnaga1, Amen and Imran (2013), findings from training leads to increased organizational costs. An organization's management should identify poor performance or actual lack of skills or knowledge before conducting training programs. Performance assessments help companies to save more money so as not to spend on unnecessary training. In addition, Neelam Tahir et al. (2014) argued that dependent variables: productivity, workers and performance have a strong relationship with independent variables: development and training. Training and development leads to enhanced productivity through increased knowledge and skills of employees. Training and development are the backbone of human resource management, as these can increase the performance at individual and group levels thereby achieving organizational goals.

### 2.3. Conceptual Framework of the Study

Figure 1: Conceptual Framework of the Study



The conceptual frame work of the study shows the connectivity of organizational performance with employees training and development and also issues affecting employees training and development.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter describes the methodology used in order to conduct the study. It describes the types of methods selected for data collection and analysis and the reasons for why these methods were chosen in comparison to the other alternative methods. It deals with types and approaches of research design, Sampling and sample design, Types, sources and methods of data collection, Methods of data analysis, Time and budget schedules

#### **3.1. Research Design and Approach**

In this paper the researcher used mixed research approach; the justification for combining both quantitative and qualitative data is to better understand a research problem by combining both numeric values from quantitative research and the detail of qualitative research and to neutralize limitations of applying any of a single approach. According to Creswell (2009) the mixed research approach uses separate quantitative and qualitative methods as a means to offset the weaknesses inherent within one method with the strengths of the other method.

#### **3.2. Sampling and Sample Design**

##### **3.2.1. Target Population**

MOHA Soft Drinks Industry S.C has nine plants in Ethiopia. Because of its geographical location, the target populations of this study are the three plants located in Addis Ababa district. These plants has total of 1,952 permanent employees. From which Nefasilk Pepsi cola plant has 811, T/Haymanot Pepsi cola plant have 539 & Summit Pepsi cola plant has 602 permanent employees. The population comprises department managers, supervisors, administrative staffs, accountants, office assistants, support staff members, and all operational employees.

##### **3.2.2. Sampling Techniques**

The sampling design used in this population is simple random sampling and purposive sampling techniques. In random sampling each individual in the population has an equal probability of being selected which is important for the external validity of the study (Creswell, 2009). Since the aim of the study is to make theoretical inferences from the results of the study that are suitable for further empirical investigation in any other context, this random sampling is the most

appropriate method. In order to increase the validity of the study lottery method was selected from simple random sampling technique. For the qualitative data of the study purposive sampling was used to get important information for the study from a specific group of professional that has a knowledge and skill in the performance of both the employees and the organization which includes department managers, Supervisors and Forman's.

### 3.2.3. Sample and Sample Size

According to Glenn (1992) covering the entire companies in the study makes the study difficult. Therefore, for population size of 2000 a sample size of 333 with the confidence level of 95% size is believed to be representative (See for example Glenn D. israel , 1992).Therefore from the population of 1952 the sample size would be 333.

**Table 3.1: Sample size for,  $\pm 3\%$ ,  $\pm 5\%$ ,  $\pm 7\%$  and  $\pm 10\%$  precision levels where confidence level is 95% and  $p=.5$ .**

Size of population	sample size(n)for precision(e) of			
	$\pm 3\%$	$\pm 5\%$	$\pm 7\%$	$\pm 10\%$
500	a	222	145	83
600	a	240	152	86
700	a	255	158	88
800	a	267	163	89
900	a	277	166	90
1000	a	286	169	91
2000	714	333	185	95
3000	811	353	191	97
4000	870	364	194	98
5000	909	370	196	98
6000	938	375	197	98
7000	959	378	198	99
8000	976	381	199	99
9000	989	383	200	99
10000	1000	385	200	99
15000	1034	390	201	99
20000	1053	392	204	100
25000	1064	394	204	100
50000	1087	397	204	100
100000	1099	398	204	100
>100000	1111	400	204	100

a=Assumption of normal population is poor,(Yamane,1967), The entire population should be sampled.

**Source:**Glenn D. israel (1992)



### **3.3. Types, Sources and Methods of Data Collection**

#### **3.3.1. Methods and Sources**

While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., primary and secondary. The primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process. One collect primary data during the course of doing experiments in an experimental research but in case we do research of the descriptive type and perform surveys, whether sample surveys or census surveys, then we can obtain primary data either through observation or through direct communication with respondents in one form or another or through personal interviews. When the researcher utilizes secondary data, then he/she has to look into various sources from where he can obtain them. In this case he is certainly not confronted with the problems that are usually associated with the collection of original data. Secondary data may either be published data or unpublished data (Kothari, 2004).

#### **3.3.2. Tools of Data Collection**

This research was conducted by using both primary and secondary data. Primary data was gathered using questionnaire, personal observation, and by having an interview with department managers. Secondary data was composed of books, practical guidelines, previous literatures and User manuals. Since primary data collection method is assumed to show more of the existing reality the researcher used primary data in most of the data collection period by using a competent questionnaire and interview which included both open and close ended questions. The questionnaire was designed on Likert 5 Rating Scale (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree) and it also includes yes or no questions. To test the impact of the variables the collected data was analyzed through SPSS.

#### **3.3.3. Procedures of Data Collection**

This research was conducted by using both primary and secondary data. The empirical data for the study were collected through a well-structured questionnaire (with 29 items), which was distributed among the employees of MOHA soft drinks industry S.C companies located in the

Addis Ababa. The respondents to this questionnaire were free to answer the questions according to their own scruples without been bound to satisfy the researcher. Simple instructions and assistance were given on how to correctly fill in the questionnaires and confidentiality of information is assured. Also personal observation, were used to observe the practical activity. Additionally interviews were conducted with selected department heads and supervisors. Secondary data was composed of books, practical guidelines, previous literatures and User manuals.

### **3.4. Methods of Data Analysis**

In the study process different types of raw data was collected. The raw data collected was processed, analyzed and interpreted. Descriptive statics analysis method was employed for processing and analysis proposes. In order to ensure completeness and logical consistency of responses, data editing was carried out each day by the researcher. Identified mistakes and data gaps were rectified as soon as possible. Once editing was done with, the data were analyzed using quantitative techniques. The analysis was done using Statistical Package for Social Sciences (SPSS). This is essential for a scientific study and for ensuring that we have all relevant data for making contemplated comparisons and analysis (Kothari, 2004).

The summary of result was presented using frequency distribution and percentages, which was used to determine the proportion of respondents choosing the various responses. Tables were used to ensure easy understanding of the analyses. From all the popular data analysis methods the researcher has chosen Descriptive analysis This was preferred because it is concerned with answering questions such as who, how, what which, when and how much (Cooper & Schindler, 2006). A descriptive study was carefully designed to ensure complete description of the situation, making sure that there is minimum bias in the collection of data and to reduce errors in interpreting the data collected from the descriptive study.

### 3.5. Validity and Reliability of the Study

#### 3.5.1. Validity

According to common knowledge research principles an instrument is valid if it measures what it is intended to measure and accurately achieves the purpose for which it was designed. To ensure validity of the instrument, face, and content; the questionnaire was given to professionals for judgment, appropriateness and over all evaluation.

#### 3.5.2. Reliability Test

Reliability, on the other hand relates to the consistency of collected information. In order to maintain the reliability of the instrument used a pilot study was carried out on a sample to employees before the collection of the data. The responses of respondents were scored and the result of the reliability test was carried out to show that the instrument used in the study is regarded as sound, consistent and reliable.

The reliability of the tool was determined using Cronbach's Alpha. Accordingly, when reliability values of questionnaire items are more than alpha value then it indicate that the scale can be considered consistent, sound and reliable. For the sake of internal consistency, soundness and reliability, SPSS (version 16) was used to carry out reliability analysis. Cronbach's Alpha reliability analysis is shown in Table 3.2.

**Table 3.2: Reliability Statistics**

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
.734	24

In general, a higher value shows a more reliable generated scale. According to Cooper, R. D., and Shindler, S. P. (2007), 0.70 is an acceptable reliability coefficient. In table 1, the reliability values of the stated variables 0.734 are greater than the prescribed threshold of (0.70) and in

comparison Cronbach's Alpha values are compatible to reliability test of the conducted pilot study with Cronbach's Alpha value (0.734); hence the scale is sound and reliable.

### **3.6. Ethical consideration**

Bearing in mind the significance of ethics in research work the researcher considered ethical issues as much as possible. In order to secure the consent to the study the researcher clearly provided detailed information about the aim of the study. Also the researcher informed the participants not to disclose their names and the study was carried out by great willingness of participants to reveal their personal views of the situation and the researcher also assured that the responses gathered from the respondents are confidential and not to be used for any personal interest.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

This chapter explains data analysis, discussion and interpretation of the data collected. The discussion attempts to accomplish the objectives of the study and answer the research questions.

#### **4.1. Response rate of respondents**

The numbers of questionnaires distributed to the respondents in this thesis is 333. The total number of returned questionnaires is 294. Returns were subjected to a careful checking and 41 questionnaires were excluded and regarded as unsuitable for statistical analyses because they do not meet the conditions and criteria of answering and filling the questionnaires, therefore, the total number of useable returns is 253. None response is 39 and it was assumed that the non-respondents were either unwilling to cooperate or simply not interested in the survey. Accordingly the analysis of this study is based on the number of questionnaires collected.

#### **4.2. Respondents Demographic Profile**

This part presents the background information of the respondents

Table 4.1: Demographic characteristics of respondents

Variables	Demographic Item	Frequency	Percent (%)
<b>Gender</b>	Female	107	42.3
	Male	146	57.7
	Total	253	100
<b>Age</b>	18-25	40	15.8
	26-35	94	37.2
	36-45	73	28.9
	46-55	34	13.4
	>=56	12	4.7
	Total	253	100
<b>Educational level</b>	Diploma	109	43.1
	Bachelor degree	106	41.9
	Master's Degree	6	2.4
	Other	32	12.6
	Total	253	100
<b>Work Experience</b>	<5	83	32.8
	6-10	77	30.4
	11-15	51	20.2
	16-20	26	10.3
	>20	16	6.3
	Total	253	100
<b>Working Department</b>	Administrative	116	45.8
	Operational	137	54.2
	Total	253	100

**Source:** Prepared by researcher 2019

- a. **With respect to gender:** As can be seen from the above table 4.1; 107 (42.3%) of the respondents are female employees and 146 (57.7) employees are male employees. This means more respondents of this thesis are male employees. According to the female respondents of the interview the reason for this is that since the company works on shift the job is little difficult for female employees who have children and family since they have to work both the night and the day shift most female employees do not prefer the job. That's why the respondents are more male employees.
- b. **With regard to Age:** As can be seen from the above table 4.1 ; (15.8%) of the respondents are young employees, also 94(37.2%) of the respondents are young adult employees.

73(28.9%) respondents lay between 36-45 age ; 34(13.4%) respondents lay 46-55 age; 12(4.7%) respondents lay >56 age .Careful analysis of age distribution shows that, the company prefer to employ young able bodies because the nature of work requires people that have stamina and take the burden of heavy load jobs. There has been an ongoing debate as to whether a young work force could positively affect productivity in a company. According to Mullins, L.J. (2005) this group of employees are “independent entrepreneurial thinkers who relish responsibility, demand immediate feedback, and expect a continuous sense of accomplishment.” They are regarded as the drivers of firm’s profitability and therefore, they are essential to the growth of every company.

- c. **Concerning Educational Level:** When we see the academic level of the respondents (see table 4.1),109(43.1%) of the respondents are diploma holders followed by degree holders with percentage of 41.9(106).6(2.4%) respondents are master’s holders; 32(12.6%) respondents are 10+2 and drop outs. It can be deduced that there is a good educational background of employee in the organization.
- d. **With Regard to Experience:** Table 4.1 indicates higher percent of employees 83(32.8%) have less than five years’ experience ; 77(30.4%) respondents have 6-10 years of experience ; 51(20.2%) respondents have 11-15 years of experience; 26(10.3%) respondents have 16-20 years of experience; 16(6.3%) respondents have >20 years of experience. So the researcher concluded that there is high turnover in the company. As the result the high turnover of the employees will have effect in the performance of the since different employees need to train and practice to go on with the function of the organization there will be high training cost.
- e. **With Respect to Department:** Table 4.1 indicates that 137(54.2%) respondents are operational employees and 116(45.8%) respondents’ are administrative employees. Based on the above table the researcher concluded that the majority of the employees are operational employees. Which expected since the company is a manufacturing company.

### **4.3. Trends of Training and Development**

In this section, the questionnaire results related to training and development were analyzed.

Table 4.2: Trends of Training and Development

No	Items	Scale		
		Category	F	%
i	In the last two years have you ever under got training /orientation related to your job?	Yes	218	86.2
		No	35	13.8
		<b>Total</b>	<b>253</b>	<b>100</b>
ii	How many times do you have taken training?	1-2	162	65.6
		3-5	53	20.9
		>5	4	1.6
		None	34	11.9
		<b>Total</b>	<b>253</b>	<b>100</b>
iii	If you answer Q 1 ' yes' what methods were used for the facilitation?	Off the job training	70	27.7
		On the job training	140	55.3
		Other	7	2.8
		Non-response	36	14.2
		<b>Total</b>	<b>253</b>	<b>100</b>
iv	If you answer Q 3 'a' do you think having off the job training influences the transfer of learning difficulties when a trainee changes from training equipment to production equipment?	Yes	79	31.2
		No	23	9.1
		Non-response	151	59.7
		<b>Total</b>	<b>253</b>	<b>100</b>
v	If you answer Q 3 'b' do you think poor instruction and insufficient time for training could influence your performance?	Yes	147	58.1
		No	41	16.2
		Non-response	65	25.7
		<b>Total</b>	<b>253</b>	<b>100</b>
vi	Do you think having specialist instructor enables delivery of high quality training?	Yes	210	83
		No	43	17
		<b>Total</b>	<b>253</b>	<b>100</b>
vii	Do you think having a place free from the pressures and distractions of company life for training and development increases performance?	Yes	200	79.1
		No	53	20.9
		<b>Total</b>	<b>253</b>	<b>100</b>
viii	Do you think the delivery style of the training & development is influenced by the financial capability of your company?	Yes	166	65.6
		No	87	34.4
		<b>Total</b>	<b>253</b>	<b>100</b>
ix	Does your organization have a clear and defined strategy related to human resource development?	Yes	124	49
		No	129	51
		<b>Total</b>	<b>253</b>	<b>100</b>
x	How often does your organization conduct a performance effectiveness assessment to assess the current situation?	Always	42	16.6
		Mostly	60	23.7
		Sometimes	98	38.7
		Rarely	40	15.8
		Never	13	5.1
		<b>Total</b>	<b>253</b>	<b>100</b>

**Source:** Prepared by researcher 2019



Under Table 4.2 item number i, above shows 218(86.2%) respondents have taken training in the last 2 years. 35(13.8%) of the respondents responded that they did not take any training for the last 2 years. This means that the company gives training to its employees. According to McDowall, A. and Saunders, M.N.K. (2010), the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized.

Also Table 4.2 above item number ii indicates 162(65.6%) of the respondents have taken training 1 or two times in two years, 53(20.9%) of the respondents have taken training three up to five times in two years. The rest 4(1. %) responded that they have taken training more than five times and finally 34(11.9%) responded they have never had training for the last two years. Which means the company delivers the training one or two times in two years. According to Akinpoju, B. (1999) training and development is not exclusively reserved for newly recruited staff but also it is a necessity for the older employees. Therefore, for the purpose of enhancing individual performance, it is important that training and development be made a continuous process that should last through an employee's entire working life.

Table 4.2, item number iii above indicates 140(55.3%) of respondents have taken on the job training; 70(27.7%) have taken off the job training; 7(2.8%) have taken both off the job and on the job and the rest of the respondents 36(14.2%) did not respond to the equation because they have never taken any training at all. This suggests that the company gives on the job training for its employees. The interview result shows that the training and development program given depends on the nature of the job and the necessity of the training in the existing period of time. Every employee gets on the job training but if the job is new to the company or if there is new system in the company selected employees will get off the job training as well. The respondents have given the researcher as example an IFRS training given to finance employees as off the job training and ERP system trading as on the job training which is given to different employees for implementation of the system. According to Mehrdad, A., Mahdi, S., Ali, S.(2009) training and development training techniques are classified into behavioral or On-the-job (orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching) and cognitive or off-the-job (Lectures, computer-based training, games and simulations etc. These tend to influence employees' performance and organizational competitiveness. When

selecting among training methods, the following factors must be considered as they highly contribute to the effectiveness of training programs :such factors include: objectives of training, cost of training, time of training, location of training, frequency of training, suitability of training methods, content of training, delivery style, capability of application, trainer's capabilities and employees willingness to " learn and apply".

As the above table 4.2, item number iv indicates 79(31.2%) of the respondents think having off the job training influences the transfer of learning difficulties when a trainee changes from training equipment to production equipment; 23(9.1%) respondents do not think having off the job training influences the transfer of learning difficulties when a trainee changes from training equipment to production equipment. The rest of the respondents 151(59.7%) did not responded for the question because the training they taken was on the job training. This means that having off the job training influences the transfer of learning difficulties when a trainee changes from training equipment to production equipment.

As indicated at the above table 4.2 item number v ; 147(58.1%) of the respondents think poor instruction and insufficient time for training could influence their performance.41(16.2%) respondents do not think poor instruction and insufficient time for training could influence their performance. The rest 65(25.7%) respondents do not responded for this question because they have taken off the job training. There for the researcher concluded that poor instruction and insufficient time for training could influence employee's performance.

As can be seen from the above table 4.2 item number vi ; 210 (83%) of the respondents think that having a specialist instructor can enable delivery high quality training. The rest of the respondents or 43(17%) of the respondents think having specialist instructor does not affect the quality of training given. There for the researcher concluded that having a specialist trainer has a huge contribution for delivery of high quality training. According to Mahbuba Sultana (2013), the trainer's role is shifting from a simple role of providing skills to active communicator, who makes an effort in achieving training as well as organizational objectives. Trainer plays an important role in transferring the learning to work. The one of the barriers to convey the training to the employees is "poor training content and delivery style". Thus a good trainer is the one who has the skills to conduct a training program more purposeful by setting an appropriate training objectives, capture the attention of the audience and also deliver it in the best way so the

employee can easily understand because training objectives are considered as the „pillar“ of training programs and lack of solid objectives leads to failure of training programs.

The above table 4.2 item number viii also shows 200 (79.1%) of the respondents think that having a place free from the pressures and distractions of company life for training and development can increase performance. But 53 (20.9%) of the respondents do not agree with the idea of having a place free from the pressures and distractions of company life for training and development increases performance.

Table 4.2 item number ix, above shows 166(65.60%) of the respondents think that the delivery style of the training & development is influenced by the financial capability of the company. The rest 87(34.4%) of respondents think that delivery style of the training & development is not influenced by the financial capability of their company. This means that the delivery style of training & development is influenced by the financial capability of the organization. According to the above table 1 24(49%) of respondents replied that their organization have clear and defined strategy related to human resource development. 129(51%) of the respondents do not agree. This means the company does not have a clear and defined strategy related to human resource development. In the contrast the interview results show that the company has a clear and defined strategy related to human resource development. The result shows that the company provides different development programs and provides different educational opportunities for its employees according to interview participants. According to Sheeba Hamid, (2011) It has been confirmed that organizations with more progressive people-oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return is higher skill and greater competence that helps improve morale and productivity. In a similar view of Aigbepue and E. Mammud,(2012), the results of the study showed that organizational performance depends largely on manpower training and development. In view of this, the researchers recommend that business organizations should have regular and well-thought out training and development programs for their employees. Such programs should be capable of raising the skills, morale and productivity of employees.

As can be seen from the above table 4.2 item number x; 98(38.70%) of the respondents responded that the organization conduct performance effectiveness assessment some times, 60(23.70%) responded mostly, 42(16.6%) always, 40(15.85) said rarely and 13(5.10%) responded their organization never had conducted a performance effectiveness assessment per.

This means the organization conduct a performance effectiveness assessment some times. The interview result shows that performance effective assessment was made by department supervisors every six months. In line with this study is researchers Robbins et al., (2003) they showed that if training and development are delivered the right way and at the right time it will provide substantial returns for the employer in terms of increased productivity, knowledge, loyalty and profit.

#### 4.4. The role of training and development on organizational performance

In this section, the questionnaire results related to organizational performance were analyzed.

Table.4.3: Descriptive statics on the role of training and development on organizational performance of MOHA.

No	Items	Scale						
		SD	D	N	A	SA	M	S.D
i	In my opinion training and development helps me to increase productivity	57(22.5%)	54(21.3%)	27(10.7%)	49(19.4%)	66(26.1%)	3.0514	1.53573
ii	In my opinion training and development I received helped me to me to enhance high quality of product	56(22.1%)	62(24.5%)	43((17%)	54(21.3%)	38(15.1%)	2.8261	1.38637
iii	I feel that the development enables me to improve skills, knowledge, attitude change & new capability.	51(20.2%)	44(17.4%)	33(13%)	59(23.3%).	66(26.1%)	3.17793	1.49469
iv	In my opinion training helps me to enhance the use of tools and machine & operational safety.	48(19%)	35(13.8%)	35(13.8%)	57(22.6%)	78(30.8%)	3.3241	1.5032
v	In my opinion training helps me to reduce the number of accidents, scrap and damage to machinery and equipment.	36(14.2%)	37(14.6%)	38(15%)	59(23.4%)	83(32.8%)	3.4585	1.4348
vi	I have a good relationship with my supervisor and the training reduces lateness & absenteeism.	33(13%)	26(10.3%)	57(22.5%)	77(30,4%)	60(23.8%)	3.415	1.3084
vii	The training provided helped me to eliminate obsolesce in skills.	22(8.7%)	18(7.1%)	57(22.5%)	79(31.2%)	77(30.5%)	3.6759	1.2238
viii	I feel the training provided helped my organization to ensure its success with client satisfaction.	15(5.9%)	22(8.7%)	44(17.4%)	90(35.6%)	82(32.4%)	3.7984	1.1593
ix	I feel a string sense of belonging to this organization and the and the training helps me to improve my motivation to work	11(4.3%)	14(5.5%)	49(19.4%)	91(36%)	88(34.8%)	3.913	1.0729

**Source:** Prepared by researcher 2019

As the above table 4.3 item number i shows 66(26.1%) of the respondents strongly agree that training & development helps to increase productivity, 49(19.4%) also agree that training & development helps to increase productivity. 27(10.7%) of the respondents responded neutral ; 54(21.3%) disagree ; 57(22.5%) strongly disagree in the issue. According to McConnell (2004), companies that have an investment perspective of human resource management view training as an opportunity to increase long-term productivity.

As can be seen from the above table 4.3 item number ii, 54(21.3%) of the respondents agree that the training they received helped them to enhance high quality of product; 38(15%) strongly agree; 43(17%) Neutral; 62(24.5%) disagree and 56(22.1%) Strongly disagree. When we give an explanatory analysis for this issue it shows that the training & Development given to the employees did not help the employees to enhance high quality of product. According to McConnell (2004), Training may also be viewed as a solution to a number of problems, such as substandard quality resulting from skills deficiencies and the voluntary turnover of employees seeking more rewarding jobs. The quality of employees training and development determines the long-term profitability and performance of organization. Training and development practices are aimed at enhancing employees' personal qualities that lead to greater organizational performance.

As it can be seen in above table 4.3 item number iii; 66(26.1%) respondents strongly agree that development enables them to improve skills, knowledge, attitude change & new capability. 59(23.3%) respondents also agree; 51(20.2%) respondents strongly disagree; 44(17.4%) respondents disagree and 33(13%) respondents are neutral.

The above table 4.3 item number iv show that 78(30.8%) respondents strongly agree that training helps to enhance the use of tools, machines & operational safety. 57(22.5%) respondents also strongly agree the rest 48(19%) strongly disagree ; 35(13.8%) respondents are neutral and 35(13.8%) disagree in the issue. This means training helps to enhance the use of tools, machine & operational safety. Researchers like Oguntimehin, A. (2001) observed the usefulness of training and development in an organization and identified the functions of training as follow: it increases productivity; improves the quality of work; enhances skills, knowledge, understanding and attitude; engenders the use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs; eliminates obsolescence in skills, technologies,

methods, products, capital management; enhances the implementation of new policies and regulations; prepares people for achievement, improves manpower development and ensures the survival and growth of the enterprise.

As it can be seen in the above table 4.3 item number v; 83(32.8%) respondents strongly agree the training can reduce the number of accidents, scrap and damage to machinery and equipment in their work environment; 59(23.3%) respondents also agree; 38(15%) respondents are neutral; 37(14.6%) respondents disagree and 36(14.2%) respondents strongly disagree in the issue. This means training helps to reduce the number of accidents, scrap and damage to machinery and equipment.

The above table 4.3 item number vi shows that 77(30.4%) respondents agree that they have a good relationship with their supervisor and they think training reduces lateness & absenteeism. Also 60(23.7%) respondents strongly agree; 57(22.55) respondents are neutral; 33(13%) respondents strongly disagree and finally 26(10.3%) respondents disagree. This means the employees have a good relation with their supervisor.

According to table 4.3 item number vii; 79(31.2%) respondents agree that the training provided by the company helped to eliminate obsolescence in skills. 77(30.4%) respondents also strongly agree; 57(22.5%) respondents are neutral; 22(8.7%) respondents strongly disagree and 18(7.1%) respondents disagree. That means that the training provided to employees has helped to eliminate obsolescence in skills.

The above table 4.3 item number viii shows that 90(35.6%) respondents agree that the training provided helped the organization to ensure its success with client satisfaction. 82(32.4%) respondents also strongly agree ; 44(17.4%) respondents are neutral ; 22(8.7%) respondents disagree and 15(5.9%) Strongly disagree. There for the researcher concluded that the training provided for the employees has helped the organization to ensure its success with client satisfaction.

The above table 4.3 item number ix indicates that 91(36%) respondents agree training helps them improve their motivation and feel a strong sense of belonging to their organization. Also 88(34.8%) respondents strongly agree; 49(19.4%) respondents are neutral; 14(5.5%) respondents disagree and 11(4.3%) respondents strongly disagree. So the researcher concluded that the

training given to the employees is helping to improve the motivation to work and it gives the employees a string sense of belongingness to the organization.

#### 4.5. Challenges of training and development

There were four questions under challenges of training and development.

Table 4.4: Descriptive statics on challenges of training and development

Items	Scale						
	SD	D	N	A	SA	M	S.D
Lack of financial resources	115(45.5%)	70(27.7%)	43(17%)	18(7.1%)	7(2.8%)	1.9407	1.07665
Lack of Top – Management Support	46(18.2%)	52(20.6%)	73(28.9%)	47(18.6%)	35(13.8%)	2.8933	1.29118
Lack of proper Training and Development Programs	39(15.4%)	55(21.7%)	71(28.1%)	58(22.9%)	30(11.9%)	2.9407	1.24102
Lack of personal drive & ambition of employees to ward development	123(48.6%)	68(26.9%)	37(14.6%)	20(7.9%)	5(2%)	1.8775	1.05635

**Source:** *Prepared by researcher 2019*

As can be seen from the above table 4.4, 115(45.5%) respondents strongly disagree that lack of financial resource is one of the challenges of training and development for the company. This means the company has the financial capability to give the necessary training and development for its employees. 70(27.7%) respondents also disagree; 43(17%) respondents are neutral; 18(7.1%) respondents agree that lack of financial resource can be a challenge for their company to give training and development and 7(2.8%) respondents also strongly agree. According to Perry (2007) and Kleiman (2003), hold that when training is too expensive if compared to its short-term return on investment, then companies may consider it a failure and, therefore, unacceptable. However, the long-term pay-off may be rewarding.

According to the above table 4.4; 73(28.9%) respondents are neutral about lack of top management support as one of the factor for training and development in the company. 52(20.6) respondents disagree; 47(18.6%) respondents agree; 46(18.2%) respondents strongly disagree and 35(13.8%) respondents strongly agree that there is lack of top management support. So the

researcher concluded that most of the respondents do not have information or idea on support of the management. According to Robbins et al. (2003:) many employers are not in support of training and development initiative because they assume employees should have gotten enough training from the institutions, most employers consider that it is the responsibility of the employees to learn how to do their job so that they are hired, training and development programs are regarded as an expense which it is difficult to convince shareholders to approve. He also added that, if training and development are delivered the right way and at the right time it will provide substantial returns for the employer in terms of increased productivity, knowledge, loyalty and profit.

The above table 4.4 also shows that 71(28.1%) respondents are neutral about lack of proper training and development Program as a challenge for training and development. 58(22.9%) respondents agree; 55(21.7%) respondents disagree; 39(15.4%) strongly disagree and 30(11.9%) respondents strongly agree. Therefore the researcher concluded that majority of the respondents do not want to give any suggestions in this topic or they do not have any clue on training and development programs of the company. Studies like Perry (2007) and Kleiman (2003) addressed the failures of training and development programs in greater depth. In these two works, the first reason identified for the failure of training and development programs stems from the training objectives not being aligned with the business needs. If the root of the problem of poor performance, for instance, it is related to factors such as reward systems, job design and motivation, which are not related to training, training will be pointless. Also, the absence of objectives to provide direction and focus, training will certainly not succeed. Training and development should include a focused process that allows the employee to ponder desired results. Objectives afford important direction and focus for learning the final product, which is a change in job performance. The finding of this result shows that there is no clear training and development programs in the company if there is one it's not clear for the respondents since most of them replied neutral. In a similar view of Aigbepue and E. Mammud,(2012), the results of the study showed that organizational performance depends largely on manpower training and development. In view of this, the researchers recommend that business organizations should have regular and well-thought out training and development programs for their employees. Such programs should be capable of raising the skills, morale and productivity of employees.



As it can be seen in the above table 4.4; 123(48.6%) respondents strongly disagree that one of the challenges of training and development is lack of personal drive & ambition of employees to ward development also 68(26.9%) respondents disagree; 37(14.6%) respondents response neutral; 20(7.9%) respondents agree that lack of personal drive & ambition of employees to ward development is one of the challenges for training and development in the company; 5(2%) also strongly agree. This means that lack of personal drive & ambition of employees to ward development is not one of the challenges of training and development in the company. In contrast the interview results show that one of the factors or challenges of training and development are employee's unwillingness regarding trainings and developments since most employees want more of tea times and enjoyments rather than joining training and development programs. According to Perry (2007) and Kleiman (2003) training will be worthless if the participants regard the training program as a mere event without any change to their behavior. Whenever training is considered as a single event, the chances of behavior change are slim. Training is also likely to fail if participants are not held accountable for the results. Generally, employees are not held accountable for the use of the contents of their course in the workplace. There for successful result of training and development it needs both the employees and the employer coordination. Study results of Raja Khan, Furqan Khan, and Muhammad. Khan,(2011), showed that training and development, on the job training, training design and delivery style have significant effects on employee performance and organizational performance. They concluded that effective and careful provision of training and development increases the overall organizational performance.

## CHAPTER FIVE

### MAJOR FINDINGS, CONCLUSION AND RECOMANDATION

#### 5.1. Summary of findings

The general objective of this research was to examine the role of training and development on organizational performance of MOHA Soft Drinks Industry S.C. located in Adis Ababa. Most of the respondents confirmed that training and development contributes to increase their performance which also increases organizational performance as well. From the findings most respondents agree that training helps them to reduce the number of accidents, scrap and damage to machinery and equipment. They also strongly agree that training and development helps them to increase productivity, knowledge, loyalty and profit. The findings of the study also show that having specialist instructor as a trainer have a huge contribution on the quality of the training provided for the trainers. The result also shows that there is no clear training and development programs in the company if there is one it's not clear for the respondents since most of respondents replied no.

The finding of this research also shows that the delivery style of training and development program is influenced by financial capability of the company providing the program. Additionally the finding shows that MOHA Soft Drinks Industry is financially capable of providing training and development programs for its employees. The research also revealed that lack of personal drive & ambition of employees to ward development is not a challenge for training and development. Most of respondents strongly disagree that lack of personal drive & ambition of employees to ward development is a challenge for training and development. A large number of respondents mentioned performance effective assessments were conducted in the company some times. It was found out that the company performs the assessment every six months. It is found that the company regularly applies on the job training and development to carry out its program.

## **5.2. Conclusion**

The whole aim of this study is to examine the role of training and development on organizational performance using MOHA Soft Drinks Industry S.C as a case study. Findings of this study and supporting findings from large number of reviewed research papers reveal that training and development has strong and positive role in increasing organizational performance. As long as training and development helps employees to improve reduce the number of accidents, scrap and damage to machinery and equipment; reduces lateness & absenteeism ; increase motivation to work; enhance the use of tools, machine & operational safety ; improve quantity ; eliminate obsolescence in skills ; improve skills, knowledge, attitude change & new capability; enhance high quality of product ; investing in training and development is crucial for any organization, which will certainly realize returns on its investment in training and developing its workers which require training and development as an efficient solution to increase organizational performance.

Furthermore findings reveal that delivery style and having a specialist instructor to deliver training and development have a positive outcome on providing a high quality training and development which leads to high organizational performance.

## **5.3. Recommendation**

### **5.3.1. Recommendations for Policy Makers (Management)**

In order to make the best use of its human resource and to sustain competitive advantage in the market the researcher recommends MOHA Soft Drink Industry S.C the following points.

- It is advisable if the company designs strategies relates to training and development of employees in the organization and before carrying out the training programs. These strategic approaches should be adopted to ensure that training programs are consistent with the overall objectives of the organizations.
- For the best use of training and development programs its best if the organization have clear, goal oriented and simple policies in an organization.
- It is advisable if the company provides mixed and diversified methods of training and development so that employees acquire knowledge, skills and ability from different sources and in different delivery styles which leads to high organizational performance.

- It is also advisable if the company have quality and relevant training and development programs in a way to meet up with employee's expectation or improved productivity.
- It is best if the company have evaluation of training and development programs which compares the post-training results to the objectives expected by managers, trainers, & trainees. Because training is both time-consuming and costly, evaluation should be done.
- It is advisable if the company increase training and development program with the technological changes and present educational in order to develop proper training.
- It is best if owners, managers and decision makers make effort to create enabling training environment and favorable training policies that will give every worker opportunity to attend training. It will be also advisable if the management take into consideration the training need of each workers and act as appropriate.
- In order to improve organizational performance it is advisable if the companies conduct a performance effective assessment frequently and take majors for poor performance.

### **5.3.2. Recommendation for Employees**

- ✓ It's advisable if employees understand the importance of their capability in skills and enrichment of knowledge along with motivation and active participation in training and development programs.
- ✓ It is advisable if the employees take advantage of opportunities provided to them by the organization to become more competent and operational for future challenges.
- ✓ It is also advisable if employees participate actively in training and development programs to strength their skill and knowledge.
- ✓ Employees can be beneficiary if they can take advantage of training and development programs to get along with other employees since it helps in instilling the sense of team work, team spirit, and inter-team collaboration.
- ✓ It is advisable if the employees remain up to date with new technology and thus use existing ones in a better way to do so they need to take training and development programs seriously.
- ✓ Training and development creates confidence in the mind of employees; it increases safety and security at work place. A highly trained employee can command high salary in the job market and more contended so employees can benefit if they participate actively in these programs.

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## APPENDIX

### Appendix A Questionnaire

**Dear sir/madam**

The aim of this questionnaire is to seek information regarding “the impact of employees training and development in organizational performance in MOHA Soft Drinks Industry S.C”. The information you provide in response to the items in the questionnaire will be used as part of the data needed for the study.

I would like to assure you that the information you provide will be accessible only to the academic purpose. Your involvement is regarded as a great input to the quality of the research results. Hence, I believe that you will enlarge your assistance by participating in the study.

Thank you for your participation

**Kind regards!!**

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### **Part 1: Demographic Background of the Respondents**

Please kindly select your answer or respond by writing if required.

1. Gender:

- a. Female                      b. Male

2. Age:

- a. 18 – 25    b. 26 – 35    c. 36 – 45

d. 46 – 55                      e. 56 and above

3. Academic level:

- a. Technical / vocational certificate (Diploma)    b. Bachelor’s degree

- c. Master’s degree                      d. Other (specify) \_\_\_\_\_

4. working Experience
- a. Less than 5 year's
  - b. 6 to 10 year's
  - c. 11 to 15 year's
  - d. 16 to 20 year's
  - e. Over 20 year's
5. Current position in your organization \_\_\_\_\_

## Part 2: Questions Related to Training and Development

1. In the last two years, have you ever got training/orientation on related to your job?
- a. Yes
  - b. No
2. If you answer Q 1 'yes' how many times do you have taken training? [\_\_\_\_\_] number
3. If you answer Q 1 'yes' what methods were used for the facilitation?
- a. Off the job training
  - b. On job training
  - c. Other (Please Specify) \_\_\_\_\_
4. If you answer Q 3 'a' do you think having off the job training influences the transfer of learning difficulties when a trainee changes from training equipment to production equipment?
- a. Yes
  - b. No
5. If you answer Q 3 'b' do you think poor instruction and insufficient time for training could influence your performance?
- a. Yes
  - b. No
6. Do you think having specialist instructor enables delivery of high quality training?
- a. Yes
  - b. No
7. Do you think having a place free from the pressures and distractions of company life for training and development increases performance?
- a. Yes
  - b. No

8. Do you think the delivery style of the training & development is influenced by the financial capability of your company?
- a. Yes                      b. No
9. Does your organization have a clear and defined strategy related to human resource development?
- a. Yes                      b. No
10. How often does your organization conduct a performance effectiveness assessment to assess the current situation?
- a. Always                      b. Mostly                      c. Some times  
d. Rarely                      e. Never

**Part 3: Questions related to organizational performance**

In this section the researcher is seeking your specific perceptions to evaluate the result of training & development to organizational performance. Kindly indicate the appropriate scale for your opinion by ticking (√) on the spaces provided, that indicate your choice from the options that range from ‘Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) Strongly Agree (SA)’.

S.N		SD	D	N	A	SA
1	In my opinion training & development helps me to increase productivity					
2	The training & development I received helped me to enhance high quality of product					
3	The training provided by my organization helped me to improve quantity					
4	I feel that the development enables me to improve skills, knowledge, attitude change & new capability.					
5	In my opinion training helps me to enhance the use of tools and machine & operational safety.					
6	In my opinion training helps me to reduce the number of accidents, scrap and damage to machinery and equipment.					
7	I have a good relationship with my supervisor and the training reduces lateness & absenteeism.					
8	The training provided helped me to eliminate obsolescence in skills.					
9	I feel the training provided helped my organization to ensure its success with client satisfaction.					
10	I feel a strong sense of belonging to this organization and the training helps me to improve my motivation to work					

**Part 4: Questions Related to Challenges of training development**

<b>S.N</b>	<b>Challenges of training development</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>1</b>	Lack of financial resources					
<b>2</b>	Lack of Top – Management Support					
<b>3</b>	Lack of proper Training and Development Programs					
<b>4</b>	Lack of personal drive & ambition of employees to ward development					

If you have any additional comments please don't hesitate to point out.

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With Regards!!