



**St. Mary's University  
School of Graduate Studies**

**ASSESSMENT OF TRAINING EFFECTIVENESS  
IN THE CASE  
OF  
ALISHO GENERAL TRADING AND TRANSIT  
SERVICE**

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY SCHOOL OF  
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## STATEMENT OF DECLARATION

I, Samrawit Mengistu, declare that this thesis is my original work, prepared under the guidance of Asst.Professor Zemenu Aynadis. All Sources of Material 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.

**Samrawit Mengistu**

Name

\_\_\_\_\_  
Signature

**St.Mary's University, Addis Ababa**

**February, 2022**

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I want to specially appreciate My Children's and My friends who were there for me on the way or the other to support me.

## **ABSTRACT**

The effectiveness and success of an organization lies on the people who form and work within the organization. Therefore, the employees in an organization to be able to perform their duties and make meaningful contributions to the success of the organizational goals need to acquire the relevant skills and knowledge.

After the training programs, an evaluation is carried out to ascertain the effectiveness of the organization from the training in line with the need, which had been identified. The main focus of this study is to Assessment training effectiveness the case of Alisho General Trading and Transit Service.

In this Study the target population is all employees who have under gone on the job training in the company from all departments which are Transit Operation, Finance, Human Resource and different level management parts including other level employee.

The sample size for the study is 61 employees who were selected from the entire department and distributed proportionately.

In the case of this study, the quantitative and qualitative methodology approach was employed to match with the research objectives

This study recommend to the Company, Alisho General Trading and Transit Service Employees should see training Practicing objectives, design, delivery methods, implementation and evaluation as a continuous process for organization development and survival and also for helpful employee's performance.

**Keywords:** Training, Training design, Evaluation, Employee Performance

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## **LIST OF ACRONYMS**

**HR** - Human Resource

**OJT** - On Job Training

**HRM** - Human Resource Management

**TNA** – Training Need Assessment

**ISD** – Instructional System Design

**HRD**-Human Resource Development

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# Chapter One

## 1. Introduction

The main purpose of this study is to Assess Training Effectiveness in the case of Alisho General Trading and Transit Service.

### 1.1. Background of the Study

Training is important because it represents a good opportunity for employees to grow their knowledge base and improve their job skills to become more effective in the workplace. Employee training programs help improve the knowledge and skills of employees to match the various changes in the industry. These improvements will positively affect the productivity of workers, which can increase the profits and efficiency of an organization. When an organization's employee performance appraisal suggest the need for improvement on a particular subject or skill, training programs can be organized for staff members to help satisfy this requirement. Training can therefore address an identified problem area and work toward a solution.

In the fast pace changing world of business and environmental uncertainty, organizations realize its limitation of dealing with new changelings and should therefore invest in training programs to make their employees competent enough to face uncertainties and take effective decision in time and also remain competitive in the market (Tai, 2006).

Under this Adeniyi (1995) observed that staff training and development is a work activity that can make a very Significant contribution to the overall effectiveness and profitability of an organization. He provides a systematic approach of training is the main element to the business organization.

### 1.2. Background of the Organization

Alisho General Trading and Transit Service is a Private Transit Company that owned by single person Mr.Abdulwasi Alisho and run Premiere logistics firm operating in Addis Ababa since the past 15 years.

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The firm is engaged in packing, moving, customs clearing, freight forwarding, transporting, Storing and heavy lifting of all type of household and commercial goods to and from any part of the world.

The firm also engaged in cargo insurance making it a one stop shop for anything cargo. With a large network of valuable partners, state of the art packing materials and processes and a dynamic workforce up to speed on the latest in the logistic sector. It is a large company which works in multipart working of employees, i.e This Company didn't get much profits us the plane goal. The main reason of this study to the selected company was needed; the select company shouldn't have Employee Training and Continuity Employee performance assessment.

As mention on the above Training is systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job Alisho General Trading and Transit Service should invest in training programs to make their employees competent. The need for improved productivity in organization has become universally accepted and that it depends on efficient and effective training (Oribabor (2000)).

### **1.3. Statement of the Problem**

It is a well-known fact that training and development enhances worker performance and productivity in the Organization (Cole, 2002).In most Top Logistic Transit Company in Ethiopia like Alisho General Trading and Transit Service, they are not modern on there working system.

Some are not engage in proper training and development of its staff, resulting to low productivity and poor organizational performance. The main reason for all companies that can't reach their estimated Goal is because they haven't continued performance development training and also haven't assessed how this training was useful for the employee and to its implementation.

Alisho General Trading and Transit Service is face on the working environment through their different Departments mainly in employee time management, working schedule, responsibility on the position and how the customer handles. Currently in the firm working system it is difficult to make discussion which means the discussion comes too centralized to the owner of the company which came in all departments.

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In all my investigation and observation on Alisho General Trading and Transit Service in all division department offices the working system was based on an old system that is practiced in all offices of Ethiopia. In this case the company can't achieve the estimating vision Goal. on case of this the owner of the company really eager to develop new system that are easy to understand and to implement with easily by the employees with the help of training with continue assessment and this developed system that lead and perused to company vision Goal with the support of Training.

It is very necessary for the organization to design the training very carefully (Michael Armstrong, 2000). The design of the training should be according to the needs of the employees (Ginsberg, 1997). Those organizations which develop a good training design according to the need of the employee as well as to the organization always get good result (Patrlow, 1996, Tihanyi et al., 2000, boudreau et al.2001).

According to Cole (2002), ill-trained employees will definitely be less productive, as they do not have the necessary and complete skills and knowledge to achieve maximum performance in the organization. Training of employees must be implemented in every organization that wishes to succeed, since training enhances skills, knowledge, attributes and competencies and ultimately worker performance and productivity in organizations. This study is therefore, conducted to assess training effectiveness in the case of Alisho General Trading and Transit Service.

#### **1.4. Research Questions**

The research is trying to address the following questions:

1. What is the perception of employees towards training practices offered at Alisho General Trading and Transit Service?
2. What types of training are offered to employees at Alisho General Trading and Transit Service?
3. What are the challenges / problems associated with training practice at Alisho General Trading and Transit Service?

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## **1.5. Objective of the Study**

### **1.5.1. General Objective**

The major objective of the research is to assess the effectiveness of training in the case Alisho General Trading and Transit Service.

### **1.5.2. Specific Objectives of the study was:**

1. To assess to perception of employees towards training practices at Alisho General Trading and Transit Service?
2. To identify types of training are offered to employees at Alisho General Trading and Transit Service?
3. To assess the challenges / problems associated with training practice at Alisho General Trading and Transit Service?

## **1.6. Significance of the Study**

The finding/ the outcome of this research is stated:

- The study has significant role on increase the relationship on the working environment between the Organization and the employee on every aspect to achieve the Organization's goal. This will help organization more effective and it will help the Organization how the employees will manage and how to use them attitude and skill on appropriate time frame.
- This study will also help the organization to predict and forecast the future organization specific Vision and Mission including the objective with the profit margin.
- The result of the study will have a significant role to increase job satisfaction on all department employees and also create effectively relationship between the employee duty and the organization objective and this will development efficient manpower and innovative competencies of highly skilled employees.
- The study also a reference for those who would like to conducted related studies on the area.

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## **1.7. Scope of the Study**

### **1.7.1. Conceptual Scope of the Study**

The study is limited to Assess training effectiveness in the case of Alisho General Trading and Transit Service Employees. Many transit organizations spend a great deal of time and money on training and development of their employee.

### **1.7.2. Geographical Scope of the Study**

The Study is delimited to one organization called Alisho General Trading and Transit Service located in Addis Ababa, Ethiopia particularly its main head office and Sites.

### **1.7.3. Methodological Scope of the Study**

The data collection was within a period between November 15, 2021 – November 19, 2021. The data collection was limited to a period of Five days to limit time based opinion variations.

The study scope; values, ethics and competencies of the respondents may also present a partiality. Base on the nature of the study, the research adopts descriptive with quantitative method for collecting and analyzing the data.

## **1.8. Limitation of the Study**

The limitation of this study was the desire to keep questionnaires simple and brief may limited the depth of information to be gathered for the study purpose. The other limitation is time and lack of adequate resources and there is no any written document about the organization. Moreover, this study is conducted on one case organization and hence difficult to generalize the finding of the study to other organizations.

## **1.9. Definition of Terms**

The superior sympathetic of this study, the following terms are defined in the context of this research.

- **Training:** It is the achievement of relevant skills or provision of necessary knowledge for employees to perform specific tasks to achieve a common goal (Olaniyan, 2008).
- **On-the- job training (OJT)** takes places when the employees are trained to learn the job while actual working at it (Dessler, 2010).

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- **Training evaluation:** it refers to the measurement to assess and evaluate the success and effectiveness of training based on the achievement of set objectives (Edralin, 2004)
  - **Training design:** is the stage in the training process which includes the identification of the training goals and objectives (Edralin, 2004).

### **1.10. Organization of the Study**

The study will organize in to five chapters:

**Chapter One:** covers the Introduction, background of the study, problem statement, objective of the study, research question, and significance of the study, scope of and limitation of the study.

**Chapter Two:** reviews literature i.e. on the subject Metter Theoretical and Empirical Literatures.

**Chapter Three:** covers Research Methodology, Research Design, Population and Sampling, Source of Data and Data Collection, Data Analysis Method, Reliability and validity of Measures.

**Chapter Four:** covers about data presentation, analysis and interpretation of the research findings.

**Chapter Five:** provides the conclusion and recommendations based on the findings of the study.

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## **Chapter Two**

### **2. Literature Review**

This chapter deals with the overview of training, definition of training, benefits of training, training and its purpose, determinant factors training effectiveness and factors affecting training effectiveness. The chapter also deals with the theoretical, conceptual frame work and empirical literatures review.

#### **2.1 Theoretical Literatures Review**

##### **2.1.1. The Concept of Training**

Training is the achievement of relevant skills or provision of necessary knowledge for employees to perform specific tasks to achieve a common goal (Olaniyan, 2008).It yields definite outcomes which include improved staff competency and capacity for performance. An organization may find it challenging to maintain competent staff in its payroll if training of its workforce is not made available or considered a priority. This will ultimately hinder the achievement of organizational goals.

Training has the distinct role in the achievement of an organization goal by incorporating the interest of organization and the workforce (Stone R J Human Resource Management, 2020).

Training must be addressed in such a way that it covers the employees “Performance development needs and is in accordance with their job descriptions. Globally different companies provides training and development program to their employees for the improvement of their skills and abilities.

Kleiman (2000) described that the essentials parts of a worthy employee training program are constructed on orientation, management skills, and operational skills of employees. The employee and the employer have to work together in order to determine the employees gap. The training method will be identified, need to suite the particular gap. The employee should be accorded the responsibility to make decision regarding the training, while employers should provide their employees with opportunities to improve their background skills so as to enable them to adjust with more complex situations.

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According to Kottke (1999), employee development programs must be comprised with core proficiencies, appropriate structure through which organizations develop their businesses at corporate level.

Training and development of workforces and managers (Briscoe 1995). Training and development are often used to close the gap between current performances and expected future performance.

Training and development falls under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005). Amongst the functions activities of this function is the identification of the needs for training and development and selecting methods and programmes suitable for these needs, plan how to implement them and finally evaluating their outcome results (McCourt and Eldridge 2003).

It is worth noting that, as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these researchers argue that 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 (Beardwell et al. 2004). Related to the above, Beardwell et al. (2004) add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

Training and development provides both the individual and organizations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is really a no brainer.

Henry Ongori (2011), Jennifer Chishamiso Nzonzo, training and development has become an issue of strategic importance. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of training in general. There is however, limited focus on evaluation of training and development practices in organizations.

According to Shelley Frost, Demand Media Training is a crucial Component in preparing new employees for their positions and keeping existing employees current on critical information. To be

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effective, a training program needs a specific purpose with appropriate training methods. Understanding the factors that influence training programs enables you to develop or change your current employee education to make it fit the needs of your business and your employees.

Arnoof (2011) observes that training and development foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, attitude or the inability of a person to adapt him or herself to technological changes. According to obisi (2010) training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training have been identified Scott, clothier and Spriegel(2007) agree that training is the cornerstone of sound management, for it makes employees more effective and productive. They argue that training is actively and intimately connected with all the personnel and managerial activities. It would be difficult for new employee to grow on the job and become a manager without adequate training and development.

According to Iftikhar Ahmad and Sirajud Din (2009), Training and development is adopted by organizations to fill the skill gap of employees .Training evaluation must be appropriate for the person and situation. Evaluation will not ensure effective learning unless training is properly designed. Successful evaluation depends upon whether the means of evaluation were built into the design of the training program before it was implemented.

According to Marnoria (2005), training and development is a practical and vital necessity because; it enables employees to develop and rise within the organization and increase their market value, earning power and job security. Mamoria explains that training helps to mold employees' attitudes and help them to contribute meaningfully to the organization. The organization benefits because of enhanced performance of employees. He further states that a well-trained employee would make a better and economic use of materials and equipment which would go a long way to minimize wastages.

One of the critical variables in the performance function of organizations is manpower training and development. This happens to be the vehicle through which the knowledge, skill and attitudes requisite for the running of organizations are passed on to the people who make the organizations to be. The realization of this fact have made organizations, especially those interested in attaining and

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maintaining excellent performance, to pay close attention to training and development. Failure to do so can, and indeed does, spell doom for any organization. On the average, therefore, effectively performing organizations plan and invest optimally in training and development.

### **2.1.2. The Benefits of Training**

Finally main benefits of Training to employees as all researches declared and as we including to this study are Improved Employee Performance, Improved Employee Satisfaction and Morale, Addressing Weakness, Consistency, Increased Productivity and adherence to quality standards, Increased Productivity and Adherence To Quality Standards, Increased Innovation in new strategies & products, Reduced Employee turnover and Enhances Company reputation and Profile.

#### **a) Improved Employee Performance:**

The employee who receives the necessary training is more able to perform in their job. The training will give the employee a greater understanding of their responsibilities within their role, and in turn build their confidence. This Confidence will enhance their overall performance and this can only benefit the company.

#### **b) Improved Employee Satisfaction and Morale:**

The investment in training that a company makes shows employees that they are valued. The training creates a supportive workplace.

Employees may gain access to training they wouldn't have otherwise known about or sought out themselves. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs.

#### **c) Addressing Weaknesses:**

Most employees will have some weaknesses in their workplace skills under this a training program allows you to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks.

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**d) Consistency:**

Robust training and development program ensures that employees have a consistent experience and background knowledge. The consistency is particularly relevant for the company's basic policies and procedures. All employees need to be aware of the expectations and procedures within the company.

**e) Increased Productivity and adherence to quality standards:**

Productivity usually increases when a company implements training courses. Increased efficiency in processes will ensure project success which in turn will improve the company turnover and potential market share.

**f) Increased Innovation in new strategies & products:**

Ongoing Training and up skilling of the workforce can encourage creativity. New ideas can be formed as a direct result of training and development.

**g) Reduced Employee Turnover:**

Staffs are more likely to feel valued if they are invested in and therefore, less likely to change employers. Training and development is seen as an additional company benefit. Requirement costs therefore go down due to staff retention.

**h) Enhances Company reputation and Profile:**

One Company if they have a strong and successful training strategy helps to develop their employer brand and make the company a prime consideration for graduates and mid-career changes.

Training also makes a company more attractive to potential new recruits who seek to improve their skills and the opportunities associated with those new skills.

Scott, Clothier and Spriegel(1977) argued that training is the crux of better organizational management as it makes employees more efficient and effective. They further elaborated that training practice is have a strong bond with all other human resource practices as (Mamoria, 1995), it enables employees to develop themselves within the firm and raise their market value in the market. Moreover, training supports to shape employee's job related behavior and facilitate them to participate for the success of the organization and ultimately firm gets higher return due to superior performance of its employees. Mamoria(1995) further mentioned that a well-trained worker is able to make a best use of organizational resources along with minimum level of wastages. As stated by Ohabunwa (1999), when employees are well trained organization can delegate responsibility and authority to them with full confidence of ensuring organizational success.

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To maintain a workforce that can effectively manage a diverse customer base of the organization goal training becomes a necessity. This research seeks to find out if training is a culture imbibed in Alisho General Trading and Transit Service and its effect on employees and overall employee performance.

### **2.1.3 Training and its Purpose**

The Purpose of training is to emphasize the growth and developments of personnel which aim at assisting them have adequate knowledge and skills (Noe, 2015) to perform their jobs more efficiently.

Training is not only for the newcomers but also for the current employees. According to (Dessler 2013), training refers to the activities which provide new or current employees the skills which are needed to perform their jobs.

Ongoing training plays important roles in human resource development (HRD) which helps employees to be able to adjust and adapt to rapidly changing task requirements (Zahra, Iram and Naeem, 2014).

Effectiveness is defined by (Fraser 1994 and Shariff 2008) as a measure of matching between the set goals and achievement. The training effectiveness is the degree to which the training obtains the desired objectives (Punia and Kant 2013).

Training is effective and successful when it links to the organizational needs and its outcomes fulfill the organizations target.

Noe et al (2010) support the view that the effective training is designed with the aim of teaching skills and behaviors which help the organization achieve its goals.

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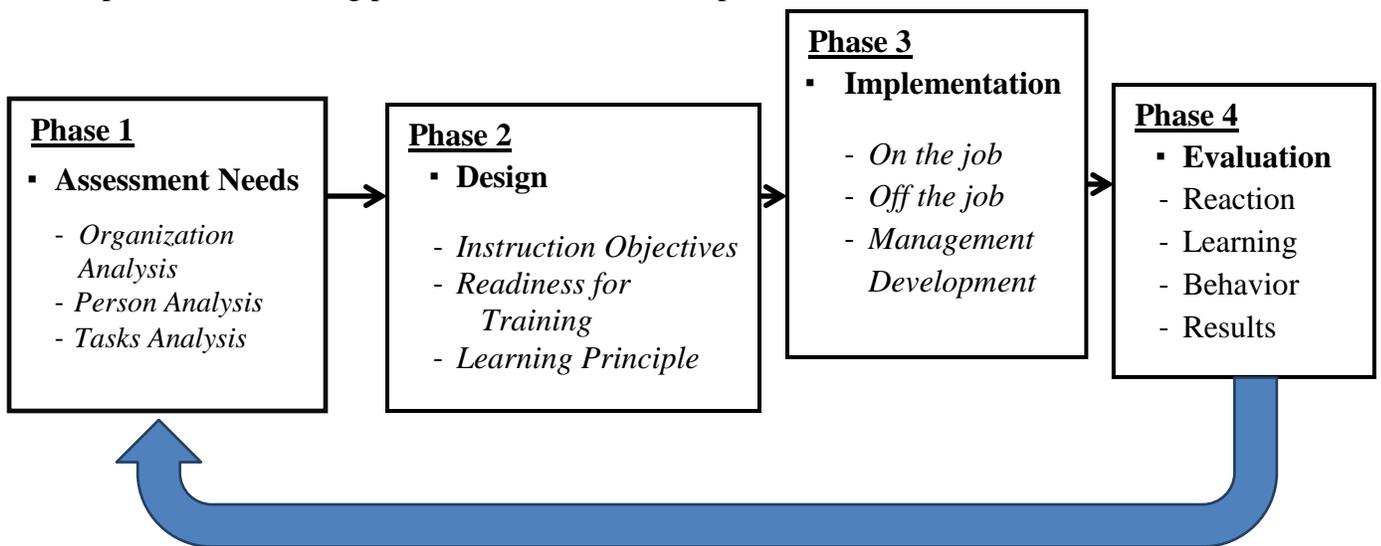
## 2.1.4 Determinant Factors Training Effectiveness

### 2.1.4.1 Training Process

Training Process is one of determinant factors which affect to the training success. To design and effective training is important to take into consideration the different stages of its process.

Those Processes have their stage or Phase. The First phase is Assessment Needs, it followed by the Design Phase and Implementation, and the last phase of training process is evaluation.

Each phase of the training process is described and explained in detail on the below.



**Figure 1. Training Process (Noe et al. 2011, see Golli, 2013)**

#### 1. Needs assessment

Training Need Assessment (TNA): it is the key factor in determining whether the training achieved desired outcomes (Punia and Kant, 2013, 153).

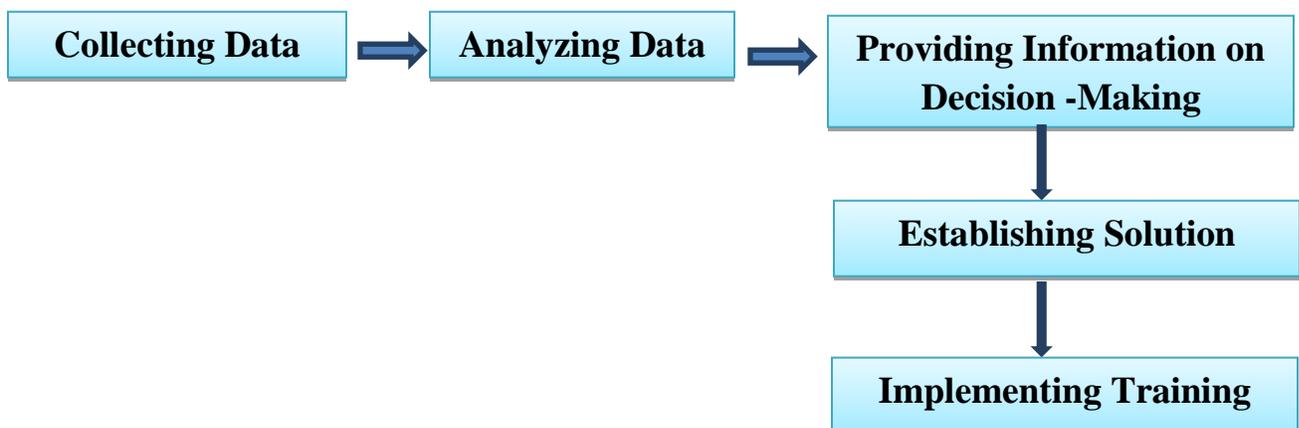
Training Need Assessment is the first steps which address the reason to conduct and implement training. And also it have important role in designing and creating a successful and effective training.

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Training Need Assessment is a process which consists a set of activities like gathering data (organization, individual employees and employee's tasks) (Noe et al., 2011, 190). After that analyzing and evaluating the data to determine the specific types of training which are needed, the vital objective of this step is to identify whether the training is necessary to improve the employee's performance (Edraline, 2004)

The reason why Training Need Assessment should be implemented before developing the training programs Brown (2002):

1. To address and identify the organization problems requiring solutions
2. To obtain and receive the management's support
3. To develop data for training result assessment
4. To determine the financial budget and benefits of training.



**Figure 2. Training data Assessment/Analysis**

Training Need Assessment should be addressing that Three Specific Question.

- a) Organization Analysis
- b) Person Analysis
- c) Task Analysis

**a) Organization Analysis**

This Assessment level, the organization characteristics are evaluated with the purpose of identifying a proper and appropriate training in order to meet the strategic objectives of organization.

The training needs of organization are defined based on the organizations strategy, available resources (budget, time and human resource) and management support (Noe, 2010).

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Under Pradhan R, 2012 he point that the organization analysis refers to the strategic training needs analysis that identify whether training supports the organization strategic direction.

### **b) Person Analysis**

The Personal analysis is defined as a process of determining individual's needs and the readiness for training activity.

Noe, 2010,103 he says, these person analysis issues needed to be address are:

- 1) To find out whether the employee's performance is affected by the lack of knowledge, skill or ability
- 2) To identify who needs training and
- 3) To ensure employees training readiness

The individual assessment is critical to consider whether the training is the best solution to response to a performance problem. An appropriate training will be chosen and applied to positively affect the employee's ability and skills. The identification of employees who have adequate ability and are willing to receive the training should be determined. Armstrong (2006) added that employees need different kinds of training and development experiences at different stages of their careers. He suggested the organization to constantly evaluate their employee's training needs to maximize the training effectiveness.

### **c) Task Analysis**

Goldstein (1993) explained that task analysis part is the central role in training need assessment. And also he stated that this activity provides the training needs content and necessary requirement of a job.

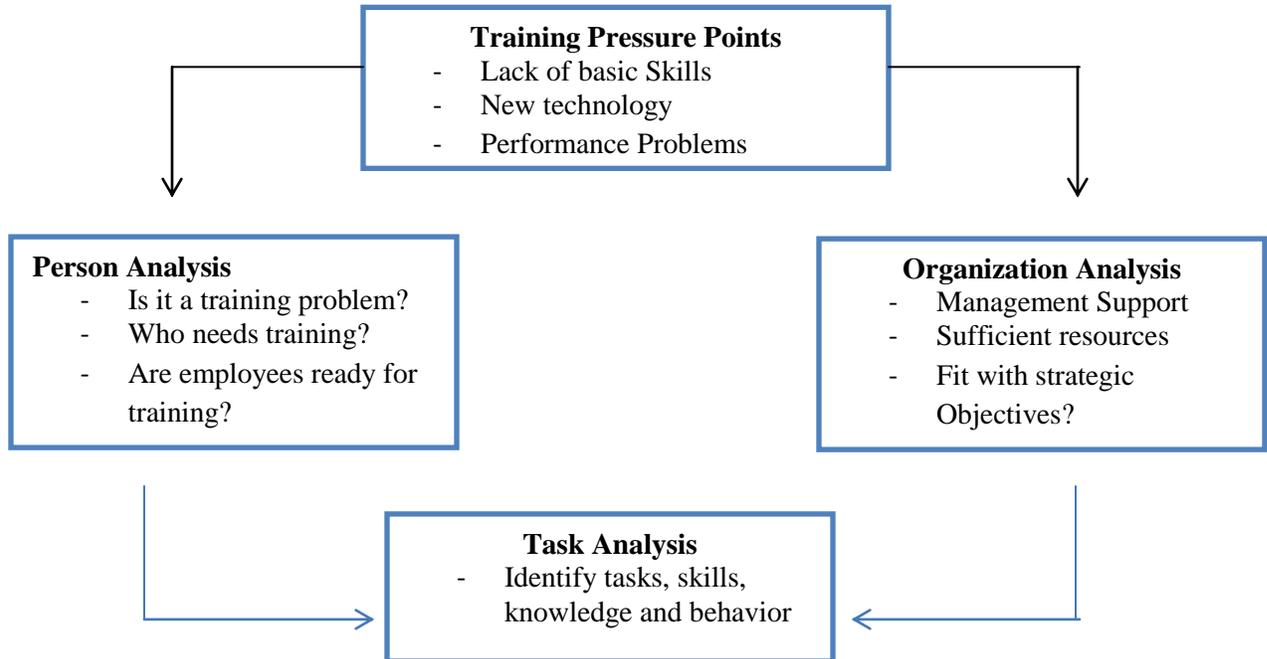
According to Noe(2010), each job includes a set of certain tasks need to be completed. To perform well and fulfill these tasks, it required employees to have specific level of knowledge (facts, procedure), competency and abilities (Physical and mental capacities).

The task and all knowledge, skills, abilities relating to it will be identified and analyzed in this level. Besides, the HR professional should consider about the required conditions under which tasks are performed in the task analysis. These conditions comprise of: the job's equipment and working environment, time constraints, safety consideration and others performance standards (Noe et al., 2011, 193). The organization should take into account those related issues to implement properly. Edralin (2004) recommended that training needs assessment can be conducted in different forms and

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methods, for instance survey, interview, observation, performance appraisal or long range human resource plans.

Need assessment plays an important role in designing a successful and effective training. Its outcome is the crucial input for the others remaining steps (Noe, 2010, 103-105).



**Figure 3. Training Need Assessment Process**

## 2. Training Design

The training design process is created and developed based on principle or ISD. The design stage includes the identification of the training goals and objectives (Edralin 2004).

Accordingly to Noe et al 2011 and Dessler 2013, Training covers the issues regarding to the trainee readiness, the embrace of a learning environment within the organization as well as the financial budget estimation for training.

The TNA (Training Need Assessment) and training design are often conducted by the internal specialists such as the organizations, HR Professional, instructional designer, Manager, sometimes there is involvement of program's clients (Noe, 2010) and (Edralin 2004).

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The Outcomes of TNA (Training Need Assessment) are important input information to move on the next step in training process, which is planning and designing the overall training program.

Dessler 2013, states that the performance deficiencies which was detected in TNA should be addressed in the learning objectives.

Edralin (2004) viewed the training design's objectives were critical element that should be taken into account seriously and written properly so as to decide the appropriate training content, delivery methods, measurement for training evaluation and other relevant issues. However, among the situational constraints are given by learning objectives, the training budget is one of those which have negative impact to the training effectiveness. Forming the instructional objectives of training design plays a significant role in training success. Employees learn best when they understand the training objectives which are set clearly (Noe et al, 2011).

### **3. Training Implementation**

This stage is the third stage in the training process. According to Edralin 2004, the implication not only refers to the application of training methods but also covers the other aspects such as budget, equipment, human resource, transportation etc.

The three common types for delivering training are on the job training, off the job training and management development. Depending on the specific situations, organizational goals, training's set objectives and training design, the training methods are applied to facilitate employees in the process of learning competencies (Edralin 2004).

### **4. Training Evaluation**

This is the last phase in training process which also most important ones necessary to determine the training effectiveness (Emerson, 2007).The main purposes of evaluating training are:

- 1) To determine whether the training meets its goals.
  - 2) To identify the training programs strengths and weaknesses.
  - 3) To determine the trainees reaction and response
  - 4) To define the financial benefits and the costs of training and
  - 5) To help for better decision in choosing most appropriate training programs in the future
- (Noe et al, 2010 – 2016).

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The training evaluation regards to the measurement to assess and evaluate the success and effectiveness of training based on the achievement of set objectives (Edralin, 2004). According to Noe(2010), the benefits that the company and trainees receive from the training refer to the training effectiveness. He also mentioned that the training outcomes and criteria which should be collected and analyzed to determine these benefits (Noe, 2010).

The identification of training results could consist of trainee satisfaction, return of investment (ROI), Performance improvements (individual and organizational Performance), new skills knowledge and transfer of training, i.e., the behavior on the job (Noe et al 2011).

Another evaluation tool is four level model used to measure the effectiveness of training, which was developed by Kirkpatrick (1998). The first level is **reaction** which measures the feedback of trainees towards to the training program and learning experience. Several questions are raised during the assessment level in order to find out to what extent the trainees like the training and whether they feel that it is worthwhile activity to spend their time and effort. The second level is **learning evaluation** which measures how much the trainees learned through the training, whether they improve their knowledge and skills. The third level explores the changes in the trainee's **behaviors**. Did the trainees apply what they learned and gained into practices? , To what extend about the trainees "improvement results into the implementation when they return to their job? The Fourth level of evaluation is **Results** in this model. Based on the pervious set objectives and goals, the effectiveness of training is defined by how training impacts and influences to the overall organization. The measures for it could be the performance indicator (Volume, ROI, values) and the quantifiable aspects, such as productivity, employee turnover ratio, growth and development.

### **2.1.5 Training Methods**

Choosing suitable and appropriate methods of training is crucial, which decides the success of training.

#### **a) On – The – Job Training**

On-the- job training (OJT) takes places when the employees are trained to learn the job while actual working at it (Dessler, 2010). Employees can gain required skills, knowledge and competencies to perform a specific job at the same time they carry the job within the workplace. The most frequent

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and familiar type of providing OJT are coaching (or under-study method), job rotation and special assignment.

**Coaching** is a training technique in which trainee acquire and learn new task via the instruction and guides by experienced supervisor or qualified workers who master at this work. The trainees may also learn the task by observing their supervisor via this method.

The second type is job rotation which means the employees rotate their roles with each other in order to gain experience in a new job or new position. This type is very beneficial for employees because it gives them chances to experience wide range of jobs.

The **special assignments** are one of practical OJT that are usually used for delivering the firsthand experience on actual problems to the lower-level managers in the organization (Dessler, 2013).

OJT benefits for both parties including employees and Companies. Firstly, this method is cost effective for the company because it is mostly facilitated as in house training by internal resource. Furthermore, OJT does not require complex training course and it highly motivates trainees when they learn by carrying out the job and they can receive immediate feedbacks from supervisors.

Besides the advantages of OJT, there are also several disadvantages. This result of OJT might depend much on the person who delivers the training, i.e in case he or she is not a good communicator which could cause the miscommunication and misunderstanding in training.

#### **b) Informal learning**

Informal learning is acquired through various methods including conversation, discussions, guidance or social interaction with others colleagues, teamwork and mentoring (LE Clus, 2011). According to the European Commission (2000), informal learning is a natural accompaniment to everyday life. Unlike formal and non-formal learning, informal learning is not necessarily intentional learning and so may well not be recognized even by individuals themselves as contributing to their knowledge and skills.

Employees can learn and acquire 70 percent of knowledge, information about their job in a formal way via the processes which are not structured or sponsored by the organization. The informal learning happens naturally, people achieve the understanding in incremental steps. Moreover, this method has the positive influence to learner's motivation. Employees can decide the amount of knowledge they want to learn and apply it into practice as immediate applicability. However, informal learning is unplanned, unsystematic and un-structured; hence somehow it does not

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necessarily satisfy the needs of individual or organization. The other disadvantage of this method is learner could be affected by others and they pick up the bad habits (Armstrong, 2006).

### **c) Job Instruction Training**

The job instruction training includes material and document in which the job's tasks with key points and detailed instructions are listed with the aim at providing step-by-step training for employees (Dessler, 2013). These advantages of this methods includes the increase in safety and productivity, cut down the cost and meet the standard when employees flowing the steps.

However, job instruction training can demotivate employees due to lack of communication and interaction with a facilitator.

### **d) Audiovisual based Training**

This is the training method in which the employees are offered the prepared material on CDs, DVDs or in-work books. In addition, others audiovisual techniques, for instance: PowerPoint, videos, audio clips can be used as supplement instruction for the trainees to learn the task or job.(Noe et al, 2011).

The advantage of this method is that it cuts down the cost of training for the organization. In addition, the visual aids and useful expressions are more interesting, easier for learner to absorb the information, which cannot be easily illustrated and explained in a classroom or in verbal method. It also allows trainees the possibility to review material and control the pace of the lesson.

Another positive characteristic of audiovisual training is the persistence of delivered presentation which means training is not affected by trainer's goals and skills. The limitation when using audiovisual training is it could demotivate the trainees when there is a lot of provided material, lack of written dialogue, overuse of multimedia effects and features(music, drama ect) which is out of the key point and not relevant to core problems(Noe et al, 2011).

### **e) Computer – based training and Electronic – Learning**

Computer assisted instruction (CAI) and computer assisted learning (CAL) are similar terms with computer-based training (CBT). Sometimes, CBT and CAI are used interchangeably. In general, in this method, computer is used as a medium of instruction without requirement of connecting to a network. The computer-assisted instruction (CAI) refers to a system that distributes and delivers instructional materials via CD-ROMs, floppy disk or directly through a computer terminal in an interactive format (Noe et al, 2011).

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CBT can enhance the learning process and results when computer offers the multimedia capabilities. It increases the collaborative, interactive and realistic features of training lesson. Take for instance: CBT is popular applied for interactive multimedia training to provide a complex training environment that combines of image, animation, video, graphics, photos, sound (Noe et al, 2011 and Dessler, 2013). Therefore, it helps trainees easier to understand and motivate them in the process of learning and improving knowledge.

Other pros of CBT concern about the learning time and cost effectiveness which is less expensive comparing to instructor in a classroom. This advantage gives the company flexibility in planning and scheduling the training for their employees. Furthermore, by using CBT, the organization could easily customize the material and program to fit for individual learners(Noe et al, 2011).

The emerging of technology and rapid growth internet have transformed and leveraged learning process with more innovative methods. Internet- based and web-based training are the higher levels of CBT.

### **Electronic-Learning**

The term E-Learning has first appeared in us and become more popular and prominent in the late 1990s. The letter “E” in E-learning is the abbreviation of electronic which refers to kind of learning is organized via any electronic medium. It was based and developed on the earlier methods (computer –based training, web-based training, open or distance learning). Learners received training through the internet or the organizations intranet.They also can exchange, sharing information and interact with each other across these networks. Moreover, E- learning offers the useful tools, collaborative problem solving as well as links to others online information resources so that leaners can take benefits to maximize the training efficiency and improve their work performance (Anohina 2002, Armstrong 2006, Noe et al,2011).

E-learning can be fully automated and it allows learners can define their self – paced learning. E-learning makes employees feel more motivated because it gives the autonomy to their learning process and deliveries the just in time information and guidance form facilitators.

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## **f) Blended Learning**

Blended – Learning is the combination of multi methods including both technologies based learning and face to face instruction within a structured learning programme. The purpose of blended learning is to avoid over reliance on particular single teaching and learning method.

### **2.1.6 Employees Training**

Training is a process of building up confidence of employees at workplace in terms of better performance and Training plays an important role in human resource development to achieve objectives in the organization McClelland, (2002).

Employee training can be provided for a variety of needs, including increasing employee's knowledge of company policies and internal knowledge and improving their skill sets and attitudes. According to Cooke 2000 the definition of performance is the achievement of specific task which is measured against predetermined standards of accuracy, completeness, speed and cost.

Guzzo, et al (1985) found that training had a positive influence on employee's output quality and quantity and a meta-analysis of the impact on employee's productivity base on organizational interventions showed that such programs raised employee's productivity by nearly one half standard deviations.

## **2.2 Empirical Literatures Review**

The purpose of this form is to concretely examine the corpus of theory that has accumulated in regard to an issue, concept, theory, phenomena. Acutely plenty studies are conducted on training effectiveness. Now training is a mandatory display in the developed country but in our country expect the higher quality company increment most of company's don't consider the value of the employee training specially on the Transit service provider office.

Ali Mollahoseini (2012) conducted an assessment ineffectiveness on the job training, this research finds that the training presented have been effected but this effects is not very dramatic in the four levels of kirkpatrick Model (reaction, learning, behavior and result). On this research the result show

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training courses should be designed for each job regard to individual, vocational and organization needs.

Hasan Tarik (2018) also carried out a carefully developed assessment guideline can ensure that students are learning powerful tools which lead organization for better execution of projects. The study found that relevance level and the levels of knowledge, skill and attitude development were very high.

Douglas Paton (1994) on his study conduct evaluates the applicability of the training and operational practices of a group of firefighters to disaster search and rescue duties. The Research suggests that the training and experience of these firefighters did not prepare them for major disaster work.

Goldstein (1986) defines assessment as the systematic collection of descriptive and judgmental information necessary to make effective training decisions related to the selection, adoption, value and modification of various instructional activities.

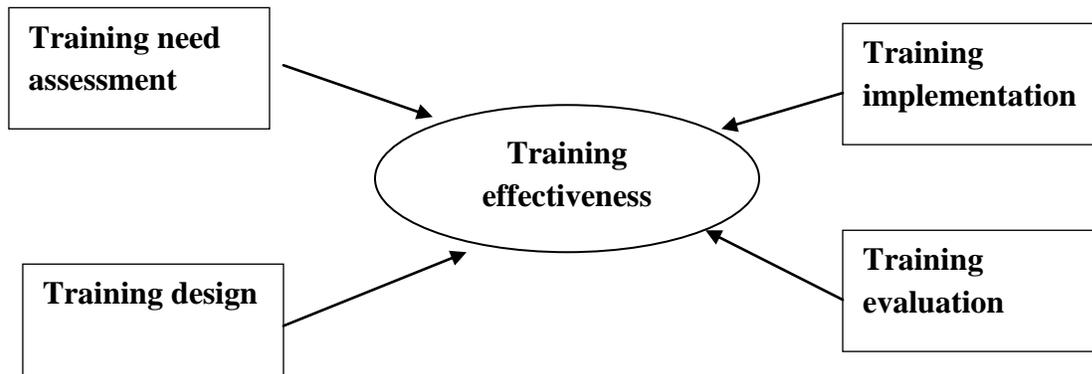
Hamblin (1974) defined assessment of training as any attempt to obtain information on the effects of training programme and to assess the value of the training in the light of that information. He described assessment as a training aid and identified five levels 1) reaction level, 2) learning level, 3) job behavior level, 4) organization and 5) ultimate value of evaluation.

Williams (1976) defines evaluation as the assessment of value or worth. He observes value is a rather vague concept and this has contributed to the different interpretations of the terms evaluation.

Veermani and Premila Seth (1985) defined assessment of training as an attempt to obtain information on the planning of training, the conduct of the training and feedback on the application of learning after the training so as to assess the value of the training. This evaluation finding may be used for a variety of purposes.

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### 2.3. Conceptual Framework



**Figure 4. Conceptual framework of the study**

Figure 4 presents the conceptual framework of the study. The interpretation of the conceptual framework is that training effectiveness depends on four critical elements of the training process namely training need assessment, training design, training implementation or delivery and training evaluation.

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## **Chapter Three**

### **3. Research Methodology**

#### **3.1 Introduction**

The study aimed to assess effectiveness in the case of Alisho General Trading and Transit Service. This chapter was organized in the following structure: The research design, population and sample, data collection methods, sampling design and sample size and data analysis. A research methodology is the process of systematic way of collecting and analyzing information related to a topic. The research design and target group continue respectively.

#### **3.2 Research Approach**

In the case of this study, the quantitative and qualitative methodology approach was employed to match with the research objectives. The qualitative research gave the researcher the possibility of studying a particular subject in depth in organization (Myers, 2013).

One feature of qualitative method that the researcher saw many benefits for this current research was to allow the interviewer to understand more the interviewee's attitudes, beliefs, motivations, emotion and behaviors (Frankfort-Nachmias and Nachmias, 1996, Myers, 2013).

The next section concerns data collection. Finally the validity and reliability of the research are presented.

#### **3.3 Research Design**

The Research Design is a type of observation study that analyzes data collected from a population, or a representative subset at a specific point in time (Bananuka, Nkundabanyanga &Kaawaase, 2018).

This study applied a descriptive research design. A descriptive research design is a commonly used model in any research and it is a scientific method, which involves describing and observing the behavior of a subject without having to influence it in any manner (Malhotra, 2007).

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Descriptive research is considered appropriate because subjects are normally observed in their natural set up and can result in accurate and reliable information (Britt, 2006). This survey in form of standardized questions in a questionnaire was used to collect data. Descriptive research design was used as it had merits such as a research having no control over the variable and would only report what was being happening (Kothari, 2004).

The design also used a survey method where one could discover causes even when he could not control the variables under study, and also the design enabled the researcher to obtain information that described the Phenomena by asking individual questions about perceptions, attitudes, behavior and values (Mugenda & Mugenda, 1999). Malhotra (2007) examine survey is a method of collecting data from people about who they are, how they think (motivations and beliefs) and what they do (behavior).

### **3.4 Population and Sampling Design**

#### **3.4.1 Target Population**

According to Sekaran (2001) Population is the entire group of people, events or things of interest that the researcher wishes to investigate. While the target population is the total collection of elements about which the researcher wishes to make some inferences.

As we discussed on brief this research was to study the case effect of training system and evaluated it to discover the factors influence on employee's performance on the private transit company Alisho General Trading and Transit Service.

In this Study the target population is all employees who have under gone on the job training in the organization.

There are a total of 61 Male and Female employees who had undertaken this training in the company from all departments:

- Transit Operation,
- Finance,
- Human Resource and different level management parts including other level employee.

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<b>Department</b>	<b>Total Population</b>
Transit Operation	10
Finance	4
Human Resource	3
Meddle Level Employee	13
Low level employee	31
<b>Total</b>	<b>61</b>

***Table.1 Total Population of the Staff's***

Population defines as the total collection of element whereby references have to be made (Cooper & Schindler, 2003).

### **3.4.2 Sampling Design and Sample Size**

#### **3.4.2.1 Sampling Frame**

According Cooper & Schindler (2003) examination sampling as the process by which a researcher selects a sample of participants for a study from the population of interest.

Leary (2004) defined sampling as the process by which a researcher selects a sample of participants for a study from the population of interest. A sample is the portion of the population of interest that is selected for a study (DoylePortillo, 2009)

The target for the Alisho General Trading and Transit Service Company was the employees from the head office and also the sampling approach made it easier to access all the targeted respondents. Due to the fact that majority of the respondents had a busy schedule of attending to their daily operation at their workstations.

For this study, the list of sample consists of 61 employees of Alisho General Trading and Transit Service identifiable by the human resources department register of employee at Alisho General Trading and Transit Service.

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### **3.4.2.2 Sampling Techniques**

Stratified random sampling technique was employed to ensure fair representation of individual members in the groups selected for the study.

A random sample is a subdivision of a sample chosen from a larger set, which in this case is the population. Each group was chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process, and each individual has the same probability of being chosen for the sample. This minimized bias and simplified analysis of the results.

### **3.4.2.3 Sampling Size**

Sampling is the procedure a researcher uses to gather people, place or thing to study. It is a process of selecting a number of individual or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2002).

Determining sample size is a very important issue for collecting an accurate result within a quantitative survey design. The sample size is a smaller set of the larger population (cooper & Schindler, 2003).

The sample size for the study will be 61 employees who were selected from the entire department and distributed proportionately.

## **3.5. Source of Data and Data Collection**

In this study the research intended to collect information from the Different source of data for data analysis is the primary data and Secondary data.

From methods of collecting Primary data to this research study intended onDirect Personal Interviews and collection through questionnaires from employees.

In the case of this research, the Quantitative and Qualitative methodology was employed to match with the research objectives. The qualitative research gave the researcher the possibility of studying a particular subject in depth in organization (Myers, 2013).Interview and distribution of questionnaire were two major methods to gather qualitative data in this research.

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The purpose of this research the main reason why data collection was done mainly by interview and questionnaires it allowed the researcher gather valid and reliable data which was relevant to the research question and objectives (Saunders et 2012).

The semi-structured in depth interview was used in this research. This method was characterized by a high suppleness, which was the reason to select it. Although the pre formulated questionnaire was handled to interviewees it still allowed interviewer can modify the questions (Denscombe, 2003).

The advantage of semi-structured interview is the interviewees can freely share and express their ideas. The conversations were also open to go depth into the discussing problems. The secondary resource is approached for this study including available Book and Training and development website Research.

The questionnaire was designed in English and Amharic which was distributed to the participants in advance so that they could prepare before the actual interview.

Interview was conducted individually by face-to-face on English if it is necessary on Amharic was used as the communication language. As we know this research was study at Alisho General Trading and Transit Service. This company head quarter and the branch office was established and found in main city of Ethiopia Addis Ababa. so us we all know our country Ethiopian communication language is Amharic so I prepare the interview conducted communication on Amharic Language.

The researcher explained to interviewees the research topic, the purpose of interview and the information which they provided was only served for this academic study. All interviewees agreed and felt comfortable to do the interview in the work place. This might affect positively to their answer. During interview, the interviewees were given time to think before they answer in each question. The researcher should put questionnaire was understand and clearly to the interviewee's to gain more needed information.

### **3.6. Reliability and Validity of Measures**

Field (2009) defines content validity as evidence that the content of a test corresponds to the content of the construct it was designed to cover. And also he examines Reliability as the ability of a measure to produce consistent results when the same entities are measure under different conditions.

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Reliability and validity are two main key characteristics which ensure the quality of research. Reliability refers to the consistency of finding if the same data collection methods and analysis procedures are repeated.

A research's validity refers to which extend the accuracy of the results (Saunders et al, 2012). According Saunders et,al 2012, validity could be higher in the semi structured interview if the interview is carefully carried out in the consideration of the scope to define research questions to be able to explore response and themes from various perspectives. The Studied group included the participants of managers, employees and trainees. Thus it increased the reliability of this research.

Reliability refers to the degree to which the data collection tools or analysis procedures will yield consistent finding. (Saunders, lewis & Thornhill, 2009).Reliability analysis examines the homogeneity or cohesion of the items that comprise each scale. Cronbach's alpha is a coefficient of most common way to assess reliability. A value of cronbach's alpha coefficient above 0.70 is regarded as acceptable. (Saunders, lewis and Thornhill, 2009). To measure the reliability of the questionnaire cronbach's alpha were used. For the purpose of this study, pilot survey was conducted by distributing 20 Questionnaire to sample respondents. This result is present in the following table.

<b>Cronbanch's alpha</b>	<b>Cronbach's alpha based on Standardized items</b>	<b>No of items</b>
.934	.930	20

***Table 2.Calculation of Reliability***

As shown in the above table the result of the test indicates that, the scale is significant having a reliability of 0.93. The Questionnaire was thus considered reliable to be used for data collection.

### **3.7. Analysis of Data**

Data were checked to identify missing values and any inconsistencies in responses given by the respondents. Simply frequency runs were made to screen the data so as to identify missing values using series of means value replacement method (Field, 2009).

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Cooper and Schindler (2000), described data analysis as the process of editing and reducing accumulated data to a manageable size, developing summaries, seeking for patterns and using statistical methods.

Data analysis is the process of converting the collected raw data into a polished form which can be easily interpreted and understood to give relevant conclusions. Data analysis is the process of searching, cleaning, inspecting and modeling the collected data with the objective of identifying outcomes or relationships that can be generalized back to draw inferences about the population under study in line with the specific research questions (Hyndman, 2008). The data collection interview and edits to ensure completeness and validity in line with the research questions in this study. Microsoft excels applications which are the principle analytics tools use for this study.

### **3.8. Ethical Considerations**

An Ethical Consideration of confidentiality and privacy was addressed. The researcher tried to clearly inform to the respondents the purpose of the study is for academic purpose. In addition to this, they informed that their participation in the study was based on their consents. The researcher also not personalizes any of the response of the respondents during data presentations, analysis, and interpretation. Finally, all the materials that were used for this research are accordingly acknowledge.

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## Chapter Four

### 4. Data Presentation, Analysis and Interpretation

#### 4.1. Introduction

This chapter presents the results and discussion of quantitative and qualitative data gathered for the study. It is divided into two major sections. The first section describes the demographic characteristics of the empirical survey, covering the gender of the respondent, age of respondent and work experience.

The second section of the chapter provides results and discussions which were based on the major research questions of the study.

#### 4.1.1 Demographic Background of Respondents

On This Chapter the data gathered through questionnaire and semi-structure interview. Data for the analysis was collected from the main head office and the site offices. There were 61 (Sixty One) questionnaires were distributed for employees 52(Fifty Two) Questionnaires were returned Meaning 85.2% response rate records, 9 of them were not returned. The research found it suitable for further analysis.

##### 4.1.1.1. Questionnaire Response Rate:

Out of 61 (Sixty One) Questionnaires dispatched, 52 (Fifty Two) were fully filled return. The response rate is shown in the under Table 1.

Department	Dispatched	Returned	Percentage
Transit Operation	10	10	100%
Finance	4	3	75%
Human Resource	3	2	66.6%
Meddle Level Employee	13	9	69.2%
Low Level Employee	31	28	90.3%
<b>Total</b>	<b>61</b>	<b>52</b>	<b>85.2%</b>

*Table 3: Questionnaire Response Rate*

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## 4.2.2 Demographic Characteristics of the Respondents

This Section discusses the demographic characteristic of the respondent based on age, gender, Qualification, Level of the Employment, Position and Work Experience.

### 4.2.2.1 Age Distribution of the Respondents

The age of the respondents was sought since its findings would assist they study categorize respondent based on age and the findings are shown in table 2 below.

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
20-24	2	5.8%
25-29	4	7.6%
30-34	27	51.9%
35-39	10	19.2%
40-44	3	5.76%
45-49	4	7.6%
50-54	2	3.8%
55 and above	0	0
<b>Total</b>	<b>52</b>	<b>100%</b>

*Table 4: Questionnaire Age Response*

Accordingly the findings in the table (4) show that majority of respondents were aged between 30-34 year with 27 (51.9%). This ratio is based on age composition of the target population which is fairly representative.

### 4.2.2.2 Gender of Respondents

The gender of the respondents was sought since its findings would assist the study categorize respondents based on gender and the findings are shown under the table 3.

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	42	80.76%
Female	10	19.23%
<b>Total</b>	<b>52</b>	<b>100%</b>

*Table 5: Questionnaire Gender Response*

In the findings in the table (5) show that majority of respondents were is Male than female with 42 (80.76%) Male and the female respondent are 10 (19.23%).This ration is based on gender composition of the target population which is fairly representative.

#### 4.2.2.3 Qualification of Respondents

The Qualification of the respondents was sought since its findings would assist the study categorize respondents based on Qualification are shown under the table 4.

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Grade 12 Certification	4	7.6%
Diploma	18	34.6%
Degree	28	53.84%
Post-graduate	2	3.8 %
<b>Total</b>	<b>52</b>	<b>100%</b>

*Table 6: Questionnaire Educational Status Response*

Table(6)shows that Education status of the employee respondent from Grade 12 Certification,Diploma,Degree, Post – graduate, from the list of educational status the major respondent is Degree qualification with 28 (53.84%) the rest are Grade 12 Certification 4 (7.6%), Diploma 18 (34.6%) and Post-graduate 2 (3.8 %).

#### 4.2.2.4 Level of the Employment

The Level of the Employment of the respondents was sought since its findings would assist the study categorize respondents based on Qualification are shown under the table 4.

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Senior	25	48.07%
Middle	22	42.30%
Junior	5	9.6%
<b>Total</b>	<b>52</b>	<b>100%</b>

*Table 7: Questionnaire Level of the Employee Response*

Accordingly to the table 7 findings it shows the level of the employee respondents for Junior 5 (9.6%), Middle 22 (42.30%) and with majority of respondents was senior level with 25 (48.07%) level of Employment.

#### 4.2.2.5 Position in the Organization

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Transit Operation Manger	1	1.9%
Assistant Transit Operation Manager	13	25.00%
Accessor	4	7.6%
Accountant	4	7.6%
Accountant Clerk/ Assistant	4	7.6%
Computer Operator	1	1.9%
Finance Manger	1	1.9%
Finance Manger Clerk	4	7.6%
Driver	10	19.23%
Assistant of Transit Operation	10	19.23%
<b>Total</b>	<b>52</b>	<b>100%</b>

**Table 8: Questionnaire Position**

The finding on table 8 employee position is from Alisho General Trading and Transit Service, Transit Operation Manger 1 (1.9%), Assistant Transit Operation Manager 13 (25.00%), Accessor 4 (7.6%), Accountant 4 (7.6%), Accountant Clerk/ Assistant 4 (7.6%), Computer Operator 1 (1.9%), Finance Manger 1 (1.9%), Finance Manger Clerk 4 (7.6%), Driver 10 (19.23%), Assistant of Transit Operation 10 (19.23%). Under this on Alisho General Trading and Transit Service have more Assistant Transit Operation Manager 13 (25.00%) from the other assign position. As we know the main work Transit operation of the company and their duties the No of Employee of Assistant Transit Operation Manager should be increase other than the list department position.

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#### 4.2.2.6 Work Experience of Respondents

The work experience of the respondent was sought since its findings would assist the study categorize respondents based on their work experience and the findings as shown in under table (7).

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
1-4	10	19.23%
5-8	20	38.46%
9-12	20	38.46%
13-14	2	3.8%
More than 15	0	0
<b>Total</b>	<b>52</b>	<b>100%</b>

*Table 9: Questionnaire Work Experience Response*

The findings in the table (9) show that majority of respondents were between (5-8) and (9-12) years 20 (38.46%). This ration is based on Work Experience of the target population.

#### 4.3 Description And Analysis of Data of Evaluation on Organization Training Practicing to the Employee

The second part of the questionnaire, respondents were asked the questions which covers respondents view on some aspects of strategic objective of company, offered and challenges of training practice in Alisho General Trading and Transit Service. The mean values were interpreted according to the standard adopted from Moidunny(2009).

<b>Mean Score</b>	<b>Interpretation</b>
1.00-1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.20	Medium
3.21 – 4.20	High
4.21 – 5.00	Very High

Source: Moidunny (2009)

*Table 10: Mean Score Interpretation*

#### 4.3.1. The linkage between Training Programs and strategic objective

S/N	Statements	Respondents Opinion	Frequency	Percentage	Mean	SD
1.	The company encourages employees to participate in the training.	<i>Strongly Disagree</i>	0	0	4.48	1.3
		<i>Disagree</i>	0	0		
		<i>Neutral</i>	0	0		
		<i>Agree</i>	27	51.92%		
		<i>Strongly Agree</i>	25	48.08%		
		<b>Total</b>	<b>52</b>			
2.	You fully understood what the training is all about.	<i>Strongly Disagree</i>	0	0	4.00	1.18
		<i>Disagree</i>	4	7.69%		
		<i>Neutral</i>	10	19.23%		
		<i>Agree</i>	20	38.46%		
		<i>Strongly Agree</i>	18	34.62%		
		<b>Total</b>	<b>52</b>			
3.	The company training is linked with the organization objective goal	<i>Strongly Disagree</i>	0	0	3.85	1.26
		<i>Disagree</i>	0	0		
		<i>Neutral</i>	15	28.85		
		<i>Agree</i>	30	57.69		
		<i>Strongly Agree</i>	7	13.46		
		<b>Total</b>	<b>52</b>			
<b>Aggregate Mean</b>		<b>4.11</b>				

**Table 11: The linkage between Training Programs and strategic objective**

As indicated on table 11, the aggregate mean was computed to be 4.11. This implies that respondents have positively perceived that the training programs are linked to the strategic objectives of the organization. On the table (11) respondent on Item (1) were asked if the company encourages to the employees to participate the training. As we see on the table (11) the majority 51.92 (27) of the respondents are agree and 48.08% (25) strongly agree. The mean Score is 4.48. This indicates very high score which shows that the company is fully encourages to their employees to participate the training.

According on table (11) Item (2) of respondent data of about the training understanding 38.46% (20) of respondent are agree , 34.62% (18) respondent are strongly Agree, 19.23% (10) respondent Natural and 7.69% (4) are Disagree. The mean Score is 4.00.This indicates high score. These shows all the employees fully understand the mission of the training practices.

On this table (11) item 3 find the company training is linked with the organization objective goal. Accordingly the respondent finding majority 57.69% (30) of respondent are agree, 13.46% (7) respondent are strongly Agree, 28.85% (15) respondent Natural. The mean Score is 3.85. This indicates medium. This show the training practices is successful based on the organization objective goal.

#### 4.3.2. Respondent Attitude towards Training Need Assessment

Statements	Respondents Opinion	Frequency	Percentage	Mean	SD
1. Training should be given to all departments in the Organization.	<i>Strongly Disagree</i>	0	0	4.31	1.3
	<i>Disagree</i>	2	3.85%		
	<i>Neutral</i>	0	0		
	<i>Agree</i>	30	57.69%		
	<i>Strongly Agree</i>	20	38.46%		
2.The training program designed is very important to the employee.	<i>Strongly Disagree</i>	0	0	4.31	1.3
	<i>Disagree</i>	2	3.85%		
	<i>Neutral</i>	0	0		
	<i>Agree</i>	30	57.69%		
	<i>Strongly Agree</i>	20	38.46%		
3. The training program design is very important to achieve the organization objective and the estimated goal.	<i>Strongly Disagree</i>	0	0	3.85	1.2
	<i>Disagree</i>	5	9.6%		
	<i>Neutral</i>	8	15.38%		
	<i>Agree</i>	29	55.76%		
	<i>Strongly Agree</i>	10	19.23%		
4. The training helps you on your assign position.	<i>Strongly Disagree</i>	0	0	4.12	1.24
	<i>Disagree</i>	2	3.8%		
	<i>Neutral</i>	5	9.6%		

	<i>Agree</i>	30	57.69%		
	<i>Strongly Agree</i>	15	28.84%		
5. The training program fulfills your expectation on your profession-	<i>Strongly Disagree</i>	6	11.53%	2.35	1.28
	<i>Disagree</i>	26	50.00%		
	<i>Neutral</i>	10	19.23%		
	<i>Agree</i>	10	19.23%		
	<i>Strongly Agree</i>	0	0		
6. The training is enough to increasing the employee performance	<i>Strongly Disagree</i>	0	0	3.83	1.22
	<i>Disagree</i>	3	5.7%		
	<i>Neutral</i>	11	21.15%		
	<i>Agree</i>	30	57.69%		
	<i>Strongly Agree</i>	8	15.3%		
7. I am really satisfied with the training programs design.	<i>Strongly Disagree</i>	0	0	4.42	1.3
	<i>Disagree</i>	0	0		
	<i>Neutral</i>	0	0		
	<i>Agree</i>	30	57.69%		
	<i>Strongly Agree</i>	22	50.00%		
8. I think the organization effective in terms of the training expenditure.	<i>Strongly Disagree</i>	0	0	3.52	1.22
	<i>Disagree</i>	0	0		
	<i>Neutral</i>	35	67.30%		
	<i>Agree</i>	7	13.46%		
	<i>Strongly Agree</i>	10	19.23%		
<b>Aggregate Mean</b>	<b>3.84</b>				

**Table 12: Respondent Attitude towards Training Need Assessment**

Armstrong (2000) contends that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. He adds that trained employees are also more confident in their performance and decision – making skills. In addition, employees who receive regular training are more likely to accept change and come up with new ideas.

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Employees who learn new skills through training make good candidates from promotions because they have shown their ability to learn, retain and use information.

As shown on table 12, the aggregate mean was computed to be 3.84. This implies that respondents have positively treated the training need assessment. Under table (12) from Item (1) of respondent data of about the training should give to all department 57.69% (30) of respondent are agree, 38.46% (20) respondent are strongly Agree and 3.85% (2) are Disagree.

On the finding Item (2) of respondent data of on important of training design program to the employee 57.69% (30) of respondent are agree, 38.46% (20) respondent are strongly Agree and 3.85% (2) are Disagree.

Under Item (3) of respondent data of training program design important's to achieve the organization objective and the estimated goal 55.76% (29) of respondent are agree, 19.23% (10) respondent are strongly Agree, 15.38% (8) are Neutral and 9.6% (5) are Disagree.

On Item (4) of respondent on the helpings of training on assign position, 57.69% (30) of respondent are agree, 28.84% (15) respondent are strongly Agree, 9.6% (5) are Neutral and 3.85% (2) are Disagree. These indicate most of employees need training for their assign position on the organization.

On Item (5) of respondent on the expectation of training program occupied to the employee profession, 50.00% (26) respondent are disagree, 11.53% (6) respondent are strongly disagree, 19.23% (10) of respondent are agree, and 19.23% (10) of respondent are Neutral, from this question result the employees are oppose on the training program that help to their process because in Alisho General Trading and Transit Service most of the employees didn't works to their similar profession.

On Item (6) of respondent on increasing the employee performance through the training program toward the employee, 57.69% (30) of respondent are agree, 21.15% (11) of respondent are Neutral, 15.3% (8) respondent are strongly Agree and 5.7% (3).

On Item (7) of respondent on agreeable on the training program headed for the employee, 57.69% (30) of respondent are agree, 50.00% (22) of respondent are Strong Agree.

On the last assessment respondent found On Item (8) of respondent on the organization successful of training expenditure,67.30% (35) of respondent are Natural, 13.46% (7) of respondent are agree, and 19.23% (10) of respondent are Strong Agree.

### 4.3.2 Respondents Attitude on Training Design

Question	Respondents Opinion	Frequency	Percentage	Mean	SD
1. Training programs are designed based on need assessment.	<i>Strongly Disagree</i>	0	0	3.65	1.2
	<i>Disagree</i>	6	11.5%		
	<i>Neutral</i>	16	30.76%		
	<i>Agree</i>	20	38.46%		
	<i>Strongly Agree</i>	10	19.23%		
2. I was given sufficient information on the objective of the training course before	<i>Strongly Disagree</i>	1	1.9%	3.94	1.28
	<i>Disagree</i>	0	0		
	<i>Neutral</i>	10	19.23%		
	<i>Agree</i>	31	59.61%		
	<i>Strongly Agree</i>	10	19.23%		
3. The topics covered were relevant to achieve my skill and knowledge gap.	<i>Strongly Disagree</i>	0	0	3.92	1.25
	<i>Disagree</i>	2	3.8%		
	<i>Neutral</i>	15	28.84%		
	<i>Agree</i>	20	38.46%		
	<i>Strongly Agree</i>	15	28.84%		
4. Trainers have sufficient knowledge and communicate well	<i>Strongly Disagree</i>	0	0	4.3	1.25
	<i>Disagree</i>	0	0		
	<i>Neutral</i>	8	15.4%		
	<i>Agree</i>	20	38.5%		
	<i>Strongly Agree</i>	24	38.5%		
	<i>Strongly Disagree</i>	0	0	2.0	0.8

5. The Objectives of the training course were achieved	<i>Disagree</i>	7	13.5%		
	<i>Neutral</i>	5	9.6%		
	<i>Agree</i>	20	38.5%		
	<i>Strongly Agree</i>	0	0		
<b>Aggregate Mean</b>	<b>3.56</b>				

**Table 13: Respondent Attitude towards Training Design**

Organizations must be cautious when designing training programmes (Armstrong, 2000). The design must align with identified needs of the employees (Khan, Khan and Khan 2011). Organizations that meet this criterion when designing training programmes usually obtain good results (Partlow, 1996).

As shown on table 13, the aggregate mean was computed to be 3.56. This implies that respondents have positively treated the training design. In the above table (13) item No.1 for the statement training programs are designed based on need assessment the respondents response 38.46% (20) of respondent are agree, 19.23% (10) respondent are strongly Agree and 30.76% (16) are Neutral.

In table (13) item No.2 for the statement on the training give adequate information to the employee about training course before given, the respondents response 59.61% (31) of respondent are agree, 19.23% (10) respondent are strongly Agree, 19.23% (10) are Neutral and 1.9% (1) respondent are strongly disagree.

In table (13) item No.3 for the statement on The topics covered were relevant to achieve my skill and knowledge gap, the respondents response 38.5% (20) of respondent are Agree, 28.84% (15) respondent are strongly Agree, 28.84% (15) are Neutral and 3.8% (2) respondent are disagree.

In table (13) item No.4 for the statement on Trainers have sufficient knowledge and communicate well, the respondents response 38.46% (20) of respondent are Agree, 38.5% (24) respondent are strongly Agree, and 15.4% (8) are Neutral.

In table (13) item No.5 for the statement on The Objectives of the training course were achieved, the respondents response 38.5% (20) of respondent are Agree, 9.6% (5) are Neutral and 13.5% (7) respondent are disagree.

### 4.3.3. Evaluation of Training

Question	Respondents Opinion	Frequency	Percentage	Mean	SD
1. The management request feedback before and after training about the training program and the value added to my behavior, career, experience and performance.	<i>Strongly Disagree</i>	0	0	3.65	1.2
	<i>Disagree</i>	6	11.5%		
	<i>Neutral</i>	16	30.76%		
	<i>Agree</i>	20	38.46%		
	<i>Strongly Agree</i>	10	19.23%		
2. The training program was useful, challenging, well structured and organized.	<i>Strongly Disagree</i>	1	1.9%	3.94	1.28
	<i>Disagree</i>	0	0		
	<i>Neutral</i>	10	19.23%		
	<i>Agree</i>	31	59.61%		
	<i>Strongly Agree</i>	10	19.23%		
3. I am satisfied with the overall aspect of the training programs at the organization.	<i>Strongly Disagree</i>	0	0	3.92	1.19
	<i>Disagree</i>	2	3.8%		
	<i>Neutral</i>	15	28.84%		
	<i>Agree</i>	20	38.46%		
	<i>Strongly Agree</i>	15	28.84%		
4. My newly acquired skill relates with the skills defined by the goals of the training	<i>Strongly Disagree</i>	0	0	4.0	1.25
	<i>Disagree</i>	0	0		
	<i>Neutral</i>	20	38.46%		
	<i>Agree</i>	10	19.23%		
	<i>Strongly Agree</i>	22	42.31%		
<b>Aggregate Mean</b>	<b>3.87</b>				

**Table 14: Evaluation of Training**

As shown on table 14, the aggregate mean was computed to be 3.87. This implies that respondents have positively treated the training evaluation system. In the above table (14) item No.1 for the statement The management request feedback before and after training about the training program and the value added to my behavior, career, experience and performance, the respondents response 38.46% (20) of respondent are agree, 19.23% (10) respondent are strongly Agree,30.76% (16) are Neutral and 11.5% (6) respondent are disagree.

In table (14) item No.2 for the statement The training program was useful, challenging, well structured and organized, the respondents response 59.61% (31) of respondent are agree, 19.23% (10) respondent are strongly agree, 19.23% (10) are Neutral and 1.9% (1) respondent are strongly disagree.

In table (14) item No.3 for the statement I am satisfied with the overall aspect of the training programs at the organization, the respondents response 38.46% (20) of respondent are agree,38.46% (15) respondent are strongly agree, 28.84% (15) are Neutral and3.8% (2) respondent are disagree.

In table (14) item No.4 for the statement My newly acquired skill relates with the skills defined by the goals of the training, the respondents response 19.23% (10) of respondent are agree,42.31% (22) respondent are strongly agreeand38.46% (20) are Neutral.

#### 4.3.4. Evaluation of Employee Job Performance

Question	Respondents Opinion	Frequency	Percentage	Mean	SD
1. The Employee Performance training program will improve employees work skill, performance of work, activity, Motivation and attitude	<i>Strongly Disagree</i>	0	0	3.6	1.5
	<i>Disagree</i>	6	11.5%		
	<i>Neutral</i>	16	30.76%		
	<i>Agree</i>	20	38.46%		
	<i>Strongly Agree</i>	10	19.23%		
2. The training will motivate to the employee on their assign position	<i>Strongly Disagree</i>	1	1.9%	3.94	1.12
	<i>Disagree</i>	0	0		
	<i>Neutral</i>	10	19.23%		
	<i>Agree</i>	31	59.61%		
	<i>Strongly Agree</i>	10	19.23%		
3. The employee thinks the training will help them to get more Job Satisfaction on their level	<i>Strongly Disagree</i>	0	0	3.92	1.19
	<i>Disagree</i>	2	3.8%		
	<i>Neutral</i>	15	28.84%		
	<i>Agree</i>	20	38.46%		
	<i>Strongly Agree</i>	15	28.84%		
4. The training will help to the employee on their assign position	<i>Strongly Disagree</i>	0	0	4.11	1.10
	<i>Disagree</i>	2	3.8%		
	<i>Neutral</i>	5	9.6%		
	<i>Agree</i>	30	57.69%		

	<i>Strongly Agree</i>	15	28.84%		
5. The employees realize the employee performance training is enough to increasing their performance	<i>Strongly Disagree</i>	0	0	3.82	0.02
	<i>Disagree</i>	3	5.7%		
	<i>Neutral</i>	11	21.15%		
	<i>Agree</i>	30	57.69%		
	<i>Strongly Agree</i>	8	15.3%		
<b>Aggregate Mean</b>	<b>3.88</b>				

**Table 15: Evaluation of Employee Job Performance**

In the above table (15) item No.1 for the statement “the employee performance training program will improve employees work skill, performance of work, activity, motivation and attitude, the respondents response 38.46% (20) of respondents agreed, 19.23% (10) respondents strongly agreed, 30.76% (16) respondents remained neutral and 11.5% (6) respondents disagreed.

In table (15) item No.2 for the statement The training will motivate to the employee on their assign position, the respondents response 59.61% (31) of respondent are agree, 19.23% (10) respondent are strongly agree, 19.23% (10) are Neutral and 1.9% (1) respondent are strongly disagree.

In table (15) item No.3 for the statement The employee thinks the training will help them to get more Job Satisfaction on their level, the respondents response 38.46% (20) of respondent are agree, 28.84% (15) respondent are strongly agree, 28.84% (15) are Neutral and 3.8% (2) respondent are disagree..

In table (15) item No.4 for the statement The training will help to the employee on their assign position, the respondents response 57.69% (30) of respondent are agree,28.84% (15) respondent are strongly agree, 9.6% (5) are Neutral and 3.8% (2) respondent are disagree.

In table (15) item No.5 for the statement The employees realize the employee performance training is enough to increasing their performance, the respondents response 57.69% (30) of respondent are agree,15.3% (8) respondent are strongly agree, 21.15% (11) are Neutral and 5.7% (3) respondent are disagree.

S/N	Statement	Aggregate Mean	Interpretation
1.	The linkage between Training Programs and strategic objective	4.11	High
2.	Training Need Assessment	3.84	High
3.	Training Design	3.56	High
4.	Evaluation of Training	3.87	High
5.	Evaluation of Employee Job Performance	3.88	High

Source: Own Survey Result, 2021

**Table 16: Summary of aggregate mean values**

As shown on table 16, aggregate mean value for the link between training programs and strategic objectives of the organization was computed to be 4.11. This implies that respondents have positively perceived it, and is good for the company on the training process part. The training need assessment has an aggregate mean of 3.84 which is high on this assessment. The company's HR and the organization should look this part carefully because it is more need part for the training design. The training design has an aggregate mean 3.6. Based on this, it is possible to say that Alisho General Trading and Transit Service have good Training design. The evaluation of training have an aggregate mean 3.87 is also another high recorded. And finally, Evaluation of Employee Job Performance has an aggregate mean 3.88.

#### **4.4. Interview Result**

Under this section, that data obtained through interview with the employees and the human resource management. All of the respondents were responded that the reason why they talk the training in order to improve their knowledge skill, to more competent on their assign position on the company and also knows the working system of the company.

Under the interview most of the company employees which are on the top level and the middle level are happy for the training and they are willing to take the on job training. On the job training helps employees to get the knowledge of their job in a better way (Deming, 1982). Accordingly to the HR Respond in the organization of Alisho General Trading and Transit Service there is entire employee training to all department.

According on Ruth Taylor et al, 2004 and Tom Baum et al, 2007 research it is good for organization to give their employees on the job training because it is cost effective and time saving and also it have

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a positive effect on the organization performance. On finding from the interview in the company there is training Plan for the employee based on the organization estimate Goal but there is no specify time schedule of delivery.

According to the respondents, the companies have yearly for one month on job training by Ethiopian customs office. This training is given for the employees based to their hierarchy level.

The interviewee's also stated about the training program design. The HR Manager pointed out that the HR department assist the training design should design based on each employee's performance and talent of acceptance. Why this idea is come every employee have not equal acceptance of knowledge, ability and skill gap. Under this the training should be deliver based on the skill ability of the employee to the entire all departments.

It is very necessary for the organization to design the training very carefully (Michael Armstrong, 2000). The design of the training should be according to the needs of the employees (Ginsberg, 1997).

Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (Partlow, 1996 and Tihanyi et al, 2000).

Training design has significant effect on the organizational performance and it plays a very vital role in the employees as well as organizational performance.

According to the company employee respondent schedule for the frequency training design for each employee per year was determined based on each employee skill gap which observed on the employees between the actual skill possessed by job unavoidable and the job requirement.

The total expenditure by the organization to the training employee per year estimate the company will invest over 244,000.00 birr per year for the training employee. In fact the amount of budget for employee training in any organization depends on size, number of employees, nature of business and others. Based on this the number of Alisho General Trading and Transit Service data the researcher obtainer has 61 permanent employees in the organization.

According to the HR Manager Response, the evaluation of the training delivery frequently evaluation on the employees by distribute evaluation sheet based on the training topic. Annual Month of the year (6 Month) by distribute employee performance evaluation to the nearest Level of Managers to investigation the improvement the employee performance with the previously and after the training.

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## Chapter Five

### 5. Finding, Conclusions and Recommendations

#### 5.1. Introduction

This Chapter addresses summary of result on major findings, conclusion and also recommendation on the role of training and development on employee's performance using the case of Alisho General Trading and Transit Service.

#### 5.2 Summary of Major Finding

The findings are outlined according to specific objectives of the study. The findings are based on the responses from the questionnaires filled and information gathered on the research questions and also from the interview. To achieve this objective, the following research questions were developed:

1. What is the linkage between training program and strategic objectives of the organization at Alisho General Trading and Transit Service employees?
2. What types of training are offered to employees at Alisho General Trading and Transit Service?
3. What are the challenges / problems associated with training practice at Alisho General Trading and Transit Service?

The study was conducted Assessment of training effectiveness in the case of Alisho General Trading and Transit Service main office including site employee.

From usable questionnaires were received from 52 respondents. Of the 52 respondents, 19.23% were female whereas 80.76% were male. This has an implication that on Alisho General Trading and Transit Service employee more male as compared to the female.

Regarding the age bracket of the respondents, 5.8% belonged to 20-24 years age group and this was followed by 7.6% in the age group of 25-29 year, 51.9% were in the 30-34 age groups, 19.2% were in the age 35-39 age groups, 5.76% were in the 40-44 age groups, 7.6% were in the age45-49 groups and 3.8% were in the 50-54 age group. The age bracket of 25-29 each represented 51.9% the entire sample size.

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According to respondents result on the Level of Employment Senior Level 48.07%, Middle Level 42.30% and Junior 9.6%. In Alisho General Trading and Transit Service Senior employee are located 48.07 % on the company this is good for the training program design.

Number of Position of the employee on the working environment is Transit Operation Manger - 1.9%, Assistant Transit Operation Manager - 25.00%, Accessor, Accountant, Accountant Clerk/Assistant and Finance Manger Clerk – 7.6%, Computer Operator and Finance Manger 1.9% whereas Driver and Assistant of Transit Operation -19.23%. The study result shown that from 52 respondents the assistant Transit Operation Manger position is by 25.00.

The majority of the respondents with experience in the profession, from 1-4 year it is 19.23%, 5-8 and 9-12 year it is 38.46%, 13-14 it is 3.8%. In this study the result show they employee stay on the company for long period of time still now.

- **The linkage between training program and strategic objectives of the organization**

Majority of the respondents agree with the company encouragement of employees to participate in the training, on fully understood what the training is all about and The Company training is linked with the organization objective goal.

- **The types of training offered to employees at Alisho General Trading and Transit Service.**

Majority of respondent on the interview part the type of the training is on Job-Training based on the company schedule, this schedule isn't on based on the employee interest or work schedule sometime this training schedule may bothered there task requirement.

Most department employees are disagreeing on this training offering schedule. On finance department the company suddenly schedules the training with their yearly Auditing time, the experience of the training schedule time always it clash with their auditing time or closing time.

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On Transit operation department, on this department also the training offering schedule clash with the highly operation time. As they explain on the interview time Transit operation work is seasonal and when the operation come from the client it need more tension so when the company schedule to training the Transit operation department employees disagree with the offering time and methods.

- **The Challenge / Problems Associated With Training Practice At Alisho General Trading And Transit Service.**

Majority of respondent on the interview responses there are problem on the training practicing. The challenge is they are not fully confident on the trainers. This means they are not satisfied with their material including their skills. By this reason the employee did not get satisfactory training that was described or oriented by the company.

Head office front secretary are not willing to take the training because the training design is not based on their job, it is help for the Transit operation department and other so they are willing to attend the training.

The other challenge is the training delivery schedule time, this also the challenge for the main two departments to the finance and Transit operation department. It clash with their crowed working time.

The training program design is very important to achieve the organization objective and the estimated goal but this training program design is not design including to the low level workers. The low level workers have disagreed and some are Neutral on the training design.

### **5.3 Conclusion**

This study in hand chiefly focuses on the role of training in enhancing the performance of the employees. Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way.

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Training is a process of building up confidence of employees at workplace in terms of better performance. Training plays an important role in human resource development to achieve objectives in the organization.

Instead of unskilled employees, skilled employees will give a better performance to the employees. The conclusion that we can make towards the explanation below is, training and development will give benefits for employees such as better position and better career life and it make efficiency of the organization enhance. Instead of unskilled employees, skilled employees will give a better performance to the employees.

Training Programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organization productivity. Therefore, training should be design on the basis of the firm all departments specific needs and objectives.

## **5.4 Recommendation**

For the recommendation of this research,

- ✓ This study found that the selection of the trainees was based on the need assessment but when it comes to the training programs the Company need to implement the progressive HP Program of Training implementation design to achieve the goal, build a high performing employees in the organization and adopting a comfortable workplace where the employees have to work and need to work. Besides that, organization should build an effective communication network amongst their employees.
- ✓ This Study found that the training programs were not designed based on the need assessment and the trainees also does not get sufficient information on the objective of the training course before they arrive.
- ✓ This Study found and recommend the organization should have to use training techniques according to the type and categories which are suitable for the different level or categories of employees in the organization like Top Managers, Middle Level Managers, HR, administrative ,technical , skilled, unskilled in all workers.

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- ✓ This study found that the training evaluation was in terms of improvements in employee performance. So, in the organization the training evaluation has to be in terms of improvements in employee performance. The organization should have to also evaluate the pre training, in – training and post training assessment to take corrective actions in the future and get employees opinion on the training.
  - ✓ The Company Alisho General Trading and Transit Service Employees should see training Practicing objectives, design, delivery methods, implementation and evaluation as a continuous process for organization development and survival and also for effective employees performance.
  - ✓ Moreover, organization should increase their training with the technological changes and present educational in order to develop proper training. Organization should create a lot of training and development activities to improve the employee’s performance by enhancing knowledge about the company and improve skills among the workers.

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## **ANNEX - ONE:**

### **Questionnaires on English**

#### **St. MARY UNIVERSITY POST GRADUATE PROGRAM**

## **Survey Questionnaire for the Assess Training Effectiveness On The Private Transit Service Office On Alisho General Trading and Transit Service**

**Dear Respondent,**

This questionnaire is prepared for academic purpose to study the Assess Training Effectiveness on the Private Transit Service Office on Alisho General Trading and Transit Service.

In that helps to address if further improvement is required. In this regard, your truth full responses are very useful to achieve the purpose intended. Your responses and suggestions will be treated confidentially and the researcher has no way of identifying any specific respondent who fills the questionnaire for anybody. Use ✓ to fill the questionnaires.

Thank you for taking the time to complete this questionnaire!!

---

**Part One:**

**\*\*\*This Question is respond by the Employees**

**Section One: Personal Information Respondent**

1. Gender

a) Female

b) Male

2. What is your age group?

a) 20-24  b) 25-29

c) 30-34  d) 35-39

e) 40-44  f) 45-49  g) 0-54  h) 55 and above

3. What is your preferred language of instruction

a) English  b) Amharic  c) Both

4. What is your highest qualification/ Educational Background?

a) Grade 12 Certificate

b) Diploma

c) Degree

d) Post-graduate qualification

e) If Other Please Specify: \_\_\_\_\_

**Section Two:**

5. What is your level of employment

a) Senior

b) Middle

c) Junior

6. What is your position in the Organization?

a) Operation Manger  c) Accessor

- 
- b) Assistant Operation Manager       d) Accountant   
e) Accountant Clerk/ Assistant       f) Computer Operator   
g) Finance Manger       H) Finance Manger Clerk   
I) Driver       J) If Other Please Specify: \_\_\_\_\_

7. How long have you been working with this organization

- a) 1– 4 years     b) 5 –8 years       c) 9 – 12 years   
d) 13 –14 years     e) If Other Please Specify: \_\_\_\_\_

8. Have you had any form of training since you have joined the organization?

- a) Yes       b) No

If your answer is yes on Question No 8 Please answer the under listed questions

9. What methods were used for the facilitation??

- a) On the job training       b) Seminar   
c) Understudy training       d) Formal Lectures   
f) If Other Please Specify: \_\_\_\_\_

10. How many times do you have taken training?

- a) 1 – 3 months   
b) 4 – 6 months   
c) 7 – 12 months   
d) If Other Please Specify: \_\_\_\_\_

**Section Three:**

The following question describe for the assessment of organization effort to train its employee. Please fill / Use ✓ rate the level of your satisfaction level by encircling one of the given alternatives for the items indicated in the following tables. The number mean **1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree.**

S/N	Questions	1	2	3	4	5
11.	Did You Agree to implement continue Employee Performance Training in the Organization on all department level?					
12.	Do You think the training program designed is very important to the organization employee?					
13.	Do You Think the training program design is very important to achieve the organization objective and the estimate Goal?					
14.	Do you Think the Employee Performance training program will increase on improve your work skill, performance of work, activity and attitude?					
15.	Do You think the training will help the employee to get more Job Satisfaction on their level?					
16.	Does the training will help you on your assign position?					
17.	Does the training will motivate to the employee on their assign position?					
18.	Does the training program will full fill your expectation on your profession?					
19.	Do you think the training is enough to increasing the employee performance?					
20.	Are you really satisfied with the training programs design?					
21.	Do you think that the organization will be effective from the training expenditure?					

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**Part Two:**

**\*\*\*This Question is respond by the Human Resource Management Department**

**Section One: Personal Information Respondent**

1) Gender

a) Female

b) Male

2) What is your age group?

a) 20-24  b) 25-29

c) 30-34  d) 35-39

e) 40-44  f) 45-49  g) 0-54  h) 55 and above

3) What is your preferred language of instruction

a) English  b) Amharic  c) Both

4) What is your highest qualification/ Educational Background?

a) Grade 12 Certificate

b) Diploma

c) Degree

d) Post-graduate qualification

e) If Other Please Specify: \_\_\_\_\_

**Section Two:**

1. What is your level of employment

a) Senior

b) Middle

c) Junior

6) How long have you been working with this organization

a) 1– 4 years  b) 5 –8 years  c) 9 – 12 years

d) 13 –14 years  e) If Other Please Specify: \_\_\_\_\_

---

### ***Section Three: Interview Question***

1. Have you had training since you have joined the organization?
2. Did your Company/Organization have Effective training Plan for the Employees based on the actual goal during requirement?
3. Did your Company have training methods? If your answer yes, what type of training and the method did you assist to the organization?
4. How you assist the Organization to implement the training program design?
5. How do you design the frequency of training per year for each employee on average per year?
6. How much the total expenditure by the organization to the training employee per year under your Plan?
7. Did you design the frequently evaluate of the training effectiveness and How?

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## ANNEX –TWO:

### Questioner on Amharic

ይህ የጥያቄ ወረቀት የተዘጋጀው ለአልቮ ጆነራል ትሬዲንግ ኃ.የተ.የግል.ማህበር ድርጅት ስራተኞች ነው ።

እባክዎትን ከታች የተዘረዘሩት ጥያቄዎች ስለእርስዎ መረጃ እና በድርጅቱ ውስጥ የእታሰብ ያለውን የስራተኞችን ክህሎት ይረዳ ዘንድ እየተጀጋጀው ባለው የስልጠና ዲዛዩን ፕሮግራም ላይ ባለው የእርሶ ያሉትን መረጃ በማስገባት ይተባበሩን። እናመሰግናለን።

#### መረጃ:

1. ጥያቄዎቹን ትክክለኛ መልስ ለማስገባት እባክዎትን ከጎሎ የሚገኙ ሳጥንቹ ላይ ✓ ምልክት መልሱትን ይስጡ።
2. መልሶዎትን በሚያስገቡበት ወቅት ስምመጻፍ አያስፈልግም።

#### ክፍል አንድ:

##### 1. ያታ

ሀ) ወንድ

ለ) ሴት

##### 2. እድሜ

ሀ) 20-24

መ) 35-39

ሸ) ከ 50- በላይ

ለ) 25-29

ሠ) 40-44

ሐ) 30-34

ረ) 45-49

##### 3. በጣም የምትጠቀሙበት ቋንቋ

ሀ) አማርኛ

ለ) እንግሊዘኛ

መ) ሁለቱንም

##### 4. የትምህርት ደረጃዎ

ሀ) መሰናዶ/12 ስርተፊኬት

ለ) ዲፕሎማ

ሐ) ዲግሪ

መ) ማስተርስ

ሠ) ሌላ ትምህርት ደረጃ \_\_\_\_\_

**ክፍል ሁለት:**

**5. በመስሪያ ቤቱ ያለዎት የስራ እርከን ደረጃ**

- ሀ) ጀመሪ
- ለ) መካከለኛ
- መ) በጣም ክፍተኛ ደረጃ እርከን

**6. በመስሪያ ቤቱ የተመደቡበት ሃላፊነት**

- ሀ) ኦፕሬሽን ማነጀሪ
- ለ) ረዳት ኦፕሬሽን ማነጀሪ
- ሐ) ክፍተኛ ኦፊሰር/ሰነድ መርማሪ
- መ) ሒሳብ ሰራተኛ
- ሠ) ረዳት ሒሳብ ሰራተኛ
- ረ) ኮምፒተር ብልሽት ጥገና ባለሙያ
- ሰ) ሒሳብ ክፍል ዋና ስራ-አስኪያጅ
- ሸ) ሒሳብ ክፍል ም/ስራ-አስኪያጅ
- ቀ) ሹፊር
- በ) ፀሐፊ

**7. በመስሪያ ቤቱ ያለዎት ቆይታ ጊዜ**

- ሀ) 1 - 4 አመት
- ለ) 5 - 8 አመት
- ሐ) 9 - 12 አመት
- መ) 13 — 14
- ሠ) ከ 14 አመት በላይ

**8. በድርጅቱ ሲቀጠሩ ድርጅቱ ማንኛውም አይነት ለስራዎ የሚጠቅሞትን የድርጅቱ የሰራተኞች ክህሎት ማደበሪያ ስልጠና ተሰቶዎታል**

- ሀ) በሚገባ ተሰጥቶኛል
- ለ) አልተሰጠኝም

\*\*\*\*\* መልስዎት በሚገባ ተሰጥቶኛል ከሆነ ከዚህ በታች ያትን መልሶች እባክዎትን መልስ በመስጠት ይተባበሩን። መልስዎት አልተሰጠኝም ከሆነ ግን ከጥያቄ ክፍል ሶስት ጀምሮ ያለውን ይመልሱ።

**9. መስሪያ ቤቱ ስልጠናውን በምን አይነት መንገዶች ነው የተሰጠት**

- ሀ) በስራ ላይ ስልጠና
- ለ) ሴሚናር
- ሐ) የተማሪ ስልጠና
- መ) በመደበኛ ንግግሮች

**10. በምን ያህል ጊዜ የመስሪያ ቤቱ ስልጠናውን ወሰዱ**

- ሀ) 1 - 3 ወር
- ለ) 4 - 6 ወር(መ) 12 ወር በላይ
- ሐ) 7 - 12 ወር

**ክፍል ሶስት:**

መረጃ: እባክትን በዚህ ክፍል የሚያገኙት ጥያቄ የሚመልሱት በ5 መመዘኛዎች ላይ ነው።

5 መመዘኛዎች፡-

- 1- በጣም እቃወማለሁ
- 2- እቃወማለሁ
- 3- ገለልተኛ
- 4- እስማማለሁ
- 5- በጣም እስማማለሁ

ቁ.ጥ	ጥያቄ	1	2	3	4	5
11.	ድርጅቱ አሁን እያሰበው ያለውን የሰራተኞች ክህሎት ማዳበሪያ ስልጠና ለድርጅቱ ያሉት ሁሉም ክፍሎች ጠቃሚ ነው ብለው ያስባሉ/ይስማማሉ?					
12.	በድርጅቱ ሊሰጥ እየታሰበ ያለው የሰራተኞች ክህሎት ማዳበሪያ ስልጠና በድርጅቱ ለሚገኙ ሁሉም የስራ ክፍሎች ጠቃሚ ነው ብለው ያስባሉ/ይስማማሉ?					
13.	በድርጅቱ ሊሰጥ እየታሰበ ያለው የሰራተኞች ክህሎት ማዳበሪያ ስልጠና ለድርጅቱ ላቀደው ግብ ዋና ጠቃሚ ነው ብለው ያስባሉ/ይስማማሉ?					
14.	በድርጅቱ ሊሰጥ እየታሰበ ያለው የሰራተኞች ክህሎት ማዳበሪያ ስልጠና ለእርሶ ለስራዎ እንዲሁም በስራዎ ላይ ላሉት ክህሎቶ ያስባሉ/ይስማማሉ?					
15.	በድርጅቱ ሊሰጥ እየታሰበ ያለው የሰራተኞች ክህሎት ማዳበሪያ ስልጠና ለእርሶም ሆነ ለሌሎች ሰራተኞች ስራችሁ ላይ ደስተኛ እንዲሆን ያደረገናል ብለው ያስባሉ/ይስማማሉ?					
16.	ስልጠናው ለተመደብኩበት የስራ መደብ በጣም ይጠቅመኛ ብለው ያስባሉ/ይስማማሉ?					
17.	ስልጠናው ለሁሉም ሰራተኞች በተመደቡበት የስራ መደብ በጣም ይጠቅማል ብለው ያስባሉ/ይስማማሉ?					
18.	ስልጠናው ላለኝ የትምህርት ደረጃ ካለው እውቀት በላይ በጣም ክህሎት በመጨመር ለስራዬ ይረዳኛል ብሎ ያስባሉ/ይስማማሉ?					
19.	ስልጠናው አሁን ላላው የሰራተኛ ክህሎት በቂ ነው ብሎ ያስባሉ/ይስማማሉ?					
20.	በድርጅቱ ሊሰጥ እየታሰበ ያለው የሰራተኞች ክህሎት ማዳበሪያ ስልጠና ዲዛይን ፕሮግራም ላይ ደስተኛ ኖሮ ዲዛይን ፕሮግራም ተግባራዊ እንዲሆን ይስማማሉ?					
21.	በዚህ ስልጠና ድርጅቱ ለስልጠና ፕሮግራም በሚያወጣው ወጪ ድርጅቱ ተጠቃሚ ነው ብለው ያስባሉ/ይስማማሉ?					

\*\*\*\*\* ጥያቄዎችን በትግስት አንብበው መልሶትን ስለሰጡን በጣም እናመሰግናለኝ።