



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

**AN ASSESSMENT OF THE PRACTICES AND CHALLENGES OF TRAINING
PROGRAMS IN ADDIS ABABA BOTTLE & GLASS SHARE COMPANY**

BY
TSIDUK AREGAY

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ADVISOR
ASSISTANCE PROF. GEMECHU WAKTOLA (PhD)

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DECLARATION

I hereby declare that this submission is my own work towards the award of Master's Degree of Total Quality Management and Organizational Excellence (M.Sc.) and that, to the best of my knowledge it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement is made in the text.

Candidate's Name: Tsiduk Aregay Asfaw

Signature: -----

Date: -----

Approved by the Board of Examiners:

Name	Title	Signature	Date
1. Dr. Deribe A.	External Examiner	-----	-----
2. Dr. Jemal M.	Internal Examiner	-----	-----
3. Dr. Gemechu Waktola	Advisor	-----	-----

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LIST OF ABBREVIATIONS

AABGSC (Addis Ababa Bottle & Glass Share Company)

HRM (human resource management)

CDT (Career Development Training)

AT (Training administration)

OT (Orientation Training)

EMoH (Ethiopia Ministry of Health)

A-poly (Accra Polytechnic)

ABSTRACT

This study attempts to assess the practices and challenges of training programs in of Addis Ababa Bottle & Glass Share Company in Addis Ababa. To this end, primary and secondary sources are consulted to get the necessary information for the research. Questionnaires were distributed to samples of permanent employees of the company. In addition, the past three years training implementation reports of the company were used and a semi structured interview also held with the appropriate managers of the company. The result of the study discovered that currently, while the company has some training programs it does not have clear training policy and training plan. But this doesn't mean that there is no any training practice totally within the company. It is also found that the company doesn't allocate enough budgets for implementing training practice. In addition employees are not aware of the existing training programs & their objectives. The study result also showed that most of the employees are not satisfied with existing training programs in the company. It is also found out that there are no training facilities and no position for separate department that is responsible for human resource training in the organizational structure. The study recommended that AABGSC should design training policy regarding to the training practices and to prepare training plan to enhance and customized training programs based on its requirement. Its training practice should be supported by professional trainers. Its structure should include a separate department that is responsible for human resource training practice. Enough budgets should be allocated to the training programs. The company should create standard measurements for its training practices productivity.

Key words: Training practice, Employees` Performance, Human Resource training

CHAPTER ONE

INTROUDUCTION

1.1. Background of the study

Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely affect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and events. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not (Aguinis & Kraiger, 2009).

According to Ajibade & Ayinla (2014) training is, a means of giving new or current employees the skills they need to perform at their various jobs, he sees training as the hall mark of good management and thus when managers ignore training, they are doing so to the great disadvantage of the organizations they are managing. They claims that training is considered as the organizations effort that are planned with the aim at helping employees to acquired job related competencies.

In an organization, training is important and becomes part of professional development for the employees. Most organizations are now recognizing that employee learning and skill development are more important for organizations to sustain a competitive position and it is very critical to the growth and development of the core activities in which the organizations engages in, (Earley, (1994). Furthermore, training plays an important role in human resource development; it helps employees to adapt rapidly changing task requirements. Fiskerstrand & Seiler (2004) stated that employee`s training has become an important tool through which organization can improve its service/product quality, decrease labor cost and increase productivity and profitability.

Irbil & Javari (2013) argued that employee competencies changes through effective training programs, and training is not only improves the overall performance of the employees to

effectively perform the current job, but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm`s objectives in a competitive manner. However, according to Klein (2001) training is of little value to the company unless it translates into performance. It is unquestionable that competition among companies is becoming stronger. The successes and failures of a company in rendering quality product depend mainly on the quality of its human resources among other factors. The quality of the human resource on the other hand mainly depends on the effectiveness of the training programs that the company design and execute.

This study therefore, tells to the company that without proper training for its existing employees and new recruits, its operation cannot be successful. In other words, if this production company fail to train its employees to meet the standards, it would face difficulties in providing quality product to its customers as the untrained employees fail to keep in pace with the continuous changes that takes place both locally and internationally in the industry.

Through training institutions can fight the problems of employees` obsolescence and makes them up-to-dated, satisfied and committed. The more emphasis an institution gives to human resource training, the more successful it will be over its competitors. This is to say that if training is conducted in the right way, it is one of the vital tools for acquiring competitive advantage over other competing companies. This is followed by rapid increase product competitiveness, but the major question lies here is, as product competitiveness is needed to increase in quantity and quality, training practice being considered and being enhanced too (Degraft, 2012).

However, Addis Ababa Bottle & Glass Share Company (AABGSC) gives less attention to training activities and it has training practice gap, this observed by the researcher`s personal experience. The reason why may be the company believes that most of its employees have adequate knowledge because of their long experience. But, experienced employees are expected to update themselves with the help of training.

1.2. Statement of the problem

Nowadays, human resource training practice is regarded as the most important function of human resource management. Unless employees are given proper and continuous training, they fail to cope up with expected as well as unexpected changes that take place in internal and external environment of a company (Noe & Schmitt (1986). He stated that training is very essential tool to update & upgrade knowledge and skills of employees and brings behavioral change to them towards improving their performance.

However, according to the researcher's personal experience, it appears that AABGSC does not currently have a training policy as well as a clear training plan. Training practice is therefore more or less unplanned. It looks like the majority of the employees are not trained. As a result, employees' skills and abilities have over the years not been enhanced their performance. So, training practice gap appears in AABGSC. In addition to that, the training practice & challenges in the company were not researched. Furthermore training practice and its impact is challenges as a gap from the related studies which the researcher reviewed. Therefore, this justifies the rationale for the study.

Hence, the study examined the overall training practices and their impact in AABGSC that influences its performance. This study helps to the company to adjust itself with the current situation. Because, currently major competitors are coming soon in to the sector that the company is engaged in and the company itself also under expansion of its capacity, that's why improving of training practice may be vital to exceed its challengers. Therefore, based on the data was collected from the employees and their company, the study tried to investigate the training practices and its impact on employees' performance by answering some major research questions. The investigation that conducted is essential to specify the training practice gap and to know its impact in the company in order to plan future improvement.

1.3. Research questions

2. How training needs are determined in the company?
3. What is the nature of training programs in Addis Ababa Bottle & Glass Share Company?
4. How does the company ensure that training programs meet their respective objectives?

5. What is the impact of training programs on employees' performance?
6. What are the key challenges and obstacles that affecting training practice of the company?

1.4, Purpose of the study

The main purpose of this study was to describe and investigate the training practice and its impact on Employees` Performance in the case of Addis Ababa Bottle & Glass Share company`s performance.

1.5. Objective of the study

1.5.1 General objective

General objective of the study was to assess the practices and challenges of training programs in the company.

1.5.2 Specific objectives of the study

- To identify the existing training programs at Addis Ababa Bottle & Glass Share Company
- To discover if the training practice and training programs have impacted on employees and the firm's activity.
- To study if the training programs meet their objectives
- To assess challenges and obstacles that affecting training practice & how training needs are determined in the company.

1.6. Significance of the Study

The study let to know the current training practices and it shows the gap and uses to fill a training practice gap in the company. Again it helps practitioners. Since studying on the field of training practice is for the first time in the organization (Addis Ababa Bottle & Glass Share Company), it also helps to understand the importance of training programs, practices and its impact. In addition the study enables to the company to structure its training programs to make it more effective in terms of training programs to improve the performance of the workforce and leads to better productivity. On the other side, the result of this research is significant to various reasons. Firstly, it tries to draw some conclusions and recommendations based on the finding. It

identifies the impact of training practice on employees` performance. Therefore, the study provides signal to the management of the company to take immediate action. Secondly, it helps as a source of reference and base for those researchers who want to make further study on the area afterwards. Thirdly, it provides to the researcher an opportunity to gain knowledge in the area of training practice and its impact related to employees` performance.

1.7. Delimitation of the Study

Due to resource constraint among the vast factors which affect employees` activity only training practice and challenges of training programs in the company were the focus. The study is limited on the elements of human resource management, particularly in the area of training practices and challenges of training programs in AABGSC. As Elegbede & Gbajumo-Sheriff, M. (2011) stated that employee performance is also affected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and the group dynamics. So, in order to make training effective and to ensure positive effect of training on employee performance these elements should be taken into consideration as a principle. However, this study is limited on training practices & challenges of training programs because of the resource and researcher`s experience constraint.

1.8. Limitations

There could have been other needed information. That was related to training impact on employees` performance with the help of measuring profit per unit of labor through which data could have been obtained from the interview. But, sufficient data was not obtained. Hence, the researcher tried to analyze the performance variable using content analysis and logical analysis techniques. To justify the limitation, even the target company of this study was running its business more than 44 years there was no conducted any research on this topic, so it was difficult to get clear information related to performance with its standard measurement. In addition lack of time & experience of the researcher contributed in this problem.

1.9. Organization of the Study

This study is organized into five chapters. The first chapter use to introduce the research. It mainly contains statement of the problem, research questions, purpose of the study, the general and specific objectives of the study, significance of the Study, scope of the study and organization of the Study.

The Second chapter is consisted of literature review about training practice and employees' performance. It also presents related research works done on training practice and employees' performance. The third chapter is research design and methodology which comprised of research design, method of sampling, type of data, method of data collection and data analysis. Chapter four included research Finding and research Discussion which are data presentation, analysis and interpretation. It presents the detail of data gathered using deferent data collection techniques and the results of analysis. The last chapter of this study is chapter five. It is used to present the summary, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents background of the target company & a comprehensive review of relevant literature in an attempt to position the study in an appropriate theoretical framework. It also, discussed training and employees` performance concepts and definitions in general. The detail discussions are: theories in training practices, importance of training, best ways to develop training programs, determining training needs, training Objectives and Plans, types of training programs, training administration, evaluating of training programs, theories of employees` performance, evaluation of employee performance, relationship between training practice and its impact on employees` performance, findings of related researches to this study, and its theoretical framework.

2.2. Overview of Addis Ababa Bottle & Glass Share Company

2.2.1. History of AABGSC

AABGSC established & licensed to manufacture glass containers & table products in 1972 as a private Company. In the year of 1974 it was transferred to State Government. Again in May 2010 it privatized and transferred to the Company named Bazeto Industry & Trading Private Limited Company. It reformed as a share company in August 2012. Then in July 2015 the Company raised its capital to birr 407 million with a Chinese Company joint venture called Top view Asian Pacific Limited.

AABGSC produces different packaging glass containers for the alcohol and beverage companies, cosmetics and agro processing industries. It produces and supplies different equipment made of glass for household purpose. 98% of its major raw materials are locally available. The remaining 2% of typical minor additives such as decolorizing, coloring, refining and reducing chemical are imported and available commonly in the international market. The production capacity of the firm depends on the melting capacity of the furnace. Accordingly, the design production capacity of the factory is 85 tons per day and its attainable capacity to production is 65 ton per day (79 million beer bottle per year), (from the company`s profile).

AABGSC was a sole company in Ethiopia for the past around 44 years that produce Bottle & Glass containers. But, currently other Bottle & Glass containers production companies are coming even though most of them are at project level. In addition, according to the company`s profile (2016) the company has an intention of substituting import glass materials and takes part in the international market and build capacity to generate foreign currency. To this end and the coming competitive market, employees of the company need to be capable with the help of training practice about the industry as well as the operations in the production process and contribute a lot to its success.

The aim of the study was therefore to investigate the actual training practice and its impact on employees` performance and their company. The presentation and discussion of the research findings is done in a sequential order to enhance the readers understanding of the results. This chapter presents the data, which have been collected from the company`s employees. The data was analyzed by using tables, frequency and percentage values are used for discussion & interpretation results. According to the researcher, these measurements were suitable for describing the data collected to investigate the existing training practices and its impact on employees` performance of the company. In addition to that the research questioner, secondary data and interviews were consulted.

This chapter presents a comprehensive review of relevant literature in an attempt to position the study in an appropriate theoretical framework. Thus it discusses findings of related researches to this study.

2.3. Theories in Training practices

2.3.1. Overview of Training

One significant function of Human Resource Management to the effective use of human resources is training and development. Almost everyone now recognizes the significance of training on the success and growth of organizations. Employees are however a very crucial and expensive resource to every organization.

There are significant changes today in terms of the value of the employee. Along with these changing values are the workplace trends that have significant impact on employees` knowledge and skills. Training is therefore necessary to enhance the knowledge, skills and attitude of

employees. It also makes easier for employees to acquire further knowledge based on the foundation gained from the training and further effect changes in other coworkers. In order to sustain performance there is the need for training in empowering the workforce to be creative and innovative. Training of employees aids in the productivity, profitability or survival of businesses in the present competitive business environment. Training is therefore the key element in successful wealth creation.

2.4. Training

2.4.1. What is training?

Training can be defined as a learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task (Pyne & Goldsmith, (2008). The focus of training however is on the job or task to be performed. The need to have efficiency and safety in the operation of particular machines is as one example.

According to Palanichamy (2012) training is basically a learning experience, which seeks a relatively permanent change in an individual's skills, knowledge, attitudes or social behavior. This means that, there is the need to improving employee's skills and knowledge so that he or she becomes efficient to work on both present and future jobs and tasks.

Almost all organizations have recognized the importance of training to the development of their organizations. The birth of new technologies has made certain jobs and skills redundant. As a result there is an increasing emphasis on the need for a skilled and highly trained workforce. Many of the jobs and skills that have been replaced by machines, equipment and other technological devices are as a result of their unskilled nature, thus this emphasizes the need for labor to attain more education and skills to be able to secure employment in the future (Rodríguez & Gregory, (2005). For a training program to be successful there is the need for the organization to identify the training needs of the organization. The organization can measure if the training has been successful or not if the trainees do not learn what they are supposed to learn, thus do not perform better than they used to. However, if trainees return empty from the course designed for them without any substantial contribution, it could also mean that even though the organization might have done all that is necessary to ensure a successful training

program, the wrong candidates might have been selected for the training program (Soumehsaraei & Gilaninia (2016).

Torraco (2016) stated that, leaning takes place when the behavior of people changes based on the results from experiences. Thus one can examine if learning has effectively taken place by comparing individual's behavior before on specific jobs and tasks to after experiences on jobs and task. It can, therefore be concluded that there is no learning if there is no evident behavioral change. Since training is generally intended to provide learning experiences that will help employees attain more skills and knowledge, it must follow the learning principle.

According to Klein (2001) training thus can be defined as a learning experience which creates a permanent change in the skills, knowledge, and attitude of individuals on a currently held job and also enables employees to gain knowledge which they can transfer to other job areas.

2.4.2. Importance of training

Training is a tool which helps organizations to gain a competitive power. According to Ajibade (2014) in his book, the Good Manager's Guide, no matter how carefully job applicants are screened, typically a gap remains between what the employee does know and what they should know. There is therefore the need for organizations to train their human resource to be able to learn in order to acquire more skills and knowledge to beat competition. Training is a key element for improved organizational performance through the increasing level of individual competences. This means that training will help employees to master knowledge, skills, behaviors, sense of self-worth and confidence upon which they are able to perform efficiently to improve on the performance of the organization.

Among the many benefits of training, it can also eliminate risks in organizations because, the trained personnel will be efficient, thus will be able to make better use of the organizations property thereby reducing and avoiding waste. Training makes the employees feel a sense of security thus labor turnover can be avoided. According to Ajibade (2014) training can achieve lower cost of production, lower turnover and change management. There exists a gap between desired targets or standards and actual levels of work performance in every organizational setting. This means that there can be both a negative and positive relationship between what

should happen and what actually happens in terms of the work performance in any organization. There is therefore the need for every organization to adopt strategies in order to achieve the desired targets or standards set by the company. Training can be one tool that organizations can use to reach their targets or standards.

Although many organizations continue to have doubts about the cost of training, the development of skills, knowledge and attitude of employees towards their jobs or tasks will be one of the greatest tools for them. Through which organizations can make employees work more efficiently and beat competition to reach the desired targets and standards of the company. Earley (1994) puts it this way “The economic and technological trends, the pace of innovation, change and development have been growing faster year by-year and as a result, these are clear signals that training and development are very important that both organizations and individual stakeholders must consider as very serious”. The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques. According to Fiskerstrand (2004) training can achieve:

High morale - employees who receive training have increased confidence and motivation,
Lower cost of production - training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste, lower turnover - training brings a sense of security at the workplace which reduces labor turnover and absenteeism is avoided, Change management- training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations, Provide recognition, enhanced responsibility and the possibility of increased pay and promotion, Give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression and help to improve the availability and quality of staff.

2.4.3. Best ways to develop training programs

The best way to develop training programs is going through the training process. These are training needs identification, training plans and implementation, evaluation or training feedback.

According to Irbil & Javari (2013) many methods for training needs identification and analysis have been proposed. They quote a survey that was conducted by Gbajumo-Sheriff (2011) in which the under listed methods have been identified: Views of the line manager, Performance appraisal, Organization and developmental plans, Views of the training manager and Analysis of job difficulties and job description.

2.4.4. Determining training needs

Training needs analysis answers the questions, who if there is needs training? And what training should be given? There is therefore the need for any organization to first identify the training needs of the organization. The need for training should be identified in accordance with a well-organized procedure looking at the training needs from the organizational and employee perspective. Based on the organizational analysis, the organization can assess the level of growth over a defined period of time and then determine the shortfalls and problems in order to help determine the required training programs.

Training needs can be assessed by analyzing three major human resource areas: the organization as a whole, the job characteristics and the needs of the individuals. This analysis provides answers to the following questions:

- Where is training needed?
- What specifically must an employee learn in order to be more productive?
- Who needs to be trained?

Also in identifying the training needs from the employees' perspective, the organization can measure the performances of individual employees. This can be measured by analyzing the efficiency of the individual employees against the required standards set by the organization through frequent performance appraisals. The difference in the organization and employees actual results expected as well as feedback from customers and shareholders of the organization all can help to identify training needs.

However this depends on the circumstances the organization may find itself. Training need arises where there is the need to improve or adapt/adjust to changes and solve problems in order to improve on both employee and organizational performance. The purpose of a training needs

identification program therefore is to identify the gap that exist between the required and the actual competencies that expected from organizations and employees so as to determine the kinds of training that can help bridge the gap (Assure Bediako, 2002).

Chang et al. (2012) suggested that a process of a complete training needs analysis should consist of following steps:

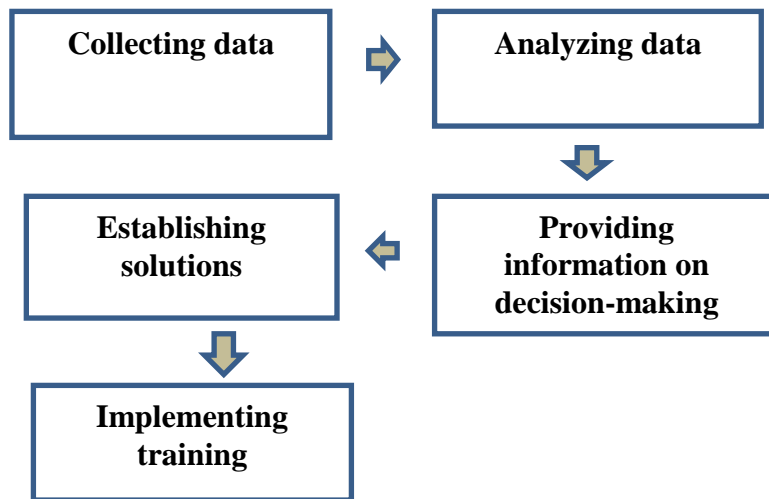


Figure 1: Process of training needs analysis

2.4.5. Training Objectives and Plans

There is also the need for the organization and the employees to know the motive for which they undergo training. It can, therefore be concluded that training programs cannot be more effective unless the purpose for which it was administered is known. Therefore to plan training practice, it should go through these stages; develop a training plan, designing a training lesson, selecting the trainer and prepare the trainer (Noe & Schmitt (1986).

The training plan serves as the guidelines for both the trainer and the trainee to follow in order to successfully implement the program. It covers the individuals involved in the training, the person that administers the program, the required resources and the content to be followed. Once the plan for the program has been outlined then the training lesson is designed and it is developed to help the participants focus on the segments developed and also set out the time frame for each segment. After this, a competent trainer is prepared to undertake the training. The trainer should be able to communicate and transfer knowledge effectively. Finally, it is very important that the trainer be able to communicate and transfer the skills and knowledge effectively so that

the needed impart is realized. Thus the trainer should be well prepared to take on the task in order to achieve the desired results.

2.4.6. Types of training programs

The kinds of training selected by each organization should depend on the objectives and the level of education and position of employees in the organization. Some of these are the job training, orientation training and career development training.

2.4.6.1. Job Training

This helps employees develop the skills, knowledge, the right attitude and experiences needed on the job and involves teaching the employees how to work on the job hired for.

2.4.6.2. Orientation Training (OT)

This is given to newly hired employees to induct them into the organization and also train them on the job they will hold. The employees are thought the culture, values, mission and processes and activities followed in the organization. In addition there are various training techniques for organizations to train its employees especially the training is to done by personnel internally (on-the-job training). Elegbede (2011) lists the following types: On-the-job, Off-the-job, Apprenticeship, Job rotation, Lectures, Job instruction training and orientation.

2.4.6.3. Career Development Training (CDT)

This is also given to employees at all levels in the organization to prepare them for future changes, new venture creations and responsibilities.

2.4.6.4. Training administration (TA)

According to Velada & Caetano (2007) after having planned the training program properly, companies must now administer the training to the selected employees. It is important to follow through to make sure the goals are being met. Questions to consider before training begins include: location, facilities, accessibility, comfort, equipment, and timing. Careful attention to these operational details contributes to the success of the training program. An effective training program administrator should follow these steps:

- Define the organizational objectives
- Determine the needs of the training program

- Define training goals
- Develop training methods
- Decide whom to train
- Decide who should do the training
- Administer the training
- Evaluate the training program

2.4.7. Evaluating of training programs

In measuring the overall effectiveness of the training programs, there is the need to also consider the costs and benefits of the training programs. This helps the organization to know whether there has been effectiveness in terms of profits. Evaluation should take place before, during and after the training programs. According to Rodríguez & Gregory (2005) review of the training programs should be done during and after its completion and should be done by a training officer, the line manager, and the trainees themselves. Training can be evaluated in so many ways. Some of these are through questionnaires which serve as the feedback from the participants; case studies where the participants have to apply the learned skills to practical situations and many others.

2.5. Employees` performance

2.5.1. What is employees` performance?

Performance is related to measurable accomplishment or results that primarily address community needs and problems. Employees` performance means how well employees perform on the job and assignments which assigned them that measured against the generally accepted measurement of performance standards set by their companies. This means there are general expectations from employees in relation to their performance in every company. Employees can be said to have performed when they have met the expectations and performed up to standard. Employees` performance can also be defined as the functioning and presentation of employees. This means, how employees are able to effectively administer their task and assignments and

also how they present their assignment to reflect the quality and good service desired by their companies (Palanichamy. (2012).

The performances of organizations rely on the performance of their employees. Employees` performance is the degree to which they accomplish job requirements. All the employees of an organization are working as a team, where employees work in accordance with their skills and competencies and in coordination with one another to accomplish organizational objectives (Soumehsaraei & Gilaninia, (2016). Therefore, employees` performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individual/s effort, it is collective effort of all the members of the organization.

Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Torraco, (2016). Better performance of the production organization simply means the capability of the organization to achieve desired results or output more efficiently and effectively. Poor performance of employees in the organizations is due to factors such as the quality of supervision and the lack of training and development of employees ((Torraco, (2016).

2.5.2. Evaluation of employee performance

When evaluating the performance of employees, it is very important to have a check list that can be used consistently in measuring the performance of all employees. The techniques for measuring the performance of employees may differ from every company. Some of these evaluation techniques are:

2.5.2.1. Ambition

Is the employee able to show he has a vision and goals towards his job and makes the imitative in achieving these goals and vision.

2.5.2.2. Attitude

Does the employee have a positive attitude towards his fellow employees and his work and also he is able to work on different task?

2.5.2.3. Communication skills

Is the employee able to communicate effectively with other employees and customers?
Has he been able to solve issues due to his communication skills?

2.5.2.4. Focus

Whether the employee is focused on his job and is able to distinguish his task from personal assignments.

2.6. Relationship between training practice and its impact on employees` performance

What people have said about training and employee performance? The information thus far discloses a seeming consensus in the belief that there is a positive relationship between training and employee performance. Thus training impacts positively on employee's performance by generating benefits to both the employees and the organization they work for through the development of skills, knowledge, abilities, competencies and behavior. Training plays a significant role in the development of organizations, enhancing performance as well as increasing productivity, and ultimately putting companies in the best position to face competition and stay at the top (Pyne & Goldsmith, 2008). According to Soumehsaraei & Gilaninia (2016) employee performance may be related to numerous factors within the workplace, such as overall job satisfaction, knowledge, and management. But there is a definite relationship between training and performance, as training programs can address numerous problems that relate to poor performance.

2.7. Related studies

Many researchers conduct a research to investigate training practice and its impact in different regions of the world and there are several examples of training practice application that are successfully implemented in the production sector. In this regard, understanding the experience of different companies that implement training practice is critical. Thus, this section presents detailed review of some related research works done in the area.

Tazebachew (2011) conducted a research on the impact of training on worker performance in Ethiopia ministry of health (EMoH). The main aim of the research conducted was to investigate the actual training practice of the EMoH organization at Addis Ababa head office and its

effectiveness in improving the performances of employees using the social identity theory model of training practice and its impact.

On his work, Tazebachew found that EMOH has enough experience and has been involved in a reasonable training for well over the past few years. Hence, this continuous employee training has a significant role in the development of individual and organizational performance in EMOH and generally in Ethiopia public organizations. He also indicated that training in EMOH is not as planned and systematic as the organization would have wanted to have it. According to him, the major barrier to conduct result oriented training practice is that the processes involved in training were not appropriately followed because of the costs associated with it and lack of coordination in some division of the organization.

He used questionnaires (qualitative method with quantitative), and semi-structured interviews (qualitative) for data collection. His work was concentrated on primary data collected using the above methods from the employees and managers of Ethiopia Ministry of Health. The focus of his research was only in Ethiopia Ministry of Health among other public organizations particularly the head office and he gathered data from selected sample employees and training manager of EMOH. He recommended that public organization should allocate enough budgets, develop clear performance measurement system before and after training. In this regard, the research result might be confined with only training practice that exists within head office of EMOH. I.e. it might not consider other areas outside of the health sectors and it is difficult to conclude that the result of this study is concerned about all Ethiopia public organizations. To this end, since the current research work conducts in Addis Ababa Bottle & Glass Share Company that never had been investigated before, it is the researcher`s belief that this research helps the Company to identify its limitation by assessing the training practice for the first time.

Degraft (2012), on his part addressed the issue of Training practice on his research work titled “the effect of training and development on employee performance at Accra polytechnic”. The main objective of his study was to identify the effects of training and development on employee performance of Accra Polytechnic.

He followed the case study approach that was adopted & took place at Accra Polytechnic in assessing the effect of training and development on employee performance. He used purposive

sampling technique to select senior staff within A-Poly administration were selected and interviewed for the research. He believed that the selected employees have more impact in effects of training and development on employee performance. Self-administered questionnaire by the respondents was the major tool he used to collect the data. During data analysis, he used topical and chronological order so that it was presented in a descriptive manner.

On his work, Degraft (2012) found that a large number of the sampled employees acknowledged that impact of training on their work performance was excellent. However, he also found that the research also exposed the lack of top management support for the training and development at A-Poly was the main organizational issue. Based on his findings, it became clear that training and development strategy was a randomly carried out activity at Accra Polytechnic. Although the respondents were aware of the various aspects of training and development, there was no strategic framework in place as the basis for an operational plan for the training and development strategy.

His recommendation was that employees of Accra Polytechnic should take on the role of organizational change agents to be effective in this role; the human resource management (HRM) will need to create a framework for making HRM decisions based on Accra Polytechnic vision and strategic plan. Work of Degraft (2012) pointed out that organizational training practice is one of the key organizational concern practices that need special attention. As the current researcher point of view this study of training practice and its impact on employees in AABGSC can be considered an initial point to conduct researches in other issues rather than training practice.

Linh (2015) conducted a research with the topic of Factors Influence Training Effectiveness in Micro and Small Enterprises. Its purpose was identifying the potential factors which have the influence on the training and its effectiveness within the micro and small enterprises. Different writers state that, the impact of training effectiveness in Micro and Small enterprises is critical to success or failure in business environment. The study used an exploratory research to investigate the impact of training in performance.

Results of the study indicated that various factors affect to the training results and its efficiency, take for example: poor management support, low training motivation, inadequate training

content and facilities, narrow training space, un-updated materials and weak effort to improve the training system. Linh Suggested for further research that Due to the limitations of this research, the theoretical framework and empirical research are still shallow which may not cover all the factors and fully deliver information about their importance to the effectiveness of training.

It was the student researcher belief that the studies contributed to the literature by explore and examining the impact of Training Effectiveness in Micro and Small Enterprises and addressed the associated various factors affect to the training results. In that the reasons for the difference needs further investigation was suggested. In addition the impact of training practice on employees` performance was also an area that needs further research.

Mubashar (2011) on his side studied the Impact of Training and Feedback on Employee Performance. The purpose of his research work was to elaborate the impact of Training and Feedback on increasing the performance of employees. The objective of the research was to bridge the gap between employees` abilities, skills and knowledge of work and organizational goals and objectives. It also necessitate that management should build their interest in continuously training their employees according to requirement of working environment and positively perceiving and responding their feedback. The researchers have tested to what extent both training and feedback can collectively bring sharpness in quality of processes performed by the employees. The contribution of the Soumehsaraei & Gilaninia (2016) study was expected to create a culture that Training and Feedback management is vital in the business environment. The model was encompassed mainly revolves around the role of training and feedback in increasing the level and drive of employees` performance.

As the researcher observed in the study, he found that it is unable for any organization to be a distinctive and effective result producer without extraordinary input from its employees, which is impossible without knowing their requirements for working in the environment, means that low and high level employees should be equally treaded in providing training and response to their feedback.

The paper contributed in a number of ways. It presented the extent of application training and feedback in increasing the level and drive of employees` performance. It also created an

awareness of the low and high level employees should be equally treaded in providing training and response to their feedback. The model also served as a guide for business organizations to integrate training and feedback. The major limitation of the study is that the study only considers two factors (training and feedback) which are influence employees` performance.

Torraco (2016) proposed two variables for further study. According to him Mentoring & Job rotation can be the gap of this model for those researchers who desire to elaborate their ideas regarding these concepts in the future. He stated that Mentoring can work for making employees able to produce healthy results through proper guidance and support from their more trained and professional heads, and Job rotation will surely support employees in future if they come to work on that position as they will need less training than a new employee for that job. He settled these two variables can be the gap of this model for those researchers who desire to elaborate their ideas regarding these concepts in the future.

It is recommended that factors which influence employees` performance be investigated in different ways to validate the model. All the study highlighted that training practice integration is very important for organization to maintain their competitive advantage.

2.8. Conceptual framework of the study

The framework that the researcher used is the social identity concept. Social identity concept developed with the purpose of understanding how individuals make sense of themselves and other people in the social environment. Therefore, to support the social identity concept, according to Abbas and Yaqoob (2009) the relationship between training and employee performance can be depicted in the following model.



Figure II: Relationship between training and employee performance

The social identities in organizations serve as important drivers of performance. How people think as members of groups affects the outcomes of learning interventions. Therefore, social identity is a key input to driver of learning and performance in organizations. Training has focused primarily on the individual and occasionally the organizational levels with little attention

to the identity-based dynamics of group behavior in organizational settings. Generally, people do the work of organizations in group settings (Hogg and Terry, 2000). Thus, the way groups operate affects organizational performance. Therefore, AABGSC as organization has its own different social groups that vary in their attitude, educational level, psychological behavior and other factors which influence and change their learning behavior.

CHAPTER THREE

3.1. Methodology of the study

This chapter presents the methodology had been used for data gathering as well as the relevant statistical analytical tools that have been employed for analyzing the results that gathered during the study. The subsections below included research design, target population, sampling technique & sample size, source of data, data collection procedures, methods of data analysis, Reliability and validity of the research and ethical considerations.

3.1.1. Research design

After the research problems were identified, the research design was built to answer the research questions. The design that considered for the research was descriptive. This method was selected because of the fact that the main objective of descriptive research is describing the state of affairs as it succeeds at the time of the study (Kothari, 1988). Since the general objective of this research was to assess the practices and challenges of training programs in the company, this method was found to be an appropriate for collecting vast information.

It also enables to gather detailed description of the existing techniques and practices of training in the AABGSC. The study was in the form of cross sectional study in which data was collected once across a population through sampling. It follows induction research approaches, because it allows using alternative explanations of what's going on being concerned with the context of events and it is suitable in using more qualitative data with variety of data collection methods. The research was qualitative method with quantitative information and procedures. The participants were workers and managers which are employed under AABGSC.

3.1.2. Target Population

The target population of the study was employees of Addis Ababa Bottle & Glass Share Company that was comprised of all its managerial and non-managerial employees. The numbers of employees in the company were seven hundred (700), whereas three hundreds & ninety four (394) permanent, seventeen (17) contracts, and tow hundreds & eighty nine (289) casual employees. However, the focus was on permanent employees of the company. Their working experience in the company was from 1 year to 30 years.

3.1.3. Sampling Technique & Sample Size

3.1.3.1. Sampling Technique

Sampling frame to this study was the list of permanent employees of AABGSC. This was chosen because of permanent employees are more aware of about the training practice given in their company rather than casual employees. Simple random sampling technique was used in the sampling process of the population of the research. Because, it is a probability sampling in which the decision concerning the individuals to be included in the sample was taken by the principle of equal chance to all participants. In addition, purposive sampling technique was used by the researcher to select interviewees based on the fact that these individuals have been around long enough to have the knowledge of the research issue and also the willingness to participate in the research.

3.1.3.2. Sample Size

From the focus population of the 394 employees mentioned above that comprised all permanent employees of the company, 200 respondents were chosen as a representative with a list of their names selecting every 2nd employee by using a lottery method. The sample size was determined using Cochran's sample determining formula. According to Cochran (1963:75), For large populations the sampling formula is $n_o = Z^2 pq / e^2$ Where n_o = sample size, $Z \alpha / 2$: normal reduced variable at 0.05 level of significance Z is 1.96, P : population reliability (or frequency estimated for a sample of size n_o), where p is 0.5, $q = 1-p$, e : margin of error considered is $\pm 5\%$ for this study. Thus, $n_o = (1.96)^2 (.5) (.5) / (0.05)^2 = 385$, but since the population of this study is finite and small the above Cochran's sample determining formula adjusted to $n_o = n_{o/1} + (n_o - 1) / N = 385 / 1 + (385 - 1) / 394 = 194.976$. Therefore, the sample size is approximately **200** employees. Where, N is the population size. Based on the purposive sampling technique, three managers of different departments in the company were select to be interviewed.

3.1.4. Source of Data

Data for this study was obtained from primary and secondary sources in order to have an exhaustive list of training practices used by the company. Primary data was sourced from questionnaires given to the employees and interviews. These questionnaires & interviews provided information on how the company has been running the training practices. The

secondary data was gathered from the company`s corporate planning department reviews of training implementation reports of AABGSC in the last three years, then it helped the researcher to understand its practical training activities.

3.1.5. Questionnaire`s Validation

To measure the acceptance of the questionnaire, ten people from the target company participated in a pilot study to validate the questionnaires. The participants of the pilot study suggested some comments on the initial questionnaire. Some questions were removed and merged due to duplication of concepts. In addition to that a regrouping of questions done based on their comments. Moreover some of the questions were not clear in a sense that explanation was necessary. To this end, those questions were restated so that they became easily understandable. Except for these changes, the suitability of the questionnaire was accepted by all participants involved in the pilot study. The questionnaire was considered finalized after incorporating all the comments forwarded by the participants. Accordingly, the total number of questionnaires distributed were two hundreds (200) and the returned questionnaires are one hundred seventy two (172) with a response rate of 86%.

Numbers of distributed and returned questionnaires		
Distributed	200	100%
Returned	172	86%
Not returned	20	10%
Invalid	8	4%

Table 2 distributed and returned questionnaires

Table 2 above shows that 86% of the distributed questionnaires were returned & valid. On the other hand 14% of them were not returned and invalid. Based on the pilot study the researcher was expecting more than 90% returned & valid questionnaires, however he believes that 86% was sufficient to make analysis for this study with supplementing of interviews and secondary data.

3.1.6. Data collection procedures

The researcher used questionnaires and interview to collect data. Questionnaire is a kind of primary data that focus on the training practices and its impact on employees` performance was prepared. The questionnaire was both open and closed ended in nature. It had two parts: part one

was contain the background of the respondents that could be used for demographic analysis, and work experience in their company. Part two contains questions that requesting the respondents to state their opinions and agreement or disagreement on the issues of training practices and its impact on employees` performance in the company. Two hundred questionnaires were distributed. They were dropped at the respondents` company and collected later.

The purposes of questionnaires were to investigate the awareness of training programs and the role of AABGSC plays in the training of its employees. The semi-structured interview was conducted for the managers. Interview is another type of primary data. Because of the flexibility approach to questioning semi-structured interview was designed and conducted with the three (3) senior managers as they are full of the required information due to their long years` experience in the company. The numbers of interviewees were limited to three, because the researcher believes that the information being collected from the three senior managers was sufficient to this study and he planned to collect more information from the other employees with the help of questionnaire.

Also, secondary sources of information were gathered from the company corporate planning department based on the last three years training implementation reports. The company`s training completion reports of the past three years were consulted as a secondary data. These reports helped the researcher to understand that how was the training practice of the target company conducted in the past three years (2017, 2016 & 2015). Internet web sites and journal articles were being referred in this concern. In these procedures the researcher collected data about the impact of training practices on worker performance by considering both the independent variable i.e. training and the dependent variables was employees` performance.

The questionnaire was finalized after pilot study has been conducted and thorough editing taken into consideration the research questions. The questionnaire directly addressed the research questions. Questions 1-5 was expected to provide an answer to the age, gender, educational background, position and service of the respondents in the company. Questions 6-18 of the questionnaire were intended to produce information on training practices at AABGSC, Questions 19-28 was also expected to provide information on the training impact on employees` performance. The other question to the managers was expected to afford information on how has been the training practice impacted on the profit per unit of labor especially from 2015-2017.

3.1.7. Methods of data analysis

Both qualitative and quantitative data were collected. The qualitative data sources were analyzed using content analysis and logical analysis techniques. Quantitative data analysis was done using Statistical Package for Social Sciences (SPSS) software version 20. Frequency distribution and percentages were used for the quantitative data analysis. It was used to determine the proportion of respondents choosing the various responses. This was done for each group of items relating to the research questions. The proportions showed the diverse views of employees on the various sub-issues and also tables were used to ensure easy understanding of the analyses.

Returned questionnaires were edited to correct probable errors and to sort out misconception and misunderstandings to ensure credibility of the research. The research questionnaires were structured according to the logical steps. The data was therefore, first put in topical and chronological order so that it was presented in a descriptive manner. Secondly, data was classified into categories, phrases and theory to allow the use of quantitative methods to be used to analysis some of the data collected. The responses from the closed-ended questions were computed for frequency distribution and tabulated in terms of percentage, responses from interview & secondary data were summarized and finally generalization was made based on the results of the study.

3.1.8. Reliability and validity of the research

Reliability and validity are two main key characteristics which ensure the quality of research. Reliability refers to the consistency of findings. There are four types of threats which might affect to the research reliability. They are: participant error and bias; researcher error and bias. A research`s validity refers to which extend the accuracy of the results (Saunders et al., 2012, 192-194). The researcher included two hundred people which were considered as sufficient amount of participants to represent for the target company. Moreover, there were the participation of upper level management, middle level management, lower level management and non-managerial employees; this increased the reliability of the research. The questionnaire was designed and handled out the participants for five days, so that they could answer with sufficient time. Interview was conducted individually by face-to-face.

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. Furthermore,

all interviewees agreed and felt comfortable to do the interview in the work-place, so there was no pressure or emotional constraints. Therefore, it might affect positively to their answers. During interview, the interviewees were given time to think before they answer in each question. They were treated equally by the interviewer. The order of questions was followed, except there were some additional questions the researcher put up to understand clearly the interviewee's answers and to gain more needed information. And none of them showed their hesitate attitudes as well as refused to answer.

3.1.8.1. Reliability test

Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. It was first named by Lee Cronbach in 1951, as he had intended to continue with further coefficients. The measures can be viewed as an extension of the Kuder-Richardson Formula 20 (KR-20), which is an equivalent measure for dichotomous items. Hence, according to Lombard (2010), Coefficients of 0.90 or greater are nearly always acceptable, 0.80 or greater is acceptable in most situations, and 0.70 may be appropriate in some exploratory studies for some indices. By tracing this literature the researcher tested the reliability of the items which were developed for respondents. Therefore, as shown in table 1 below the reliability of the whole items is 0.912 which means the whole items were reliable and acceptable because as Lombard stated coefficients of 0.9 or greater are nearly always acceptable.

3.1.9. Ethical considerations

The researcher maintained scientific objectivity throughout the study, recognizing the limitations of his competence. Every person involved in the study was entitled to the right of privacy and dignity of treatment, and no personal harm was caused to subjects in the research. Information obtained was held in strict confidentiality by the researcher. All assistance, collaboration of others and sources from which information was drawn is acknowledged. The following ethical considerations were at the base of this research. These were: Fairness, Openness of intent, Disclosure of methods, Respect or the integrity of the individuals and informed willingness on the part of the subjects to participate voluntarily in the research activity.

CHAPTER FOUR

Data Presentation, Analysis & Discussion

4.1. Presentation of Results

This chapter focuses on description and analysis of the data collected to assess the existing training practices and its impact on employees` performance in AABGSC. Relatively more data were collected from sample employees of the selected company by using questionnaires. Permanent employees of the company were involved in responding the questionnaires. The responses obtained through questionnaires were supplemented with semi-structured interview and secondary data of the past three years (2017, 2016 & 2015) training practices reports of the company. The interview was conducted with the three managers of different departments in AABGSC who were considered that they have more experience about training practice of their company.

4.1.1. Demographic analysis of the respondents

This section of the study is concerned with the demographic analysis of the respondents to understand the employees who participate in filling the questionnaire for this research. Respondents were requested to fill their Gender, Age, Educational level and Work experience in terms of years in the Addis Ababa Bottle & Glass Share Company. Hence, the profile of respondents is presented as follows:

4.1.1.1. Gender of respondents

Gender	Frequency	Percentage
Female	62	36
Male	110	64
Total	172	100

4.1. Gender composition of respondents

Table 4.1 above presents data on gender of respondents. The table shows that the male respondents formed majority of the sample population with a total number of 110 representing 64%, while 62 respondents were female representing 36%. This analysis is an indication of a slightly high male composition of the members of employees of AABGSC.

4.1.1.2. Age distribution of Respondents

Respondents` Age	Frequency	Percentage
18 – 28	72	42
29 – 39	68	39
40 – 50	20	12
Above 51	12	7
Total	172	100

4.2. Age distribution of respondents

Analyzing the data obtained from the questionnaire, table 4.2 above, discloses that 72 respondents were between 18-28 years representing 42% formed the majority. The next larger numbers of respondents were between the ages of 29-39 representing 39% and they were 68 in number. The third group of respondents was fall under the age category of 40-50 years with the number of 20 which representing 12% & above 51 years that are 12 in number representing 7%. From this analysis can be easily understood that the first and second age categories are young to do a lot for the organization. From the third age category that represents above 51 years indicates that they are in a position to retired in the near future.

4.1.1.3. Educational background of respondents

Educational background	Frequency	Percentage
Grade 1 – 8	4	2
Grade 9 – 12	16	9
Technical & vocational	26	15
College diploma	48	29
University degree	72	42
Master`s degree	6	3
Total	172	100

4.3. Educational background of the respondents

It was necessary for the study to determine the educational levels of the respondents as that could determine what kind of training may be most appropriate. Hence, Table 4.3 above presents the data of educational background of respondents. It can be seen that respondents hold a range of educational qualifications from junior school to Master's Degree Level. Majority of the sample group were holding first degree which accounted 72 of the respondent's i.e.42 percent. 6 out of

172 respondents were Master Degree graduates that representing 3%. Among the respondents 48 in number or 29% are diploma holders, 26 technical & vocational holders representing 15%, 16 senior high school holders representing 9% and 4 junior school holders representing 2%. This indicates that people of different educational qualifications are present in the organization; this implies different levels of training practice which is planned and well organized may be required to improve their performance.

4.1.1.4. Current position of respondents at the Company

Current position	Frequency	Percentage
Upper level management	4	2
Middle level management	26	15
Lower level management	44	26
Non managerial employees	98	57
Total	172	100

4.4. Current position of respondents

Respondents were also asked to indicate their current position. Addis Ababa Bottle & Glass Share Company as an organization involved in production related activities has over the years developed its own organizational structure that flows onto various job positions that require various kinds of consistent, planned and well organized training to enhance their skills, attitudes, knowledge and competencies for improved worker performance. Then table 4.4 above captures the positions of the respondents. According to that 98 respondents representing 57% were non-managerial employees, 44 respondents representing 26% were lower level management, 26 respondents representing 15% and 4 respondents representing 2% were middle and upper level management respectively. This shows a large number of respondents of this study were lower level management next to non-managerial employees.

4.1.1.5. Respondents` Years of Service in the Company

Length of service	Frequency	Percentage
Less than 5 years	88	51
Between 5 and 10 years	40	23
Between 10 and 20 years	28	16
Between 20 and 30 years	6	4
More than 30 years	10	6
Total	172	100

4.5 Respondents` years of service in the Company

The study also sought to find out the length of service that respondents have served to the Company to enable us to put their responses into proper perspective. Table 4.5 above represents the categories of years of service as indicated by the respondents. The respondents have served in AABGSC from one year to above 30 years. This means the organization has a combination of experienced and young professionals who require constant refresher training to update their skills and perform on the job. It can be seen that respondents who have served less than 5 years 88 representing 51% formed the majority whilst respondents who have served between 5 and 10 years followed with a frequency of 40 representing 23%. Respondents who have served between 10 & 20 years were 28 that representing 16%.The remaining respondents between 20 years and 30 years and above 30 accounted 6 & 10 in number and make up 4% and 6% respectively.

4.1.2. Analysis of questionnaire data regarding to training practices

4.1.2.1. Participants` opinion on presences of separate training department in the company

Is there a separate department responsible for human resource training in the company?		
Responses	Frequency	Percentage
Yes	14	8.1
No	156	90.7
Not sure	2	1.2
Total	172	100

4.6. Presences of separate department in the company for training practice

Respondents were asked whether there was a separate department responsible for human resource training practice in the company, as shown above in table 4.6, majority of the respondents answered that separate department that is responsible for human resource training practice is didn't exist in the company and this response accounted 156 that representing 90.7% of the total respondents, 14 respondents representing 8.1% Saied there was a separate department responsible for human resource training practice in the company, Only 2 respondents representing 1.2% of the respondents were not sure about the existence of the department.

4.1.2.2. Respondents' opinion related to their awareness of training programs

Are employees aware the training programs which are run in the company?		
Response	Frequency	Percentage
Yes	26	15
No	134	79
Not sure	12	6
Total	172	100

4.7. Awareness of training programs

As indicated in table 4.7 above, 26 participants representing 15% responded that they know the training programs of the company, 12 participants representing 6% replied that they were not sure about the existence of training programs in their company and 136 participants representing 79% that the majority of the respondents were not aware about the training programs.

4.1.2.3. Respondents' opinion on ways of communication about training programs

How communicate training programs the company to its employees?		
Response	Frequency	Percentage
During orientation	20	12
By official message	38	22
Company's publications	12	7
Information from colleagues	16	9
Not sure	86	50
Total	172	100

4.8. Way of communication to training programs

According to table 4.8 above, 20 respondents representing 12% were communicating during orientation about the training programs. 38 respondents representing 22% were informing by official message to them. 12 respondents representing 7% from the company`s publications and 16 respondents representing 9% respondents from their colleagues. However, 86 respondents, representing 50% were not sure about the ways of communication about training programs.

4.1.2.4. Respondents` opinion on Participation in Training programs

Did you participate at any training of AABGSC in the past three years?		
Response	Frequency	Percentage
Yes	124	72
No	48	28
Total	172	100

4.9. Opinion on Participation in Training programs of the company

Based on table 4.9 above, 124 of the respondents representing 72% participated in one form of training or another. The 48 respondents representing 28% had no participated in any form of training program in the past three years. Thus the largest number of respondents took one form of training or another.

4.1.2.5 Respondents` opinion on Frequency of participation in training in the past 3 years

Response	Frequency	Percentage
Only once	52	30
Twice	34	20
Several times	38	22
Never	48	28
Total	172	100

4.10. Opinion on Frequency of Participation in Training

Respondents were asked their opinion about frequency of participation in training programs in the past 3 years. Their answers are displayed above in table 4.10. Thus 52 respondents representing 30% participated only once, 34 respondents representing 20% participated twice, 38 respondents representing 22% participated several times. But, 48 respondents representing 28% had never been participated in any training of the company in the past three years.

4.1.2.6. Identification of training needs and training participants

This question was asked to respondents directly without alternative, hence according to their response, most respondents were selected for training based on their lower level manager training needs assessment only. Some of them were selected based on their sonority and education preparation. The interviewee managers confirmed that the selection process for training participants in the company was based on lower level managers training needs assessment only.

4.1.2.7. Respondents' opinion on training objectives of the company

What were the objectives of training in the company you participated in?		
Response	Frequency	Percentage
To improve both individual and organizational performance	60	35
To acquire more skills	18	11
Both	54	31
Not sure	40	23
Total	172	100

4.11. Training objectives of the company

Table 4.11 above shows that 60 respondents representing 35% indicated that the objective of the training programs in the company was to improve both individual and organizational performance. The 18 respondents representing 11% replied that the objective of the training programs was to help the employees to acquire more skills and 54 respondents representing 31% answered that the objective of the training programs was both to improve employee performance and to help the employees to acquire more skills. However out of the 172 participants in the study, 40 respondents representing 23% were not sure about the training objectives of the company.

4.1.2.8. Type of Training which the Respondents participated in

What type of training you participated in the past three years in the company?		
Response	Frequency	Percentage
Orientation Training	42	24
Job instruction training	40	23
Career Development Training	26	15
Other	24	14
Not sure	40	23
Total	172	100

4.12. Types of Training the Respondents participated in

As it stated in table 4.12 above, 42 of the respondents representing 24% indicated that they participated on orientation training. 40 respondents representing 23% took job instruction training. 26 respondents representing 15% participated on career development training, 24 respondents representing 14% responded other, and according to them other means Kaizen implementation training. 40 respondents representing 23% were not sure about the types of training. This shows more respondents received orientation training and job instruction training respectively.

4.1.2.9. Respondents' opinion about planning and organizing nature of the training

Do you believe that training in the company was planned and well organized		
Response	Frequency	Percentage
Yes	66	38
No	48	28
Not sure	58	34
Total	172	100

4.13. Respondents' opinion on planned and well organized nature of training

The other objective that the researcher wanted to point out was related to the nature of the training practices of AABGSC. The training practice was therefore assessed whether it was planned and well organized using responses from questionnaires administered to the sample of employees. As shown in the table 4.13 above, the majority that 66 respondents representing 38% agreed that training practice of the company was planned and well organized. There are also 48

respondents that representing 28% said that training practice of the company was not planned and well organized and 58 respondents which representing 34% were not sure whether the training practice of the company was planned and well organized or not.

4.1.2.10. Item statements to measure respondents` opinion on the company`s motives to select its employee for training.

Levels of Agreements are Strongly Agree, Agree, Undecided, Disagree & Strongly Disagree

Items	Strongly Disagree				Strongly Agree	
	1	2	3	4	5	Mean
When any change is needed in the company, employee was given training	26	36		84	26	3.28
If employee performs poorly, she/he was selected for training	46	68		34	24	2.55
whenever there is a gap employees were selected for training	20	74		52	26	2.94
whenever the company plans to promote an employee, it gives training	34	64		48	26	2.81

4.14. Item statements to measure respondents` opinion on the company`s motives to select employee for training.

All participants in the study were asked to evaluate the company`s motives to select its employees for training. According to the results of the above four criteria in the table, there were some differences between mean of each criterion. As it indicated in the table 4.14 above, the first criteria (change is as a motive to give training to employees) received the highest average score (3.28) comparing to others four criteria. It is followed by the third criteria (gaps between expected and actual overall employees ability is as a motive to give training to them) the second better average score was 2.94.

In particular the case of criteria that if employee performs poorly, she/he was selected for training, majority participants rated that the company was somewhat ineffective in giving training for its employees who perform poorly. Their reactions and responses towards the company`s motives to select employee for training were somehow average. From the results, the assumption can be made that the company`s motives to select employee for training within Comparing to the means of other criteria, change was as good motivator for training evaluation results and it was higher and more positive. When the researcher asked the managers` opinion about the company`s motives to select its employee for training, they shared the same opinion with the respondents of the questioner.

4.1.2.11. Training impact on employees` performance

Are you satisfied with the training programs of your Company?		
Response	Frequency	Percentage
Yes	40	23
No	80	47
I have no idea	52	30
Total	172	100

4.15. Employees` satisfaction with the training programs

When employers put in place training programs for their employees, the employees become aware of the desire of their employers to see them improve, thus will be satisfied by the training programs better. Therefore, the study sought the opinion of the respondents whether they are satisfied with the training programs of the company. The result in table 4.15 above shows that majority of respondents amount to 80 representing 47% were not satisfied with the training programs provided by the company. 52 respondents representing 30% have no idea about that and only 40 respondents representing 23% were satisfied.

Is the training gives additional knowledge to employees?		
Response	Frequency	Percentage
Yes	90	52
No	48	28
Not sure	34	20
Total	172	100

4.16. Additional knowledge from training to employees

As it shown in the above table 4.16, the respondents were asked whether the company`s training programs gave additional knowledge to them. Then 90 respondents representing 52% said yes, 48 respondents representing 28% replied no and 34 respondents representing 20% were not sure about that.

How do you evaluate the impacts of training practices on work performance?		
Response	Frequency	Percentage
Excellent	12	7
Very good	30	18
Good	40	23
Better than before training	16	9
No change at all	74	43
Total	172	100

4.17. Respondents` opinion on training impact of the work performance

The researcher sought to know how the participants evaluate the impacts of training practices on their work performance, hence, as indicated in table 4.17 above only 12 respondents representing 7% said it was excellent, 30 respondents representing 18% said it was very good, 40 respondents representing 23% said it was good, 16 respondents representing 9% answered it was better than before training. But, the majority of respondents recorded 74 representing 43% said that the training practice of the company had no impact on work performance.

Has a training positive impact on the growth of the company?		
Response	Frequency	Percentage
Yes	44	26
No	74	43
Not sure	54	31
Total	172	100

4.18. Respondents` opinion on training impact on the productivity of the company

Employees are a major input in the operations of any entity. An efficient employee has a direct impact on the output and productivity of the firm. Analysis of productivity can be simplified by accessing the output per unit of input. The more output per unit of input the more productive a firm is. The main focus of this study was assessing the human resource training practice and its impact on employees` performance. Based on this the respondents were asked their opinion whether the training practice of the company had positive impact on its productivity. As shown in the table 4.18 above, 74 respondents representing 43% answered no, and 44 respondents

representing 26% replied yes and 54 respondents representing 31% were not sure about its impact.

How relevant were the training contents to achieve personal goals and self-development?		
Response	Frequency	Percentage
Very relevant	84	49
Relevant	2	1
Not relevant	86	50
Total	172	100

4.19. Respondents` opinion on the relevant of training content to achieve personal goals

As the result stated in the table 4.19 & with regards to the question of whether training contents were relevant to achieving personal needs, goals and self-development, 2 respondents representing 1% indicated that the training contents were relevant in achieving their personal needs, goals and self-development. 84 respondents representing 49% said the training contents were very relevant, 86 that the majority respondents representing 50% indicated that the training contents were not relevant in achieving their personal needs, goals and self-development.

Training contribute positive impact to achieve the company`s goals		
Response	Frequency	Percentage
Strongly agree	10	6
Agree	78	45
Dis agree	24	14
strongly disagree	60	35
Total	172	100

4.20. Contribution of training to achieve the company`s goals

Table 4.20 above shows analysis on whether training practice at AABGSC would contribute to achieving its goals. Then 78 respondents representing 45% agreed that training practice in the company contributed positive impact to achieve its goals, 10 respondents representing 6% strongly agreed. On the other hand 24 respondents representing 14% disagreed and 60 respondents representing 35% strongly disagreed. More respondents indicated that training practice in the company would contribute to achieving its goals.

Training practice use to ensure that the right person is in the right job at the right time		
Response	Frequency	Percentage
Strongly agree	64	37
Agree	54	31
Disagree	20	12
strongly disagree	34	20
Total	172	100

4.21. Respondents` opinion on the right person is assigned in the right job at the right time

Regarding analysis whether training practice has traditionally been used to ensure that the right person is in the right job at the right time, data analysis from table 4.21 indicates that a maximum that 64 respondents representing 37% strongly agreed and mentioned that training practice has traditionally been used to ensure that the right person is in the right job at the right time and 54 respondents representing 31% agreed about that. From the 172 participants in the study, 20 respondents representing 12% disagreed and 34 respondents representing 20% strongly dis agreed.

4.2. Data Analysis

To analyze such qualitative data, different methods are available in the literature. Some of them are content analysis, narrative analysis, discourse analysis, framework analysis etc. Then, the researcher of this study used content analysis method, because it is a procedure for the categorization of verbal or behavioral data for the purpose of classification, summarization and tabulation. Content analysis was done on two levels that are descriptive that means what is the data? And interpretative that means what was meant by the data?

A semi-structured interview was conducted with the three different departments` managers of AABGSC. Because of their position and experience with the company, they were considered as to be better source of data related to training practices of their company. Accordingly, one of the questions raised was about the main contents of training policy & training programs in AABGSC. As they stated in their interview the training policy contains some essential elements of training. According their response, the training policy outlined the objectives of the policy, spelt out the measures for training needs identification, methods of training implementation, and

types of training. However, as it indicated by the managers budgetary provisions for training were not as it needed.

Other questions were about whether training in AABGSC was planned and well organized, about existence of separate department in the company that is responsible for human resource training and about the process of training needs assessment. As the researcher view from their response training practice in AABGSC was planned and well organized, but the documents of the training practice founded contradictory to their response and it was not supported by the participants in the questionnaires. According to their answer there is no separate department in the company that is responsible for human resource training. The training and trainees needs were determining by the lower managers of the company.

Additional questions were related to productivity of the training and about existing of challenges and obstacles faced by the company regarding to training practices. Two interviewees replied that there was no specified standard to measure productivity of the training practices; they stated that shortage of budget, poor training facilities and low interest of trainees to participate in training were challenges faced in the training practices process. But one interviewee had no idea to the above two questions.

4.2.1. Analysis of secondary data collected from the company`s past three years reports

Three years report of the company about training practices					
Year	Trainees` frequency	Percent	Used budget	Percent	Remark
2015	32	17.6 %	37,828	29.2 %	Small amount
2016	02	1.1 %	1,665	1.3 %	Nearly non
2017	148	81.3 %	90,083.35	69.5 %	Big amount
Total	182	100 %	129,576.35	100 %	

4.2.2. The company`s three years training practices report

The researcher wanted to support the examination of primary data with secondary data which was collected from the company. Training reports of the past three years were used as a source for this analysis. Hence, as indicated in table 4.22 above, from the company`s 394 permanent employees, 182 of them were participated in the company`s training programs in the last three years with the total used budget amount of 129,576.35 ET birr. To indicate this clearly, 32

employees of the company representing 17.6% participated in training in the year of 2015 and the respective used budget for that year was 37,828 ET birr representing 29.2% of the past three years total budget amount of training program, in the year of 2016 only 02 employees of the company representing 1.1% participated in training with the respective used budget of 1,665 ET birr representing 1.3%, and in the year of 2017 number of 148 employees of the company representing 81.3% participated in training with the respective budget of 90,083.35 ET birr representing 69.5%. The above all percent that indicated in table 4.22 are not from the total employees of the company, but only from the employees who participated in training in the last three years.

Since data triangulation validates data and research by cross verifying the same information, the researcher of this study used it on his process. It strengthens research paper & has increased its credibility and validity. The triangulation of data occurs when multiple theories, materials or methods are used. The following are a few of the most common approaches: Data source triangulation, Methodology triangulation and Theory triangulation. However, Data source triangulation is applied in this research by using evidence from different types of data sources, such as primary and secondary data.

4.3. Discussion of the study

This section used to examine and interpret the implication of the findings. The study discloses the following key findings that are important to improve the training practice and its impact on employees and their company performance, and to gain a competitive advantage of the industry through effective utilization of training practice in AABGSC.

4.3.1. Regarding to existences of separate training department in the company

As it stated in the literature review, the availability of this department can make things easy to coordinate as well as control. However, majority of the respondents and the interviewees' managers indicated that there was no separate department of training. Another point, training practices of any organization needs professional trainers to be successful. But, again most of the respondents & the interviewees' managers stated that when the target company plans to give training to its employees, corporate planning department of the company selects some individuals from other different departments as temporary trainers and implements the training

plan. This is may be an indicator to which the company gives less attention for human resource training practice and to enhance its employee's skills, attitudes, and general performance with help of proper training practice.

4.3.2. Regarding to respondents awareness and ways of communication to training programs

Most of the Participants stated that they didn't know the existence of training programs in the company. In the same time most respondents were not sure about the way of communication to the training programs. This shows the fact that most of the respondents were not aware of the existence of training programs within the company and likewise this discloses that the programs were not well publicized. In addition to that there was no clear and uniform communication system for most of the respondents to understand the existence and contents of the training programs of their company. This also implies that the company not considered the necessity of establishing open and accessible communication system to address training programs and their contents to its employees.

4.3.3. Regarding to employees participation & frequency in training programs

The sample employees were asked whether they were participated at any form of training program and about the frequency of participation in it in the last three years, then based on the presentation of the findings, it is likely that majority of the respondents have gone through some form of training no matter the years spent with the organization. Regarding to the frequency of respondents in training programs, again majority of them participated in training only once in the last three years, but significant number of respondents were not participated in any form of training program. Small numbers of respondents were participated twice and more than two times. This implies that even though the training programs of the company were not well publicized to its employees and were not supported with professional trainers, the company went particular better extent in the way of giving training to its employees. On the other hand the frequency of participation in training was very small and it implies that the training programs of the company were not consistent.

4.3.4. Related to Selection process for training participants

In this essence, there are different methods in the literature to select training participants for training programs. Some of them are views of the line manager, performance appraisal, organization and developmental plans, views of the training manager and analysis of job difficulties and job description. But, as most of the respondents & the interviewees of this study stated the target company was using only one method that was views of the line manager. This indicated that the selection process for training participants of the company was not comprehensive in nature.

4.3.5. Concerning to training objectives of the company

Based on the majority of respondents` opinion the training objectives of the company were to improve both individual and organizational performance. Small number of the respondents said that the training objectives of the company were to acquire more new skills. However, significant numbers of the respondents were not sure about the training objectives of the company. This shows that even though majority of the respondents replied that the objective of the training programs in the company was to improve both individual and organizational performance significant numbers of respondents had no common understanding about the training objective of their company.

4.3.6. Regarding to type of training which the respondents participated in

As explained in the literature reviews, the selection of training types has to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles. However, majority of the respondents of this study stated that the most popular training types used by AABGSC can be classified as either orientation training or job instruction training. As the respondents explained both training types were available in the company even if the first type of training was most of the time given for employees. Accordingly, AABGSC engages in orientation training for new employee and job instruction training for existing employees. So it is noted that, the organization still needs improvement in using additional training types, like career development training, refresher training, etc.

4.3.7. In relation with planning and well organizing of training

The researcher has also asked to participant employees in the study to indicate whether the training in AABGSC was planned and well organized. Accordingly, as the majority of respondents` response training practice in the company was planned and well organized, but when the researcher tried to triangulate the responses with the company documents, there was no plan on hard copy or soft copy. Hence, this could have some clashing. On the other side some participants were not sure about whether the training in AABGSC was planned and well organized or not however, this means the training program was not perfect. It is important for the company to prepare clear training practice plan & investigate why significant numbers of participants were not sure about the plan to enable them improves upon their understanding.

4.3.8. Regarding to company`s motive for training practices

There are different drivers for any organization to plan and implement training practices to improve its overall performance. The target company to this study was evaluated based on some specific motivators. Those drivers were implementing change, correcting poor performance of employees, narrowing gaps between the knowledge, skills and attitudes that the job requires and employee possess and promoting employee to higher position or shifting to another new job. As clearly stated in the literature reviews training practice is a key to prepare employees for change, to correct poor performance of employees, to narrow a gap between expected and actual performance of employees and to prepare employees for promotion and transferring. However, the result was somehow contradictory to the literature.

Hence, according to majority of the participant`s response Addis Ababa Bottle & Glass Share Company (AABGSC) was not providing training to correct poor performance, to narrow gaps and when promote and transfer its employee. It was only providing a training to implement change and its better mean is 3.28, but the mean of the others three criteria are somehow minimum. This indicates that the company is less concerned on improving poor employee`s performance by training practices, it also shows that the company gave less attention to narrow gaps by training practices and it gave less concern on giving training to its employees when they are needed to promote to high positions or to transfer to another new job. The above all implies that the company is expected to be active in providing proper training as it applied during planning changes to improve its overall performances.

4.3.9. Concerning to training impact on employees performance of the company

Employees` satisfaction with the training programs in the company has a significant impact on their performance and the business since the passion and attitude to work of each employee is contributes to the growth of the company. In the supporting research it was revealed that employee performance can be evaluated with a look at ambition, creativity and effort. In this regard the result of this study indicated that majority of respondents were not satisfied with the training programs which provided by AABGSC. So it is noted that, the organization still needs improvement in the training programs including facilities to increase employees work commitment and to create favorable training programs and work environment. The result also implies that whenever more employees are not satisfied with the training programs that provided by the company, it is difficult to improve its employees` performance and productivity.

The respondents were asked whether the company`s training programs gave additional knowledge to them. In this regard, they admitted that majority of the respondents gained additional knowledge from the training they were given. From this it can be seen as implication that most of the time if employees are gained additional knowledge from various training practices, they can improve their performance and heavily do things by relying on themselves.

Employees are a major input in the operations of any entity. An efficient employee has a direct impact on the output and productivity of the firm. Analysis of productivity can be simplified by accessing the output per unit of input. The more output per unit of input the more productive a firm is. The main focus of this study was assessing human resource training practice and its impact on employees` performance. Based on this the respondents were asked their opinion whether the training practice of the company had positive impact on its productivity. Accordingly, majority respondents said that the positive impact of training practice on employee`s performance was very low. This implies that the training programs and practices of the company need critical amendment. This affirms the need to train employees` in order to improve not only on employees` skills and performance but also meet the growth objectives of the company.

4.3.10. Regarding to how relevant is the training contents to achieve firm`s & personal goals

With regards to the question of whether the training contents were relevant in achieving firm`s goals and personal needs, goals and self-development, half of the respondents replied that the training contents of the company were relevant to archive personal goals. Half of them said the training contents of the company were not relevant to archive personal goals. Even half of the respondents admitted usefulness of the training contents to their individual goals, the contents are exposed to be rearranged. This implies that the contents of the training need upgrading. The analysis explains Asare-Bediako (2008) report that training content must seek to achieve individual personal needs, goals and self-development besides of the company goal. But, this shows that the training contents of the target company had less concern about individual personal needs and goals. On the other hand majority of the respondents affirmed that the training contents of the company were relevant to archive organizational goals. This again indicated a mismatch between personal and organizational goals, so some arrangement is expected from the company.

Regarding analysis whether training has traditionally been used to ensure that the right person is in the right job at the right time; majority of the respondents mentioned that training has traditionally been used to ensure that the right person is in the right job at the right time. This shows that the training practice of the company used to assign the right person to the right job at the right time. But, because of significant numbers of the respondents disagree with this regard it needs considerable adjustment to encompass all relatively at the same position.

4.3.11. Related to interview & the company`s training practices reports

A semi-structured interview was conducted with the three different departments` managers of AABGSC. Two of them assured orally about the existence of training policy and training plan, but the training policy and plan were not documented, so it is difficult to accept their existence. Again the managers admitted that there was no separate training department in the company and the training need assessment was conducted only by line managers. The interviewees identified that shortage of training budge, poor facilities of training and less interest of employees to participate in the training were as challenges in the process of training practices. These are inferences to the company to be alert in order to solve the challenges. Regarding to training practice reports of the company, it indicates that the numbers of trainees & budget amount of one

year were very limited; they were almost none in the other year and big number and amount in the last year. This analysis indicated that the number of employees who participated in training programs in the last three years was very small in number and the number of trainees in each year was extremely high and low (unbalanced). From this data it is unable to say the training plan of the company was cohesive.

CHAPTER FIVE

Summary, Conclusions and Recommendations

5.1. Summary of findings

This research examined the training practice and its impact in the process of improving employees' performance and the company's productivity in the case of AABGSC. The research had the objectives to find out the actual training practice and its impact to improve employees' performance and the company's productivity. Again it found out whether the training programs of the firm had an impact on employees and the firm's overall performance. Furthermore it investigated how employees' training needs were determined and how the company was ensures its training programs met their respective objectives.

-A large number (91%) of the sampled employees and the interviewees' managers affirmed that AABGSC has no a separate department responsible for human resource training.

-The findings also discovered that most respondents of the study didn't know the existence & the nature of training programs in the company. In the same time most respondents were not sure about how they get information about the training programs in the company.

-Majority respondents representing 72% participated in one form of training program or another in the past three years. Related to frequency of participation, large number of respondents participated only once. Based on organizational training needs identification and selection of trainees, majority respondents indicated that they were selected for training based on their lower level manager training needs assessment only.

-Majority of respondents indicated that the training objectives of the company were to improve both individual and organizational performances, but significant numbers of them were not sure about the training objectives of the company. The result indicated that a type of training in the company was limited mostly with orientation training.

-Relatively more respondents representing agreed that training practice of the company was planned and well organized, some of them said that training practice of the company was not planned and well organized and 34% of the respondents were not sure whether the training practice of the company was planned and well organized or not.

-Majority respondents assured that whenever the company plans any change, it was giving training to its employees and the mean of this criteria valued 3.28. However, they stated that AABGSC was not very active on providing training to correct poor performance, to narrow gaps between expected and actual performance and when it promote and transfer its employees. The result shows that majority of respondents were less satisfied with the training programs provided by the company and they assured that the training practice of the company had less impact on employee's performance and its productivity. According to secondary data collected from the company's past three years training practice reports, the number of employees who participated in training programs and budget amount that allocated to them was very minimum. Again the number of trainees in each year was imbalance as shown in table 4.22 above.

-Some challenges of the company related to training practice which identified by the study were shortage of budget for training practice, poor training facilities, low interest of trainees to participate in training and absence of standard measurement about productivity of the training practices.

5.2. Conclusions

The objective of this study was to investigate and describe the various training practices and their impacts used by AABGSC for its successful and productive operation. In doing so the study tried to analyze data that have been gathered from employees, managers & their company through both primary and secondary sources. Hence, the student researcher concludes the following:

The training practice in AABGSC was still poor and being neglected. It was not received the adequate investment and efforts from the employer and company's middle and higher managers. The training likely did not satisfy the needs of its target audience. Thus, company and employees were not fully beneficial from training.

From the supported materials and results of the study, it can be concluded that AABGSC has a training practice gap. Again it became clear that training practice at AABGSC was randomly functioning. Because, training policy, training plan, professional trainers and separate department that responsible for human resource training practice were no in places as the basis for an operational plan for the training practice. Although majority employees have gone through some form of training no matter the years spent with the organization, but they were not aware about

existence & the nature of various aspects of training programs and their objectives. The type of training in the company was limited mostly with orientation training and less frequency.

It was also established in the literature that the fundamental objective of training is to improve both individual and organizational performance. This was affirmed in the results that the basic objective of the training practice in the target company was to improve both employee and organizational performance.

Furthermore, the company has a good concern in giving training to its employees whenever plan any change, but it neglected providing training to correct poor performance, to narrow gaps between expected and actual performance and when promote and transfer its employees.

Since it was discovered that majority employees were not satisfied with the current training programs an increasing of available options can help to tackle this. Competitions in the production sector in Ethiopia carry on increasing with the continuous emergence of new players. Thus, it is important for AABGSC to invest in training if it intends to stay ahead of its competitors. Quality of human resource impacts the competitive advantage of firms in the production sector. So, one way of doing this is through frequent training.

5.3. Recommendations

It is an undeniable fact that in recent times many organizations have come to the realization of the importance of training role as it increases the organization`s employees performance, skills and productivity. Due to this fact, organizations must be cleared about the training requirement of employees. Therefore, both managers and employees must collaborate effectively and communicate the requisite for performance. For instance if a training session is planned and organized then it must be arranged and designed according to their need to enhance their capability to perform (Vemiü, 2007).

Based on the findings of the study, the following suggestions are forwarded

- Clear training policy and training plan will play a key role in facilitating training practices of a company. So, AABGSC is advised to design policy regarding the training practices and to prepare training plan to enhance and customized training programs & contents based on its requirement.

- Training practice of AABGSC should be supported by professional trainers and separate department that is responsible for human resource training practice.
- Creating awareness on training programs, contents and objectives at all level is expected from the company
- Even if the company has a good concern in giving training to its employees whenever plans any change, it also expected to work a lot in providing training to correct poor performance, to narrow gaps between expected and actual performance and when it promote and transfer its employees.
- AABGSC should also continue with its training objective of improving both employee and organizational performance.
- The other recommendation is the company should give a chance for employees to participate in the designing and development of training practices. This can help the company to easily understand the need and want of employees regarding the training that the organization will deliver and give awareness for them about the types of training that will be provided.
- Those managers of the company who do not contribute in the process of training needs assessment of the company and its employees are advised to do so.
- Furthermore AABGSC should allocate enough budgets, develop clear performance measurement system before and after training and properly prepare all necessary facilities to training process.

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APPENDIX-A

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Mar 2018

Research questionnaire

This questionnaire is designed to collect information from employees of Addis Ababa Bottle & Glass Share Company. The questionnaire is prepared purely for academic purpose, and to enable **Tsiduk Aregay** a final year student of Addis Ababa University to complete his thesis on the topic of Human Resource Training Practice and its impact on employees` performance, in fulfillment of a M.Sc. in management. Please put “X” in the appropriate bracket or write in the space provided below.

Thank you in advance for participating in this study.

NB

- All information given will be treated with utmost confidentiality.
- You don't need to write your name.

Section A participant background, put “X” in the fitting bracket with you

1. How old are you? (Years)

18 – 28 () 29 – 39 () 40 – 50 () Above 51 ()

2. Gender;

Male () Female ()

3. Educational Background;

Grade 1 - 8 () Grade 9 - 12 () Technical and vocational () Collage diploma ()
University degree () Master's degree & above ()

4. What is your position in Addis Ababa Bottle & Glass Share Company?

Upper level management () Middle level management () Lower level management () Non
managerial employee ()

5. How long have you been working with the Company?

1 – 5 years () 6 – 10 years () 11 – 20 years () 21 – 30 years () above 30 years ()

Section B Questionnaire on training practices

6. Is there a separate department responsible for human resource training in your company?

Yes () No ()

7. Are you aware of any training program in Addis Ababa Bottle & Glass Share Company?

Yes () No () Not sure ()

8. If you answered yes, to question 6, how did you know about it?

During orientation () by official communication to me () Through the Company's publications ()
Information from colleagues ()

9. Have you had any form of training by the company in the last three years?

Yes () No ()

10. How many times have you had any form of training in the company within three years?

Only once () Twice () Several times () Never ()

11. How were you selected for training? Please specify and state at least two factors

.....
.....
.....

12. What kind of training you participated in the last three years?

Job instruction training () Orientation Training () Career Development Training () other ()

Please specify

.....
.....

13. What were the objectives of the training you took in the last three years?

To improve both individual and organizational performance () to acquire more skills () to
implement change () to promote employee () others () please specify

.....
.....

14. In your opinion, do you think training in Addis Ababa Bottle & Glass Share Company is
planned and well organized?

Yes () No () Not sure ()

15. The company gives necessary training to its employees when any change is needed.

Strongly agree () Agree () Dis agree () strongly disagree ()

16. An employee is given appropriate training when the performance evaluation report shows
that she/he performs poorly.

Strongly agree () Agree () Dis agree () strongly disagree ()

17. Employee is selected for the necessary training when there is a gap between the knowledge,
skills and attitudes that the job requires and she/he possess.

Strongly agree () Agree () Dis agree () strongly disagree ()

18. The company gives appropriate training to its employee when it plans to promote/transfer an
employee to a higher/ another job.

Strongly agree () Agree () Dis agree () strongly disagree ()

Section C Questionnaire of training impact on performance

19. Are you satisfied with the training programs of Addis Ababa Bottle & Glass Share Company?

Yes () No () I have no idea ()

20. Have you gained any additional knowledge from the training you took in the last three years?

Yes () No () Not sure () If yes please specify

.....
.....

21. What practical skills have you gained from the training you took in the last three years?

.....
.....

22. How was the impact of training that you took in the last three years on your performance?

Excellent () Very good () Good () Better than before training () No change at all () I did not take any training ()

23. In your opinion, has training had an impact on the growth of the company?

Yes () No () Not sure () If yes how? Explain

.....
.....
.....

24. Were the training contents that you took in the last three years relevant to achieve your personal needs, goals and self-development?

Yes, totally relevant () Very relevant () Not relevant () cannot tell () I did not take any training ()

25. Do you agree that training in Addis Ababa Bottle & Glass Share Company would contribute to achieving positive impact of the company's goals?

Strongly Agree () Agree () Disagree () Strongly Dis agree ()

26. If the training programs you had attended didn't improve your performance, what should be done?

.....
.....
.....

27. Do you agree that training practice has been used to ensure that the right person is in the right job?

Strongly Agree () Agree () Disagree () strongly disagree ()

28) Other comments:

.....
.....
.....
.....

Interview questions

1. What are the main content of training policy & training plan programs in your company if they are existed?
2. Is there a separate department that is responsible for human resource training?
3. Do you believe that training in your company is planned and well organized?
4. What are the objectives of training programs in AABGSC?
5. What types of training programs the organization has?
6. How do you identify whether there are training needs in your company?
7. How employees are selected for training programs?
8. Do you believe that the training practice of the company has a positive impact on productivity?

9. How do you measure the training impact on employees` performance & company`s growth?
10. What are the existing challenges and obstacles faced by the company regarding to training practice?
11. What has been the annual profit of the firm since 2015? (2015, 2016 and 2017)

APPENDIX-B

ሥልጠና/2007

- ✓ በጥቅምት ወር ከፋይናንስ መምሪያም 2 ሠራተኞች የገቢ ግብርና የተጨማሪ ስራ ስራ ህግና ደንቦች ላይ ለ5 ቀናት በህል በአዲስ ቻምበር ስልጠና ተቋም ስልጠና በሰዓት ሲሆን ለሰው ጥቅም ብር 3180 በህል በሰዓት ሆኗል።
- ✓ በህዳር ወር አራት ሠራተኞች በኢትዮጵያ ደረጃዎች ኤጀንሲ በጥራት ማኔጅመንት ሥርዓት /ISO 9001/ ሥልጠና ለአንድ ሣምንት ያህል የወሰዱ ሲሆን ለዚህም ብር 4,000 ወጪ ሆኗል። እንደዚሁም በድርጅቱ ውስጥ ከተለያዩ የሥራ ዘርፎች ለተወጣጡ 9 ሠራተኞች በጥቅምት 2007 ለሰዓት ሆኗል።
- ✓ -በታህሳስ ወር ለ7 ሠራተኞች በተለያዩ መስኮች ለአጭጭር ጊዜያት ማለትም፡-
 - 2 ሠራተኞች በኢትዮጵያ ደረጃዎች ኤጀንሲ የጥራት ማኔጅመንት ሥርዓት(ISO:9001)
 - 1 ሠራተኛ በኢትዮጵያ ደረጃዎች ኤጀንሲ የላቦራቶሪ ማኔጅመንት ሥርዓት(ISO/IEC-1720)
 - 1 ሠራተኛ በምርታማነት ማሻሻያ ማዕከል በቧንቧ ሥራ
 - 1 ሠራተኛ በምርታማነት ማሻሻያ ማዕከል በኤሌክትሪክ አሰትሊን
 - 1 ሠራተኛ በምርታማነት ማሻሻያ ማዕከል ኢንዱስትሪያል ኤሌክትሪክ ጥገናና
 - 1 ሠራተኛ በቫርቶል ኮምፕዩተር ኢንጅነሪንግ ኃ/የተ/የግ/ማኅበር በአውቶ ካድ የሰለጠኑ ሲሆን ለዚህም በድምሩ ብር 10,430 ወጪ ሆኗል።
- ✓ በመጋቢት ወር ከፋይናንስ መምሪያና ከውስጥ አዲት አገልግሎት 8 ሠራተኞች ለ4 ቀናት በጥቅምት አካውንቲንግ ሥልጠና በታርጌት ቢዝነስ አማካሪ ሰልጠናዎች። ለዚህም ብር 15,200 /አሥራ አምስት ሺ ሁለት መቶ ወጪ ሆኗል።
- ✓ በሚያዚያ ወር ከኮምፒውተር ቴክኒክ መምሪያ 1 ሠራተኛ ለ1 ወር በLath & milling machine operation ሰልጠናዎች። ለዚህም ብር 2,200 /ሁለት ሺ ሁለት መቶ/ ወጪ ሆኗል።
- ✓ በሰኔ ወር አንድ የውስጥ አዲት አገልግሎት በኢትዮጵያ ሥራ አመራር ኢንስቲትዩት በክዋኔ አዲት ከሰኔ 8-12/2007 ሰልጠናዎች። ለዚህም ብር 2818 ወጪ ሆኗል።

- ✓ በአጠቃላይ በ2008 በጀት ዓመት 23 ሰራተኞች በተለያዩ የስልጠና አይነቶች የሰለጠኑ ሲሆን ለዚህም 37828 ብር ወጭ ተደርጓል።ይህም በበጀት ዓመቱ ይሰለጥናል ተብለው በበጀት ከተያዘው 60 ሰራተኞች አንጻር 38 ፕረሰንት ሲሆን በሀዘር ውስጥ የስልጠና በጀት(በገንዘብ) አንጻር 76 ፕረሰንት ያህል ነው።

5.3 Training/2008

One employee from Finance office attended Cost & Budget audit training at Addis Chamber Training institute from August 17-21/2015 GC with a total training fee of 1665 birr. In addition one employee also was attending training on cash register.

53 Training/2009/

A total of birr 83 thousand for 123 trainee were spent for four type of training given in the company premises by outside and own experts.

sn	Training name	Number of employee	Name of Training firm	Training cost	Remark
1	ISO 9001:2015	56	IQUAS	42337.35	
2	ISO 19011:2011	15	IQUAS	30098	
3	Preventive maintenance	27	INHOUSE	6992	
4	Fire and related accident	25	Addis Ababa fire and emergency prevention and rescue authority	3664	
5	Performance management sy	25	INHOUSE	6992	
Total				93083.35	