



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS DEPARTMENT OF MANAGEMENT M.SC. IN
INTERNATIONAL BUSINESS**

**An Assessment of Employees Training and Development Practice's In the
Ethiopian Health Care System, the case of Private and Public Hospitals In
Addis Ababa City.**

BY: TIGIST HAILU

NOVEMBER, 2023

ADDIS ABABA, ETHIOPIA



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A Research Paper Submitted to Addis Ababa University College of Business and
Economics Department of Management in Partial Fulfilment of the Requirement
for the Degree of Masters in International Business.

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NOVEMBER, 2023

ADDIS ABABA, ETHIOPIA

DECLARATIONS

I Tigist Hailu, registration number/I.D. number GSR/3395/13, do hereby declare that this thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of degree in any other university/institution.

Submitted by:

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Approved by:

This Thesis has been submitted for examination with my approval as university college supervisor.

Name of Advisor _____ Signature _____ Date. _____

DEDICATION

I dedicate this thesis to my parents, Hirut Abate and Hailu Alemu, who taught me the value of education and reading at the young age.

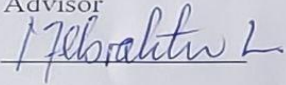
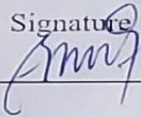
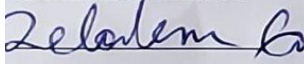

APPROVAL

The undersigned certify that they have read and hereby recommend to Addis Abeba University college of business and economics to accept the Thesis Submitted by Tigist Hailu and entitled "**Assessment of Employees Training and Development Practice on Ethiopian Health Care. In the case Addis Ababa City, Private and Public Hospitals.**" in partial fulfillment of the requirements for the award of a Master's Degree in international business.

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ACRONYMS

T&D: - Training and development

H.C: - Health care

OJT: - On-the-job training

EPHI: - Ethiopian Public Health Institute

EFDA: - Ethiopian Food and Drug Administration

SPSS: - Statistical Package for Social Science

Abstract

This study aimed to evaluate the existing training and development approaches employed in both the Addis Ababa city public and private hospitals. The primary goal was to assess the current practices in training and development within these institutions. The study employed a qualitative methodology, incorporating both primary and secondary data sources. These included interviews conducted with key personnel such as managers, training facilitators, quality managers, human resource managers, matrons, and medical directors. The primary data was gathered from healthcare professionals working in private and public hospitals in Addis Ababa. A self-administered questionnaire was utilized to collect data from 373 selected employees and managers, employing purposive sampling techniques. Statistical tools, specifically SPSS-Version 26, were employed to analyze the collected data, utilizing both descriptive and inferential statistics. This research examined the present methods, processes, and tools employed in training and development programs, while also addressing the challenges and opportunities faced by organizations in implementing these programs. The study's findings would be utilized to provide recommendations for enhancing training and development practices in both sectors. The aim is to improve employee skills and knowledge, enhance organizational performance, and ultimately elevate the quality of healthcare services delivered to the public.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Human resources are the main asset at modern organizations, which makes the skills mastered by employees an important factor in determining the current situation as well as the future of an organization, which are impacted by the performance of the human resources. Mohammad Hani (2015). Human capital pertains to the abilities, expertise, and familiarity possessed by individuals, which empower them to engage in productive endeavors and contribute to the overall economic advancement and progress of a nation (Becker, G. S., 1993). Human capital is an essential factor for economic development, as it helps to increase productivity and efficiency, create job opportunities, and improve living standards.

The concept of human capital has been gaining increasing attention in recent years as countries realize the importance of investing in their people. It is widely recognized that a well-educated and skilled workforce is critical to the success of a country in the global economy. OECD (2020) The workforce represents a company's most valuable resource, capable of either establishing or jeopardizing the company's reputation and influencing its profitability (Elnaga and Imran, 2013). One of the key advantages of human capital is that it leads to higher productivity. When people have the necessary skills and knowledge to perform their jobs effectively, they are more efficient and produce higher quality work. This leads to increased output and ultimately higher economic growth. For example, a country with a highly skilled workforce in technology and engineering is likely to be more competitive in these sectors and generate more economic value than a country with less skilled workers.

In addition, human capital can lead to the creation of new job opportunities. When individuals possess the necessary skills and knowledge, they can create new businesses and jobs, which in turn lead to more economic growth. a country with a high level of education and entrepreneurial spirit is more likely to have a thriving small business sector and create new jobs. Bae and Lawler (2000) concluded that training and development practices significantly affect organizational performance. Moreover, investing in human capital can improve the standard of living for individuals. When people have the skills and knowledge to perform better-paying jobs, they earn

higher incomes, which can lead to better living conditions and greater access to healthcare, education, and other basic necessities. In turn, this can lead to higher levels of social mobility and reduce income inequality.

However, investing in human capital is not just about increasing the number of educated individuals. It is also essential to ensure that individuals have access to high-quality education and training programs that meet the needs of the job market. According to Garavan (1997) and Berge *et al.* (2002) training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. This requires public and private sector organizations to work together to create programs that are relevant, accessible, and affordable.

Human capital is a critical factor in economic development. With the machines, materials and even the money, nothing gets done without man-power. Abiodun (1999). It drives productivity, creates job opportunities, and improves living standards. As the global economy becomes increasingly competitive, the competitive advantages of the firm depend on the knowledge and skills possessed by the employees (Drucker, 1999), countries must invest in their people to ensure that they remain competitive and achieve sustainable economic growth. By investing in human capital, countries can create a skilled and productive workforce that can drive economic growth and improve the lives of its citizens.

1.1.1 Training and Development

According to Nassazi (2013), Training can be described as deliberate and organized endeavors aimed at elevating skills, knowledge, and competency levels. Training is the process of acquiring knowledge, skills, and competencies through practice, instruction, or experience. It is a critical part of human development, and it plays an essential role in shaping our behavior, attitudes, and abilities. The primary objective of training is to help individuals acquire the knowledge, skills, and competencies needed to perform their tasks more effectively. This can involve learning new techniques, methods, or technologies, or it can involve enhancing existing skills or knowledge. Training can also help individuals develop new attitudes and behaviors, such as teamwork, communication, and leadership.

In the workplace, training is an essential tool for enhancing employee performance, increasing productivity, and improving the overall quality of work. Employers can provide training to their employees to improve their job skills and prepare them for new roles and responsibilities. This can lead to increased job satisfaction and employee retention, as well as improved customer satisfaction and profitability. While the notion of development can be perceived as acquiring new abilities and skills through training for personal advancement (Jehanzeb & Bashir, 2013), it can also be viewed as a more comprehensive concept encompassing the holistic and long-term progression of individuals to fulfill future roles and responsibilities (Nassazi, 2013).

Development is a complex concept that refers to a process of positive change that occurs in individuals, societies, and economies. It can take various forms, such as economic development, social development, and personal development. Regardless of the specific context, development is generally understood to involve improvements in the quality of life, the standard of living, and the well-being of individuals and communities. (Goldstein & Ford 2002) defines systematic efforts affecting individuals' knowledge or skills for purposes of personal growth or future jobs and/or roles.

Training and development are essential aspects of any organization's growth and success. According to Adeniyi (1995), staff training and development is a job-related undertaking that holds immense potential in positively impacting the overall efficiency and profitability of an organization. Training is an essential part of personal and professional development, and it is crucial for success in both the workplace and in life. By investing in training and development, individuals and organizations can improve their skills, increase their productivity, and achieve their goals.

As proposed by Oribabor (2000), the objective of training and development is to cultivate competencies encompassing technical, human, conceptual, and managerial skills, with the aim of fostering both individual and organizational growth.

The purpose of this study is to assess training and development practice in Addis Ababa city, public and private hospital, in this case the study provides suggestions and recommendations based on the study findings to the best use of training and development programs.

1.2. Statement of the Problem

Healthcare is an essential service and an effective healthcare system is critical for the health and well-being of the community (Yusoff, Shah, Ali, & Bakar, 2013). The healthcare sector is one of the most critical and dynamic sectors in the world, with constant technological advancements and changes in the regulatory environment. To keep pace with these changes, healthcare professionals require training and development (T&D) programs to improve their skills and knowledge. Training and development are a function within human resource management is employed to bridge the disparities between current performance and the desired level of performance (Elnaga & Imran, 2013; Nassazi, 2013).

A quality care providing health institute is determined by the health care providers. The ability of health care providers is to perform their duties and make their meaningful contributions to patient satisfaction. training programs enhance healthcare professionals' technical skills, knowledge, and expertise, which subsequently translate into improved patient outcomes. a study by Lien (2021) found that T&D programs for nurses significantly improved their clinical competency, communication skills, and patient satisfaction. Similarly, a study by Ayala-Nunes (2021) found that T&D programs for healthcare managers improved their decision-making skills, leadership abilities, and team management skills. The primary objective of any healthcare institution is to enhance satisfaction levels and improve the quality of services provided. In order to achieve these goals and objectives successfully, it is imperative to acquire the necessary skills, knowledge, and attitude. Among the many work-place attitudes studied the construct of organizational commitment is singled out as an increasingly valued work-related attitude in health care settings (Shumaila, et al., 2012). In order for a healthcare institution to be effective and efficient, it is crucial to consistently update and maintain skills and knowledge, as they can become outdated. Therefore, continuous training and development play a vital role in the success and sustainability of a healthcare institution. This practice not only motivates employees and improves morale and human relations but also enhances the skills of the workforce and enables healthcare providers to perform their tasks more effectively. The training and development practices of a healthcare institution are determined by various factors, including the selection of appropriate institutions and methods, as well as the implementation and evaluation of training programs. However, it has been observed that some public and private healthcare institutions fail

to recognize the significance of training in improving the quality of healthcare services. During periods of economic downturn or declining profits, these institutions often prioritize budget cuts in training, overlooking its importance. Lack of attention towards effective training and development strategy in health sector is one of the main factors standing between success and failure (Khan, et al., 2012).

Consequently, this will result in elevated job turnover, leading to increased costs associated with recruiting new employees. As a result, the organization's performance, as well as the quality of service and customer satisfaction, will decline.

As the knowledge of the researcher, In Ethiopia most health institution is giving training and development; its effectiveness is questionable due to lack of problems related to requirements to be fulfilled for the implementation of training and development programs. As per Gopal (2009), effective training and development programs begin by identifying the needs for training and development, and conclude with the evaluation of the training initiatives. The common problems included lack of training center or institute, training policy, insufficient training budget, overlooking the role of training in achieving organizational objectives, absence of guidelines for training need assessment and impact evaluation. The evaluation of training aims to determine whether candidates can effectively apply their acquired knowledge and skills in their workplace or daily routines (Nagar, 2009). When training and development programs are not appropriately evaluated and tailored to match the specific job requirements, they fail to enhance employees' skills, knowledge, and attitudes, thereby impeding job performance improvement.

Several studies have highlighted the importance of training and development programs in the healthcare sector. For instance, Yusoff, Shah, Ali, and Bakar (2013) emphasize the critical role of an effective healthcare system in promoting the health and well-being of the community. Elnaga and Imran (2013) and Nassazi (2013) discuss training and development as a function within Human Resources management that helps bridge the gap between current and expected performance. From local studies There are several studies that have been done in training but have focused on other organizations and departments but not in healthcare industry have highlighted the significance of training and development in improving employee performance. For example, Amsalu (2017) found a positive relationship between training and employee performance in the Gulelle Sub-city administration sector, emphasizing the need for increased

training program quality and quantity. Assefa (2016) also identified a positive correlation between training and employee performance in the context of the Commercial Bank of Ethiopia. Tesfaye (2019) researched on training and development practice and challenges of Ethiopian textile industry development institute. None of these studies has tackled the relationship between training and development and employee's performance in health care services, so far, Temesgen (2021) remains the only study the researcher got on the impact of training and development programs among public hospital medical laboratory professionals' performance, this research would be near to health services.

Thus, this constitutes a knowledge gap that the present study seeks to fill the purpose of the study therefore, it is to establish the relationship between the effectiveness of current training and development practices with employee's performance and the growth of the system abroad.

1.3. Basic Research question

1. What are the current training and development practices in the Addis Ababa city, public and private hospitals?
2. How do the training and development practices in the Addis Ababa city, public and private hospitals affect employee performance?
3. What are the challenges and barriers to effective training and development practices in the Addis Ababa city, public and private hospitals?
4. How do the training and development practices in private hospitals compare to those in public hospitals in Addis Ababa City?

1.4. Objectives of the Study

1.4.1. General objective

- To assess training and development practice in Addis Ababa city, public and private hospital.

1.4.2. Specific objective

1. To investigate the current training and development practices in the Addis Ababa city's public and private hospitals, and identify any differences in these practices between the two sectors.

2. To explore the impact of training and development practices on employee performance and productivity in Addis Ababa City's public and private hospitals, and identify any differences in the impact between the two sectors.
3. To identify and evaluate the challenges and barriers to effective training and development practices in public and private hospitals in Addis Ababa City, and provide recommendations to address these challenges.
4. To compare the training and development practices in private and public hospitals in Addis Ababa city.

1.5. Significance of the Study

This study was examining how training and development techniques affect medical practitioners. The research paper will benefit health care facilities, health care professionals, clients, and the nation at large by assisting in the knowledge and understanding of the impact of training and development practices on health care professionals' technical and soft skills that are directly related to job performance of the employees. Due to the fact that health care does not tolerate systemic gaps, unlike other services, it would assist to improve the quality of work life, employee confidence, and customer care. Additionally, it would facilitate the management of medical facilities (Hospitals) in AA city to introduce training's uses and progress toward the system's nearterm internationalization objective. The study's findings will also give guidance on how to build or improve training and development programs. Finally, the study will be used as a resource for other academics conducting work on a related subject in the future.

1.6. Scope of the study

Assessment of T&D has been studied in the past using a variety of approaches, mostly focused on the impact, efficiency, and influence of T&D on employee satisfaction and work performance in the merchandising business areas. (MITIKU EMIRU 2017 & TSEGAYE TAGESSE 2018), However, this study focuses primarily on the health sector and how to internationalize the system, making it simple to understand the sensitivity of the healthcare system. According to the data of, (EFDA & EPHI) there are numerous medical schools in the A.A, each year, thousands of healthcare professionals are produced but due to a lack of resources, our nation is unable to compete on a global scale.

This study's methodology focused on one specific location and used an explanatory research methodology. These designs were chosen because they would have the benefit of eliciting a significant number of responses from a diverse group of respondents. This strategy would give a meaningful and accurate account of what happened while attempting to explain people's perceptions and actions in light of the facts that would be gathered.

1.7. Definition of Terms

- **Development**

Development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. (Goldstein & Ford 2002).

- **Training**

Training refers to the process of enhancing an individual's knowledge, skills, and competencies in a specific field or area of expertise through systematic and planned instruction or practice. It is a critical component of human resource development and is often used in the context of organizational learning and development. Noe, Hollenbeck, Gerhart, and Wright (2017).

- **Human capital**

Human capital refers to the knowledge, skills, and abilities possessed by individuals that contribute to their productivity and earning potential. It encompasses both formal education and training as well as informal learning acquired through work experience and other life experiences. Schultz, T. W. (1961).

- **Internationalization**

Internationalization is the design and development of a product, application or document content that enables easy localization for target audiences that vary in culture, region, or language." Tag Set (ITS) 2.0 specification by the World Wide Web Consortium (W3C).(2013).

- **Health care**

Health care refers to the diagnosis, treatment, and prevention of illness, disease, injury, and other physical and mental impairments in individuals and populations. It includes a wide range of services provided by healthcare professionals, such as doctors, nurses and therapists, as well as healthcare organizations, such as hospitals, clinics, and pharmacies. Health care services may

also encompass preventative, such as hospitals, clinics, and pharmacies. Health care services may also encompass preventative measures, such as vaccinations and screenings, to maintain and improve overall health and wellbeing. Health care is a critical component of public health and is essential for ensuring access to quality healthcare for individuals and communities.

1.8. Organization of the Study

This study attempt to analyze the assessment of training and development practice being carried out at Addis Ababa private and public hospitals. Accordingly, its organized as in five chapters. The first chapter will introduce the Introduction of the study, statement of the problem, basic research questions, objectives, significance, scop and limitation, definition of terms and organization of Chapters. The second chapter will address the detail review of theoretical and empirical literatures on concept of training and development.

It also explains the theories and concepts available on training and development uses for health care professionals. The third chapter presents the methodology which will be used in the study. The fourth chapter includes results and discussion, the fifth chapter includes summary and recommendation

1.9. Limitation of the study

During the research process, the researcher may encounter certain constraints. Firstly, the study is confined to hospitals in the Addis Ababa region, which could potentially impact the applicability of the findings to healthcare organizations throughout the country. Additionally, there is a scarcity of locally written literature in the field, which could restrict the availability of relevant literature for reviewing the current organizational issues within the study area's context. Time and financial limitations are also factors that need to be considered. Lastly, the busy nature of employees and potential issues with voluntary participation from subordinates within the organization may pose challenges during data collection.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Training and Development

Training and development are critical components of human resource management that aim to enhance the skills, knowledge, and abilities of employees to improve their job performance and contribute to the success of the organization. According to a study by the Association for Talent Development (ATD), organizations that invest in training and development experience a 24% higher profit margin than those that do not (ATD, 2021). This shows that organizations that provide opportunities for their employees to learn and grow are more successful and profitable. Training and development programs can help organizations attract and retain top talent. According to a study by KPMG (2019), employees are more likely to stay with an organization that invests in their development. This is particularly important in today's competitive job market, where employees have many options when it comes to employment. By offering training and development opportunities, organizations can differentiate themselves and attract and retain top talent. Training and development programs can help organizations adapt to change and stay competitive. According to a study by Deloitte (2019), organizations that invest in employee development are better equipped to navigate change and stay ahead of the competition. As technology and markets continue to evolve rapidly, organizations that can adapt and innovate are more likely to succeed.

Training and development can improve employee morale and job satisfaction. According to a study by DeCenzo and Robbins (2016), employees who receive training and development opportunities feel more valued and supported by their organization. This, in turn, leads to increased job satisfaction and motivation, which can improve employee performance and productivity. When employees feel that their employer is invested in their development, they are more likely to be engaged and committed to their job. Training and development programs can enhance employee skills and knowledge, leading to improved job performance. When employees feel that their employer is investing in their development, they are more likely to feel valued and

motivated. This, in turn, can lead to higher job satisfaction and lower turnover rates. A study by the Society for Human Resource Management found that organizations with strong training and development programs have an employee turnover rate that is 46% lower than those without (SHRM, 2021). One study by Noe (2017) highlighted the benefits of training and development, including increased job satisfaction, motivation, and employee retention. well-designed training and development programs can positively impact employee performance, job satisfaction, and organizational effectiveness (Noe, 2017; Tariq, Abbas, & Malik, 2015). According to a study by the Society for Human Resource Management, 63% of employees who received training and development opportunities were very satisfied with their jobs, compared to 39% who did not receive any training (Khan, 2017). When employees feel that their employers are investing in their professional growth, they are more likely to be motivated, committed, and engaged in their work. Additionally, employees who receive training and development are better equipped to handle changes in the workplace, which ultimately leads to improved organizational performance.

There are different types of training and development, including on-the-job training, mentoring, coaching, workshops, and e-learning. On-the-job training is one of the most popular types of training, which involves training employees while they are performing their regular duties (Cohen, 2017). Mentoring and coaching are other types of training, where experienced employees guide and support new or less experienced employees. Workshops are intensive training sessions that aim to teach specific skills or knowledge, while e-learning involves using technology to deliver training content online. Online learning platforms, virtual simulations, and gamification techniques have been shown to enhance engagement and learning outcomes (Wang & Hsu, 2019). Technology plays a crucial role in training and development. For example, online platforms such as LinkedIn Learning, Udemy, and Coursera have made it easier for employees to access training and development resources at their own pace and convenience (Garrido-Moreno et al., 2019). Additionally, technologies such as virtual reality and augmented reality have the potential to revolutionize training by providing employees with realistic and immersive training experiences (Bianchi et al., 2019).

Research also highlights the importance of training transfer, which refers to the extent to which employees apply learned knowledge and skills to their work (Baldwin & Ford, 1988). Training

transfer can be facilitated through various strategies, including providing opportunities for practice, feedback, and coaching (Kraiger, Ford, & Salas, 1993). Training and development can help organizations adapt to changes in their industry or marketplace. In today's fast-paced business environment, it is essential for organizations to remain agile and adaptable. By investing in training and development, organizations can ensure that their employees have the skills and knowledge needed to adapt to changes in their industry or marketplace. This can help organizations remain competitive and even gain a competitive advantage. One of the critical factors influencing the effectiveness of training programs is the alignment between the training content and organizational goals (Arthur Jr, Bennett, Edens, & Bell, 2003). Organizations that align their training programs with business objectives are more likely to achieve desired outcomes and improved performance. Moreover, training programs should also consider individual employee needs and preferences to ensure relevance and engagement (Noe, 2017).

Overall, training and development are crucial components of human resource management that can positively impact employee performance and organizational effectiveness. To ensure the success of training programs, organizations should align training content with business objectives, consider individual employee needs and preferences, facilitate training transfer, and leverage technology to enhance engagement and learning outcomes.

2.2. Training and development methods

Training and development methods are essential for enhancing the knowledge, skills, and abilities of employees to meet the changing demands of the business world. It is crucial to have a wellstructured and organized training and development program to enable employees to learn new skills, technologies, and knowledge required for their job roles. Here are some methods of trainings;

- **On-the-job training method**

On-the-job training (OJT) is a type of training that occurs within the workplace and involves an employee learning skills and knowledge directly on the job. This method of training has been shown to be effective in improving employee performance and productivity. One of the main benefits of OJT is that it allows employees to learn in a real-world environment, which can help to improve their retention of knowledge and skills. This is because employees are able to see

how the skills, they are learning are applied in a practical setting, rather than just learning theory in a classroom. According to a study by the U.S. Department of Labor, OJT has been shown to be one of the most effective training methods in terms of improving employee performance and reducing turnover rates (U.S. Department of Labor, 2010).

Another benefit of OJT is that it can be customized to meet the needs of individual employees. This means that employees can receive training that is tailored to their specific job responsibilities and learning styles. For example, a retail store might implement an OJT program that includes shadowing experienced sales associates, practicing customer service skills, and learning how to use the point-of-sale system.

There are several examples of OJT programs that have been successfully implemented in various industries. One such program is the apprenticeship program in the construction industry, where workers learn a variety of skills on the job, such as carpentry, plumbing, and electrical work. Another example is the medical residency program, where doctors receive hands-on training in a hospital setting to learn how to diagnose and treat patients.

To make an OJT program successful, there are several factors that need to be considered. First, it is important to have a clear plan and structure for the training, including specific goals and objectives. This will help to ensure that the training is effective and that employees are able to learn the necessary skills and knowledge. Additionally, it is important to provide feedback and support to employees throughout the training process, so that they can identify areas where they need improvement and receive guidance on how to improve.

- **Off-the-job training method**

Off-the-job training is a type of training that takes place outside of the employee's regular work environment. It can be conducted in a classroom or through online learning platforms. Off-the-job training is an effective way to develop new skills and improve employee performance. One of the primary benefits of off-the-job training is that it allows employees to focus on learning without distractions. When employees are in their regular work environment, they may be interrupted by phone calls, emails, or other work-related tasks. Off-the-job training provides a dedicated learning environment where employees can focus on developing new skills without distractions.

Off-the-job training also allows employees to learn from experts in their field. Many off-the-job training programs are led by experienced trainers who have a deep understanding of the subject matter. This allows employees to learn from the best and gain valuable insights and knowledge. In addition, off-the-job training can be customized to meet the specific needs of an organization. For example, an organization may identify a need for employees to improve their communication skills. They can then select an off-the-job training program that specifically focuses on communication skills development. This allows organizations to tailor their training programs to meet their unique needs.

One example of off-the-job training is attending conferences and seminars. Conferences and seminars provide an opportunity for employees to learn about the latest trends and developments in their field. They can also network with other professionals and gain valuable insights from experts in their field. Another example of off-the-job training is online learning. Many organizations offer online learning platforms where employees can access a variety of courses and training programs. Online learning is convenient and flexible, as employees can access training materials at their own pace and on their own schedule.

- **Simulation method**

Simulation training is a technique that is increasingly used in various fields, including healthcare, aviation, military, and emergency services, to train professionals and enhance their skills. This training method uses artificial or virtual environments that mimic real-life scenarios, allowing trainees to practice and improve their skills in a safe and controlled environment without the risk of causing harm to real patients or equipment. Simulation training has been found to be an effective method of training, as it allows trainees to learn from their mistakes and gain confidence and competence in their skills.

One of the significant benefits of simulation training is its ability to improve patient safety. According to a study published in the Journal of Patient Safety, simulation training can significantly reduce medical errors and adverse events in healthcare settings. The study found that simulation training improved the participants' ability to recognize and respond to critical situations, which ultimately resulted in better patient outcomes.

Simulation training can also be used to train professionals in high-stress environments, such as military and emergency services. A study published in the Journal of Trauma and Acute Care Surgery found that simulation training improved the decision-making and critical thinking skills of military medical personnel in high-stress environments. The study concluded that simulation training could be an effective tool for improving the performance of military medical personnel in combat situations.

Another advantage of simulation training is its ability to provide a standardized training experience. In traditional training methods, trainees may have varying experiences and exposure to different scenarios, leading to inconsistencies in their training. Simulation training provides a standardized experience for all trainees, allowing them to practice and learn in the same environment and under the same conditions.

- **Coaching method**

Coaching is a valuable tool for personal and professional development. It is a process where a coach works with an individual or a group to help them identify their goals, develop action plans, and acquire the necessary skills to achieve those goals. Coaching is becoming increasingly popular in various domains of life, such as sports, business, education, and health care. In this essay, we will discuss coaching, its benefits, and its applications in different fields.

According to the International Coach Federation (ICF), coaching is defined as "a partnership between the coach and the client in a thought-provoking and creative process that inspires the client to maximize their personal and professional potential." The coach facilitates the client's selfdiscovery, helps them identify their strengths and weaknesses, and supports them in creating an action plan to achieve their goals. Coaching is a collaborative process where the client takes ownership of their progress and the coach provides guidance and support.

Coaching has numerous benefits, such as improving performance, increasing productivity, enhancing communication skills, building confidence, and reducing stress. A study by the International Personnel Management Association (IPMA) found that coaching improved productivity by an average of 86% compared to 22% for training alone. Coaching helps individuals identify their strengths and weaknesses, which allows them to focus on areas that

need improvement. Coaching also helps individuals build their confidence by providing them with the necessary skills and knowledge to succeed.

Coaching has numerous applications in different fields. In sports, coaching is essential to developing athletes' skills and helping them perform at their best. In business, coaching is used to develop leadership skills, improve employee performance, and increase productivity. In education, coaching is used to support teachers and students, helping them identify their goals and develop strategies to achieve them. In health care, coaching is used to support patients in making behavior changes to improve their health outcomes.

- **Self-directed learning method** which involves employees taking responsibility for their learning and development. Self-directed learning can take the form of reading books, attending webinars, or taking online courses. This method is ideal for employees who want to develop their skills at their own pace and in their own time.

- **E-learning and online training methods**

These methods involve delivering training content through electronic devices and the internet. Elearning and online training are particularly useful for delivering training to remote employees, reducing training costs, and providing self-paced learning opportunities.

- **Classroom training method**

This type of training involves a formal classroom setting where employees learn from an instructor or trainer. Classroom training is particularly useful for teaching theoretical concepts, soft skills, and leadership development.

According to a study by the American Society for Training and Development, organizations that invest in employee training and development have higher employee satisfaction, better employee retention, and higher productivity levels (Laporte, 2021). Therefore, it is essential for organizations to use a combination of training and development methods to ensure that their employees have the skills and knowledge necessary to meet the demands of their job and contribute to the success of the organization.

In conclusion, training and development methods are essential for the growth and success of individuals and organizations. On-the-job training, classroom training, simulations and roleplaying, e-learning and online training, coaching, and mentoring are some of the most

commonly used training methods. Using a combination of these methods can help organizations ensure that their employees have the skills and knowledge necessary to meet the demands of their job and contribute to the success of the organization.

2.3. Benefits of Training and Development

Training and development are essential components of any successful organization. They provide employees with the necessary skills and knowledge to perform their jobs effectively and contribute to the overall success of the organization. Training and development programs can increase employee job satisfaction and motivation. According to a study by DeCenzo and Robbins (2016), employees who receive training and development opportunities feel more valued and supported by their organization. This, in turn, leads to increased job satisfaction and motivation, which can improve employee performance and productivity. When employees feel that their employer is invested in their development, they are more likely to be engaged and committed to their job. Training and development programs can enhance employee skills and knowledge, leading to improved job performance. According to a study by Noe (2017), employees who receive training and development opportunities are more skilled and knowledgeable, which enables them to perform their jobs better. This, in turn, can lead to increased productivity, efficiency, and effectiveness. By providing employees with the skills and knowledge they need to succeed, organizations can improve overall performance and achieve their goals.

Training and development programs can help organizations attract and retain top talent. According to a study by KPMG (2019), employees are more likely to stay with an organization that invests in their development. This is particularly important in today's competitive job market, where employees have many options when it comes to employment. By offering training and development opportunities, organizations can differentiate themselves and attract and retain top talent. Training and development programs can help organizations adapt to change and stay competitive. According to a study by Deloitte (2019), organizations that invest in employee development are better equipped to navigate change and stay ahead of the competition. As technology and markets continue to evolve rapidly, organizations that can adapt and innovate are more likely to succeed. By investing in employee development, organizations can build a workforce that is agile, adaptable, and ready to meet the challenges of the future.

Another significant benefit of training and development is improved job performance. When employees are trained in their respective fields, they acquire new skills and knowledge, which they can use to perform their jobs better. A study by the American Society for Training and Development found that organizations that invest in training and development have 37% higher productivity than those that don't (Branham, 2017). Employees who are well-trained are more confident, productive, and can make fewer errors, which translates to better performance and increased profitability for the organization. Training and development is increased job satisfaction and morale among employees. According to a study by the Society for Human Resource Management, 63% of employees who received training and development opportunities were very satisfied with their jobs, compared to 39% who did not receive any training (Khan, 2017). When employees feel that their employers are investing in their professional growth, they are more likely to be motivated, committed, and engaged in their work.

Training and development can also lead to increased employee retention. Employees who are given opportunities to learn and grow within an organization are more likely to remain with the company. According to the same study by the Society for Human Resource Management, 94% of employees who received training and development opportunities were more likely to stay with their current employer for at least another year (Khan, 2017). Retaining employees is crucial as it helps organizations to save on recruitment and training costs.

In conclusion, training and development are essential components of any successful organization. They can increase employee job satisfaction and motivation, enhance employee skills and knowledge, attract and retain top talent, and help organizations adapt to change and stay competitive. As such, organizations that invest in employee development are more likely to succeed in today's dynamic and competitive business environment.

2.4. Relationship between Training and Development for Internationalization

Training and development are crucial components for the success of internationalization efforts. Training refers to the process of imparting knowledge and skills to employees that enable them to perform their job functions effectively, while development is the process of nurturing and enhancing employees' abilities and potential for future roles and responsibilities. Samira Attarzadeh and Reza Baneshi,(2019).

In the context of internationalizing a business, training is necessary to ensure that employees have the skills and knowledge required to operate in different cultural and linguistic contexts. This may involve training in cross-cultural communication, language skills, and other essential skills required to work effectively in an international environment. Training can also help to prepare employees for specific tasks or projects, such as adapting products or services for different markets. Anju Bhatnagar (2015).

According to Bardoel and De Cieri (2017), effective training and development programs can provide organizations with a competitive advantage by improving employees' knowledge and skills, increasing their motivation and job satisfaction, and enhancing their adaptability to changing business environments. These benefits are particularly important in the context of internationalization, where employees may be required to work in unfamiliar cultural and linguistic environments, deal with diverse stakeholders, and navigate complex legal and regulatory frameworks.

Development, on the other hand, is focused on preparing employees for future leadership roles within the organization. This may involve providing them with opportunities to work on international projects, participate in cross-functional teams, and develop their leadership and management skills. Development can help to ensure that the organization has a pipeline of talent ready to take on new roles as it expands into new markets.

Moreover, training and development can help organizations to mitigate the risks associated with internationalization, such as cultural misunderstandings, communication breakdowns, and compliance violations. By investing in the professional development of their employees, organizations can ensure that they have the knowledge, skills, and attitudes required to succeed in international markets.

2.5. Employee performance

Employee performance is a critical aspect of organizational success. According to Armstrong and Baron (2021), "employee performance is the result achieved by an individual in relation to the objectives set by an organization, taking into account the resources used." A high level of employee performance leads to increased productivity, efficiency, and profitability, while poor performance can have the opposite effect. Research has shown that there are several factors that

impact employee performance, including job satisfaction, motivation, and job design (Koontz & Weihrich, 2018). Job satisfaction refers to an employee's overall sense of contentment and fulfillment with their job, while motivation relates to an employee's drive and willingness to perform well. Job design refers to the way in which job responsibilities are structured and organized, which can impact an employee's level of engagement and productivity.

One important factor is employee engagement, which refers to the level of commitment, enthusiasm, and connection that an employee feels towards their work and the organization they work for. A study by Towers Watson (2012) found that organizations with highly engaged employees had a 19% increase in operating income, compared to organizations with low engagement levels. Another factor that can impact employee performance is the quality of feedback provided by managers. Effective feedback should be specific, timely, and actionable, and should be delivered in a way that is constructive and supportive. A study by Kluger and DeNisi (1996) found that feedback interventions led to a 15% improvement in performance, on average. Another factor that can impact employee performance is the company culture. A positive company culture that emphasizes teamwork, collaboration, and recognition can help to improve employee morale and motivation (Heathfield, 2021). This, in turn, can lead to improved performance and productivity.

In order to improve employee performance, organizations can take a number of steps. One approach is to provide training and development opportunities, which can help employees develop new skills and improve their performance. Another approach is to establish clear performance goals and expectations, and to provide regular feedback and coaching to help employees achieve those goals. One of the key ways to improve employee performance is through performance management systems. These systems involve setting clear expectations and goals for employees, providing regular feedback and coaching, and offering opportunities for training and development (Bacal, 2020). Performance management systems help to ensure that employees understand what is expected of them and have the support they need to meet those expectations.

In conclusion, employee performance is a critical aspect of organizational success. Effective employee performance is impacted by several factors, including job satisfaction, motivation, job design, performance management systems, and company culture. By focusing on these areas,

businesses can improve their employees' performance, leading to increased productivity, better customer service, and ultimately, greater success.

2.5.1. Relationship between training and development and employee performance

Training and development are essential components of employee performance and success in any organization. Training refers to the process of providing employees with specific skills and knowledge required to perform their job duties effectively, while development involves a longterm investment in employees' personal and professional growth. Employee performance is directly linked to the quality and frequency of training and development opportunities provided to them by the organization.

Research has shown that training and development programs have a positive impact on employee performance. A study conducted by the American Society for Training and Development (ASTD) found that companies that invested in training and development programs saw a 24% increase in profit margins and a 218% increase in income per employee compared to companies that did not invest in such programs (ASTD, 2014). This indicates that training and development programs not only benefit employees but also lead to improved organizational performance.

Training and development programs can help employees acquire new skills, increase job satisfaction, and improve job performance, a study conducted by the Society for Human Resource Management (SHRM) found that training programs were positively associated with employee job satisfaction, motivation, and commitment (SHRM, 2017). a study by the Association for Talent Development (ATD) found that organizations that invested in leadership development programs experienced higher levels of employee engagement and retention (ATD, 2015). , a study by Chuang and Liao (2010) found that training and development programs were positively related to employee performance. The study involved 389 employees from a Taiwanese manufacturing company. The researchers concluded that training and development programs improved employees' skills and knowledge, which led to enhanced job performance.

Training involves equipping employees with specific skills and knowledge required for their current job. Development, on the other hand, focuses on preparing employees for future responsibilities and challenges. Both training and development are crucial for enhancing employee performance and productivity. As noted by CIPD (2021), effective training and

development programs can help employees to improve their skills, knowledge, and abilities, which can lead to better job performance. Similarly, a study by Obeidat, Al-Lozi, and Tarhini (2017) found that training and development programs had a positive impact on employee performance in the Jordanian banking sector. The study involved 202 employees from various banks in Jordan. The researchers concluded that training and development programs improved employees' skills and knowledge, which led to enhanced job performance and organizational success.

Moreover, training and development programs have been linked to employee motivation and job satisfaction, which can also contribute to improved performance. According to Armstrong and Taylor (2014), training and development programs can enhance employee motivation and job satisfaction, which can lead to better job performance. When employees feel that their employer invests in their growth and development, they are more likely to be motivated to perform well. Furthermore, development programs can help employees to identify and achieve long-term career goals, which in turn can lead to improved job performance. A study conducted by the Center for Creative Leadership found that employees who participated in leadership development programs were more likely to receive promotions and had higher levels of job satisfaction compared to those who did not participate (Center for Creative Leadership, 2013).

In conclusion, training and development programs are essential components of employee performance and success. These programs can improve employee job satisfaction, motivation, and commitment, which can lead to improved organizational performance. Investing in training and development programs can also help employees to identify and achieve long-term career goals, which in turn can lead to improved job performance. Therefore, organizations should invest in training and development programs as a strategic approach to improve employee performance and organizational success.

2.6. Training evaluation

Training evaluation is the process of assessing the effectiveness and impact of training programs. It helps organizations understand whether their training initiatives are meeting their goals and whether they are providing a positive return on investment. Training evaluation can be done at various stages of a training program, such as before, during, and after the training. It can be done

through a range of methods, such as surveys, interviews, focus groups, observation, and performance metrics.

Training evaluation is a crucial aspect of the training and development process. It helps to assess the effectiveness of a training program and determine its impact on learners' performance and the organization's overall goals. According to Phillips and Phillips (2016), training evaluation is "the systematic collection of information related to the outcomes of a training program, and the analysis of this information to determine the effectiveness of the program and identify ways to improve it." Training evaluation can be done at different levels, including the reaction level, learning level, behavior level, and results level. The reaction level measures learners' satisfaction with the training program, while the learning level assesses their knowledge and skills acquisition. The behavior level evaluates the extent to which learners apply what they have learned on the job, and the results level determines the impact of the training program on the organization's performance. Research has shown that training evaluation can have significant benefits for both learners and organizations. For learners, it helps them to identify areas where they need to improve their skills and knowledge and provides feedback on their performance. For organizations, it helps them to assess the return on investment (ROI) of their training programs and identify areas for improvement.

There are various methods of training evaluation, including surveys, tests, observation, interviews, and focus groups. One of the most popular evaluation models is Kirkpatrick's Four-Level Evaluation Model, which evaluates training programs at four levels: reaction, learning, behavior, and results. This model has been widely used by organizations to evaluate their training programs and make data-driven decisions. The Kirkpatrick model, which was developed by Donald Kirkpatrick in the 1950s. The model consists of four levels of evaluation:

1. **Level 1: Reaction** - This level evaluates how the participants feel about the training program, their satisfaction with the trainers and the facilities, and their overall engagement in the training.
2. **Level 2: Learning** - This level evaluates the participants' knowledge and skills gained through the training program. It assesses whether the participants have acquired the intended knowledge and skills.

3. **Level 3: Behavior** - This level evaluates whether the participants have applied the knowledge and skills gained through the training program in their work environment.
4. **Level 4: Results** - This level evaluates the impact of the training program on the organization's performance, such as increased productivity, reduced costs, improved quality, and increased customer satisfaction.

While the Kirkpatrick model is widely used, it has been criticized for its focus on training outcomes rather than business outcomes. A more recent model, the Phillips model, addresses this limitation by including an additional level of evaluation:

5. **Level 5: Return on Investment** - This level evaluates the financial impact of the training program on the organization's bottom line. It calculates the costs of the training program and compares them to the benefits, such as increased revenue or reduced costs.

Training evaluation is essential for organizations to ensure that their training programs are effective and provide a positive return on investment. It allows organizations to identify areas for improvement and make data-driven decisions about their training initiatives.

In conclusion, training evaluation is a crucial process that organizations should undertake to assess the effectiveness and impact of their training programs. The Kirkpatrick model and the Phillips model are two commonly used models for training evaluation that can provide valuable insights for organizations. By evaluating their training programs, organizations can ensure that they are providing high-quality training that contributes to their overall success.

2.7. Elements of Successful Training and Development Program

Training and development programs are essential components of organizational success. They help employees acquire new skills and knowledge that are critical for performing their jobs effectively. A successful training and development program must include specific elements that ensure the program is effective and meets the goals of the organization. We will explore some of the key elements of successful training and development programs.

The first key element of a successful training and development program is a well-defined objective. The training objective should be clear, specific, and measurable, and should align with the goals and objectives of the organization. According to Phillips and Pulliam (2012), a well-

defined objective is critical in helping trainers identify the specific skills and knowledge employees need to acquire to be successful in their roles.

The second element of a successful training and development program is employee engagement. The program must engage employees at every level of the organization, from entry-level employees to senior executives. Employee engagement ensures that employees are motivated and committed to learning and acquiring new skills. According to Silzer and Dowell (2010), employee engagement is critical in ensuring that training programs are successful and that employees are willing to apply the skills and knowledge they have acquired.

The third element of a successful training and development program is evaluation. The program must be evaluated regularly to ensure that it is meeting the objectives of the organization. Evaluation helps identify areas of improvement and ensures that the program is effective in enhancing employee skills and knowledge. According to Noe (2017), evaluation is critical in determining the success of the program and identifying areas that need improvement.

The fourth element of a successful training and development program is accessibility. The program must be accessible to all employees regardless of their location, work schedule, or learning style. This can be achieved through the use of technology-based training programs, online training, and self-paced learning modules. According to Jawahar and Stone (2015), accessibility is critical in ensuring that employees can access the training they need to acquire new skills and knowledge.

The fifth element of a successful training and development program is alignment with business strategy. The program must align with the overall strategy of the organization and help achieve the goals and objectives of the business. According to Phillips and Pulliam (2012), alignment with business strategy is critical in ensuring that the training program is relevant and valuable to the organization.

In conclusion, a successful training and development program must include several key elements, including a well-defined objective, employee engagement, evaluation, accessibility, and alignment with business strategy. These elements ensure that the program is effective, meets the goals of the organization, and provides employees with the skills and knowledge they need to be successful in their roles.



Figure 1: Elements of successful T&D program. source: Waltmann,2011.

2.8. Process of training and development

Training and development are critical components of organizational success, providing employees with the necessary skills, knowledge, and abilities to perform their jobs effectively. Training refers to the process of imparting specific skills, whereas development involves a broader approach that focuses on overall growth and improvement. we will discuss the process of training and development, including its importance and key steps.

2.8.1. The Importance of Training and Development

Investing in training and development benefits both the organization and its employees. From the organization's perspective, it improves employee performance and productivity, reduces turnover, and enhances the organization's reputation. Training and development also help employees stay engaged and motivated, develop their skills, and increase job satisfaction, resulting in higher employee retention and improved organizational performance.

2.8.2. Key Steps in the Training and Development Process

The training and development process typically involves the following key steps:

1. **Needs Assessment:** The first step in the process is to identify the training and development needs of employees. This involves analyzing the job requirements, identifying skill gaps, and determining the most effective training methods. According to Noe et al. (2020), the most common methods of identifying training needs include performance appraisals, employee surveys, job analysis, and feedback from managers and supervisors. Once the training needs are identified, the next stage is designing the training programs.
2. **Design and Development:** Designing the training programs involves developing the training objectives, selecting the training methods and materials, and scheduling the training sessions. The training objectives should be specific, measurable, achievable, relevant, and time-bound (SMART). The selection of training methods and materials should be based on the training needs and the learning styles of the employees. The training sessions should be scheduled at a time and place that is convenient for the employees and does not interfere with their work schedules (Kumar and Sharma, 2018).
3. **Implementation:** The training program is then implemented, which involves delivering the training to the employees. The delivery of training can be done in various formats, including classroom training, e-learning, on-the-job training, coaching, and mentoring. The delivery method should be chosen based on the training objectives, the learning styles of the employees, and the available resources. The training programs should be interactive, engaging, and relevant to the employees' job responsibilities (Noe et al., 2020).

4. **Evaluation:** The final stage of the training and development process is evaluating the effectiveness of the training programs. This stage involves assessing the extent to which the training objectives were achieved and the impact of the training on employee performance and productivity. The evaluation can be done through various methods, including feedback from employees, assessments, tests, and performance appraisals (Kumar and Sharma, 2018). The results of the evaluation should be used to improve future training programs and address any gaps or deficiencies in employee knowledge and skills.

Several studies have highlighted the importance of training and development in improving employee performance and organizational effectiveness. A study by Hasan and Ahmad (2016) found that training and development programs had a positive impact on employee performance and job satisfaction. Similarly, a study by Colakoglu and Culha (2009) showed that training and development programs improved organizational performance and reduced employee turnover.

In conclusion, the process of training and development is essential for enhancing employee performance, productivity, and engagement. The process involves identifying training needs, designing the training programs, delivering the training, and evaluating the effectiveness of the training programs. Although the process may face challenges such as lack of resources, resistance to change, and insufficient evaluation methods, the benefits of training and development outweigh the challenges. Organizations that invest in training and development programs can improve their competitiveness, attract and retain talented employees, and achieve their strategic objectives.

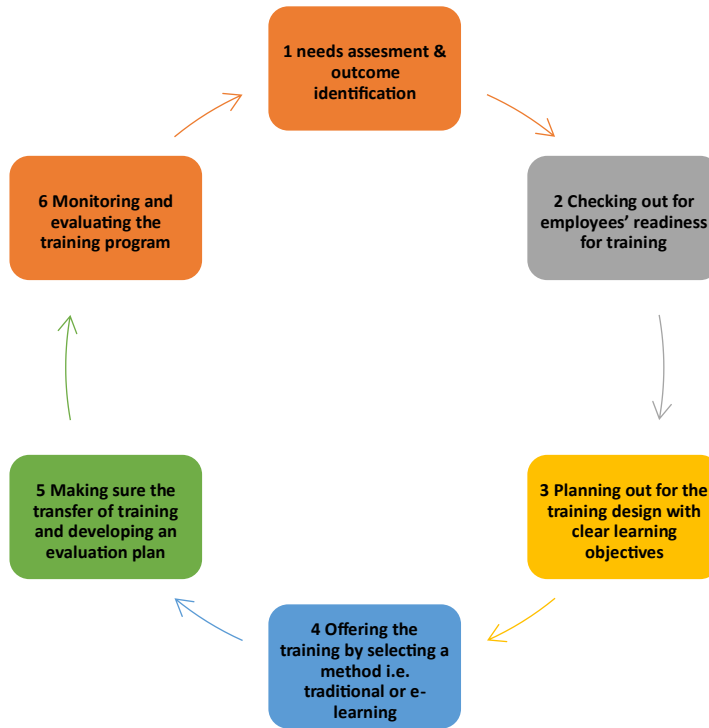
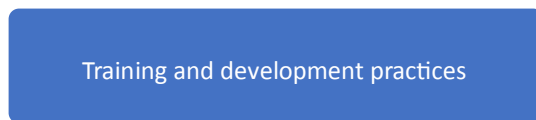


Figure 2: Training process, Source: Noe, 2008; Garner2012

2.9. Conceptual Framework

The conceptual framework aims to assess the effectiveness of training and development practices in Addis Ababa city public and private hospitals, taking into account the contextual factors, training and development practices, training outcomes, organizational factors, and stakeholder perspectives. I developed this model to explain the relationship between the effectiveness of training and development practices (dependent variable) with that of the independent variable.

Independent Variable



Dependent variable

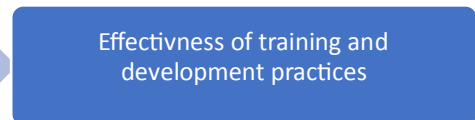


Figure 3; Conceptual framework (adopted by the researcher)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design

The primary aim of this study involves evaluating the implementation of training and development methods in both public and private hospitals within Addis Ababa city. A qualitative research approaches was employed to generate the final findings. The researcher gathered data on the evaluation of training and development practices in Addis Ababa city's public and private hospitals, employing a descriptive survey research design. Furthermore, the researcher examined the causal relationships between the dependent variable (effectiveness of training and development programs) and various independent variables using correlation and regression analysis, thereby adding explanatory insights to the research.

3.3. Data types and Data sources

The primary data source served as the primary resource for this study, obtained through surveys and interviews. The researcher aimed to examine the evaluation of training and development practices in both the Addis Ababa city public and private hospitals. Consequently, primary data was gathered directly from relevant sources using questionnaires and interviews.

3.4. Population of the Study

The study population refers to the individuals who meet the inclusion criteria and are chosen to participate in the research (Noble et al., 2020). In this particular study, the population of interest consists of healthcare professionals working at the selected hospitals. The number of participants was determined by selecting samples from various public and private hospitals in Addis Ababa. Hence, a non-probability sampling approach, specifically purposive and convenient sampling techniques, was employed. This approach allowed the researcher to quickly gather information about the population and understand the characteristics of the problem by involving knowledgeable members. However, the total numbers of Hospitals in A.A city are 40 in number and total numbers of H.C professionals worked at the hospitals are 12,189.

3.5. Sampling procedure

Sampling design applied for the research is two level sampling. systematic sampling was used to select sample respondents from selected healthcare organization. The reason behind such sampling design is to get different ideas from different department of workers. Accordingly, since A.A is broad city.

3.5.1. Sample Size

Sampling is the process of selecting a subset of individuals or objects from a larger population for the purpose of studying or analyzing their characteristics. It is commonly used in research to gather information about a population without having to examine every member of that population. Sampling is one of the components of research design. One definition of sampling comes from the American Statistical Association: "Sampling is the process of selecting a subset of units from a population, with the objective of estimating characteristics of the whole population" (ASA, 2019). This enables the research to be conducted economically feasible to use part of the population and also within the limited time frame.

In light of this, the Sampling technique refers to the process of selecting a subset of individuals or units from a population for research purposes, with the goal of obtaining representative results that can be generalized to the entire population. Sampling is an essential aspect of research methodology, as it can significantly affect the validity and reliability of research findings.

One commonly used definition of sampling technique is provided by Bryman and Bell (2019), who define it as "the process of selecting a subset of individuals or cases from a larger population, in order to obtain data that can be analyzed and used to draw conclusions about the population as a whole" (p. 228).

However, because the population size is large (12,189), we need to adjust our sample size formula using the finite population correction factor used to determine the appropriate sample size:

$$n = [(N * Z^2 * p * (1-p)) / (N-1) * e^2 + Z^2 * p * (1-p)] / [1 + Z^2 * p * (1-p) / (N-1)]$$

Here's a breakdown of the formula:

- N is the size of the population
- Z is the standard normal distribution critical value corresponding to the desired level of confidence. For example, if we want a 95% confidence level, Z would be 1.96.
- p is the estimated proportion of the population that has a certain characteristic or outcome.
- (1-p) is the complement of p.
- e is the desired margin of error, expressed as a decimal (e.g., 0.03 for 3%).
- (N-1) is the population size minus 1.

Plugging in the values, we get:

$$n = [(12,189 * 1.96^2 * 0.5 * (1-0.5)) / (12,189-1) * 0.05^2 + 1.96^2 * 0.5 * (1-0.5)] / [1 + 1.96^2 * 0.5 * (1-0.5) / (12,189-1)] = 373.05$$

Therefore, a sample size of 373 would be appropriate for the survey with a confidence level of 95% and a margin of error of 5% in a population of 12,189.

The formula is derived from the standard error formula, which is $SE = \sqrt{p(1-p)/n}$, where SE is the standard error and n is the sample size. The sample size formula is obtained by solving for n in the standard error formula and substituting the values for the desired level of confidence and margin of error.

3.6. Data Collection Instrument

To collect primary data, the researchers created and conducted interviews and questionnaires, drawing from relevant literature that pertained to the study's subject. The study utilized questionnaires as a means of gathering information, specifically targeting the evaluation of training and development practices within the public and private hospitals of Addis Ababa city.

3.7. Data Analysis

Data analysis is the process of inspecting, cleansing, transforming, and modeling data with the goal of discovering useful information, drawing conclusions, and supporting decision-making. It involves various techniques such as statistical analysis, machine learning, and data visualization to derive insights from data.

One definition of data analysis is provided by Kelleher and Tierney (2018), who define it as "the process of applying statistical and/or computational techniques to extract meaning and knowledge from data" (p. 3).

The data were Statistical techniques, such as Descriptive statistics, Correlation, and linear Regression, were utilized to analyze the data since the study had a quantitative nature. The data was inputted into SPSS version 26 for analysis.

3.8. Ethical Consideration

The data collected for the research on training and development practices in Addis Ababa city public and private hospitals will be used solely for the purpose of understanding these practices. The researcher is solely responsible for conducting the research and abide by all applicable policies of the organization and the university. The data would not be shared with any other individuals or organizations.

The research was conducted in accordance with the university's guidelines, rules, and regulations. The four ethical stages of research were followed, including: designing a good research study, collecting data in an ethical manner, analyzing the data ethically, and disseminating the results of the research ethically. The researcher will inform the organization of the purpose and objectives of the research before collecting any data. The data will not be misinterpreted or misused.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter shows results and interpretation of the collected data. It consists of two sections. The first section discusses about the demographic characteristics of the respondents. The second

section discusses about the main part of the study, the analysis and interpretation of the data those were collected through questionnaire and interview from the selected respondents. Questionnaires were filled by the health care professionals worked at A.A city, hospitals, Moreover the interview was conducted based on prepared guidelines. A total of 380 questionnaires were distributed to the respondents, from the distributed questionnaires 320 were properly filled and returned back, contrary to these 32 questionnaires were discarded due to not properly filled while 26 questionnaires were absent in the hands of respondents and 12 questionnaires were missed, Furthermore, 15 respondents from different department and hospitals were participated in the interview and the data from field survey summarized as follows.

4.1. Socio -Demographic Characteristics of Respondents

Under this section socio-demographic characteristics of respondents were included. Some of the socio-demographic characteristics were age, sex, job position, place of work, income, educational level and service of year.

Table 1: Socio -Demographic characteristics of the respondents,

Variables	Category	Frequency	Percent
Age	20-30	96	30.0
	30-40	99	30.9
	40-50	85	26.6
	More than 50	40	12.5
	Total	320	100
Gender	Male	166	51.9
	Female	154	48.1
	Total	320	100
Education	Diploma	16	5.0
	Bsc degree	127	49.7
	Master's degree	96	30.0
	PHD	81	25.3
	Total	320	100

	Doctor	93	29.1
	Nurse	85	26.6

Job position	Medical laboratory scientist	32	10.0
	Physical Therapist	0	0
	Pharmacist	3	0.9
	Anesthesiologist	35	10.9
	Midwifery	72	22.5
	Total	320	100
Experience	Less than 3 years	26	8.1
	5 yrs	86	26.9
	10 yrs	154	48.1
	Above 10 years	54	16.9
	Total	320	100
Type of Hospital	Public	120	37.5
	Private	200	62.5
	Total	320	100
Department	Emergency	40	12.5
	Medical ward	16	5.0
	Surgical ward	13	4.1
	Intensive care unit	29	9.1
	Orthopedic ward	30	9.4
	Pediatric ward	16	5.0
	Gynecology and labor	35	10.9
	Oncology ward	26	8.1
	Pathology	32	10.0
	Operation Theater	42	13.1
	Outpatient	38	11.9
	Pharmacy	3	0.9
	Total	320	100
Employment status	Full time	299	93.4
	Part-time	16	5.0
	Contract	5	1.6
	Total	320	100
Income	Less than 5,000	8	2.5
	5,000-10,000	47	14.7
	10,000-15,000	160	50.0
	More than 15,000	105	32.8
	Total	320	100

Source; Field survey, 2023

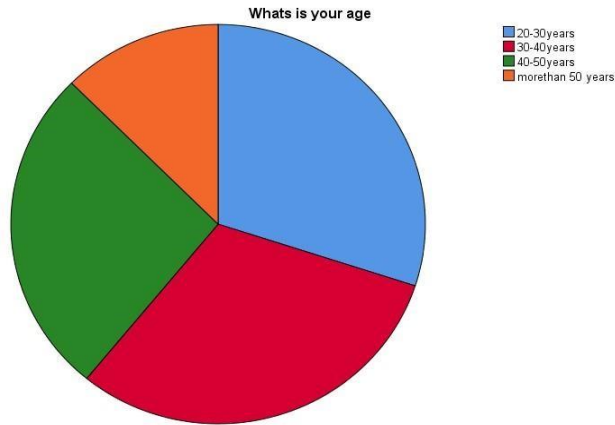


Figure 3: The age of the respondents, Source; Filed survey ,2023

Figure 4, showed that the first socio-demographic characteristics of respondents was age. Regarding to this,96 (30.0%) of the respondents were in the 20-30 age category, 99 (30.9%) of the respondents were in the 30-40 age category, 85(26.6%) of the respondents were in the 40-50 age category, 40(12.5%) of the respondents were in the age of more than 50. From the above information there is no big difference between the respondents age group but it’s possible to say that majority of the age group were in the age category of 20-30 and 30-40 years.

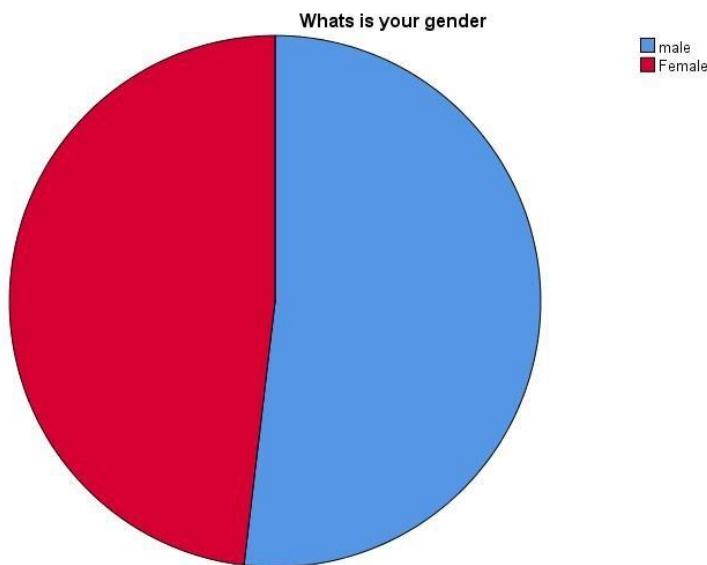


Figure 4: Gender of the respondents, source; Field survey ,2023

Figure 5, showed that the second socio-demographic characteristics was sex. Regarding to this, 166(51.9%) of the respondents were male sex category while 154(48.1%) of the respondents

were female sex category. From the above information, it's possible to say that the majority of respondents were male sex category.

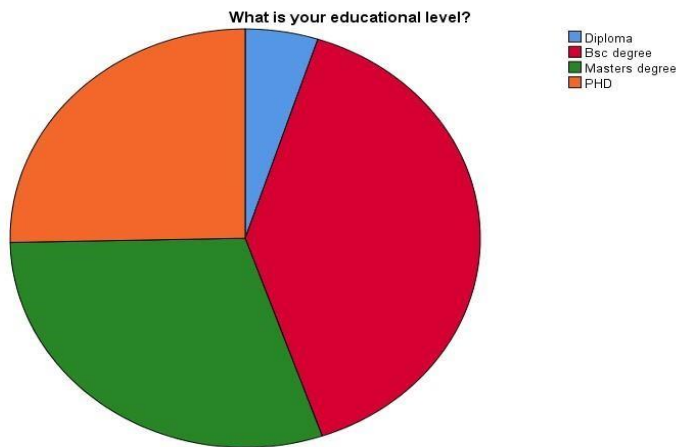


Figure 5: Educational level of the respondents, source; Field survey 2023

Figure 6, showed that the third socio-demographic characteristics was educational level of the respondents. Regarding to this, 16(5.0%) of the respondents were in the category of diploma, 127(49.7%) of the respondents were in the category of Bsc degree, 96(30.0%) of the respondents were in the category of Master's degree, 81(25.3%) of the respondents were in the category of PHD. It's possible to say that majority of respondents in the category of Bsc Degree.

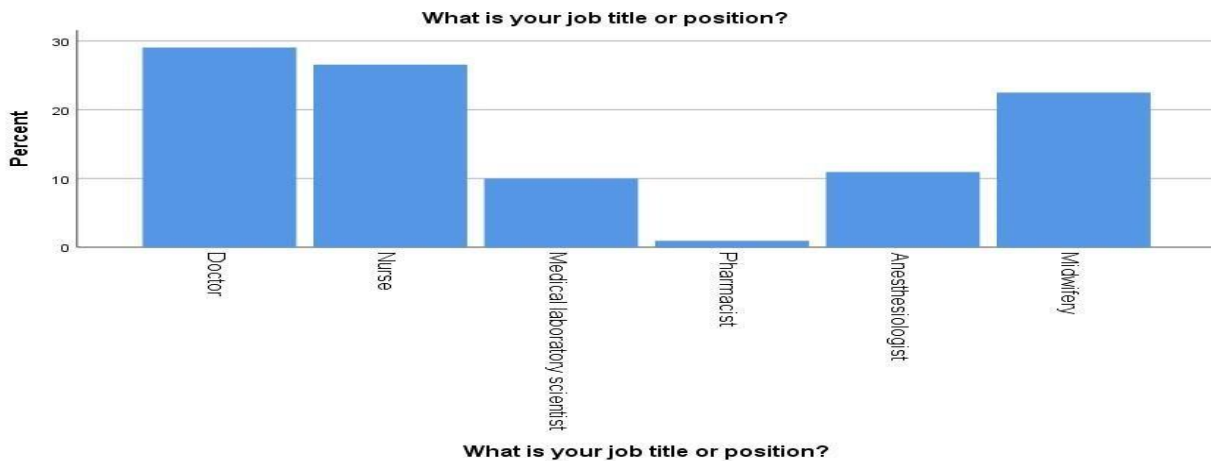


Figure 6: Job title of the respondents, Source; field survey, 2023

Figure 7, showed that the fourth socio-demographic characteristics of respondents was position of the job. Regarding to this, 93(29.1%) of the respondents were in the category of doctor,

85(26.6%) of the respondents were in the category of nurse, 32(10.0%) of the respondents were in the category of medical laboratory scientist, 3(0.9%) of the respondents were in the category of pharmacist, 35(10.9%) of the respondents were in the category of anesthesiologist, 72(22.5%) of the respondents were in the category of midwifery, it's possible to say that the majority of the respondents were doctors.

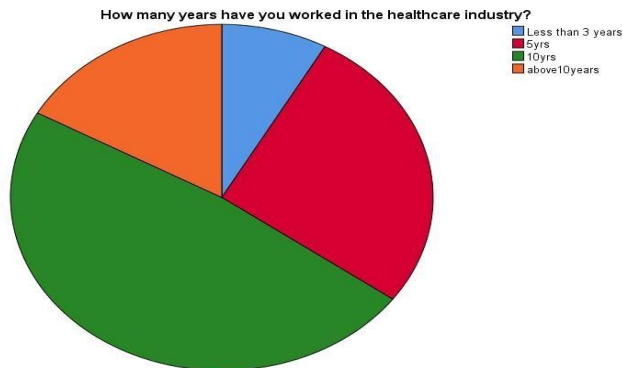


Figure 7: year of work of the respondents, source; field survey ,2023

Figure 8, showed that the fifth socio-demographic characteristics of the respondents were experience of the respondents. Regarding to this, 26(8.1%) of the respondents were in the category of less than 3 years, 86(26.9%) of the respondents were in the category of 5 years, 154(48.1%) of the respondents were in the category of 10 years, 54(16.9%) of the respondents were in the category of above 10 years. From the above information, it's possible to say that the majority of the respondents in the category of 10 years of experiences.



Figure 8: Types of working place of the respondents, Source; field survey, 2023

Figure 9, showed that the types of hospitals the respondents worked in, regarding to this,

120(37.5%) of the respondents were worked in public hospital, 200(62.5%) of the respondents were worked in private hospital, from the above information the majority of the respondents were worked in private hospital.

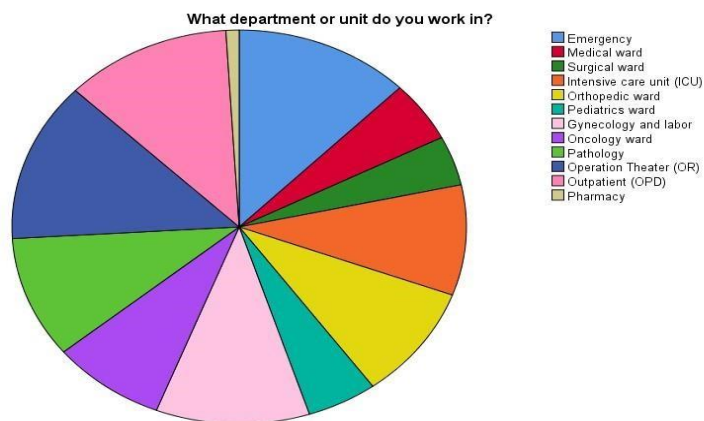


Figure 9: Working department of the respondents , Source; Filed survey, 2023

Figure 10, illustrated that the department or unit employes worked in. Regarding to this, 40(12.5%) of the respondents were worked in Emergency, 16(5.0%) of the respondents were worked in medical ward, 13(4.1%) of the respondents were worked in surgical ward, 29(9.1%) of the respondents were worked in intensive care unit, 30(9.4%) of the respondents were worked in orthopedic ward, 16(5.0%) of the respondents worked in pediatric ward, 35(10.9%) of the respondents were worked in gynecology and labor, 26(8.1%) of the respondents were worked in oncology ward, 32(10.0%) of the respondents were worked in pathology, 42(13.1%) of the respondents were worked in operation theater, 38(11.9%) of the respondents were worked in outpatient, 3(0.9%) of the respondents were worked in pharmacy, from the above information the employees distributed in different departments.

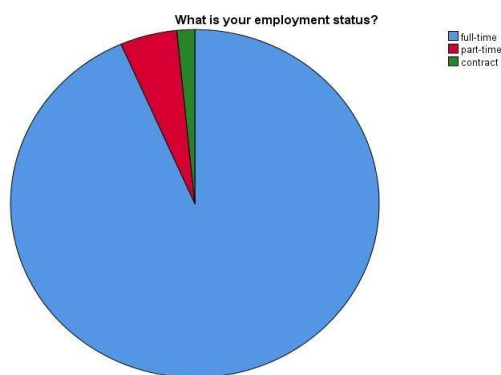


Figure 10: Employment status of the respondents, Source; Field survey,2023

Figure 11, showed that the employment status of the respondents. Regarding to this, 299(93.4%) of the respondents were full-time employee, 16(5.0%) of the respondents were part-time employee, 5(1.6%), 5(1.6%) of the respondents were contract employee. From the above information majority of the respondents were full-time employee.



Figure 11: Income of the respondents, **source; Field survey, 2023**

Figure 12, illustrated that monthly income of the respondents. Regarding to this, 8(2.5%) of the respondents were in the category of less than 5,000, 47(14.7%) of the respondents were in the category of 5,000-10,000, 160(50.0%) of the respondents were in the category of 10,000-15,000, 105(32.8%) of the respondents were in the category of more than 15,000.

4.2. Training and Development Respondent Response

The data obtained from the Field survey summarized as follows

Table 2: The current training and development practices,

No	Statement	VD =1		D= 2		N= 3		S=4		VS=5		Mean	SD
		Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
1	please rate the overall effectiveness of training programs provided in Addis Ababa city hospitals	32	10.0	58	18.1	71	22.2	128	40.0	31	9.7	3.21	1.152
2	How satisfied are you with the training and development opportunities offered by your current hospital?	10	3.1	60	18.8	93	29.1	105	31.5	52	16.3	3.40	1.064
3	How much impact do you think technology enabled training and development programs would have on improving learning outcomes?	7	2.2	37	11.6	43	13.4	147	45.9	86	26.9	3.84	1.019
4	Training and development programs to be integrated with the hospital's overall strategy and goals.	13	4.1	51	15.9	96	30.0	83	25.9	77	24.1	3.50	1.139
5	Please rate the adequacy of resources allocated to training and development activities in your hospital	15	4.7	30	9.4	74	23.1	146	45.6	55	17.2	3.61	1.026
6	How satisfied are you with the feedback mechanisms in place for evaluating the effectiveness	76	23.8	92	28.7	54	16.9	73	22.8	25	7.8	2.62	1.281

7	Increased investment in training and development programs would have on overall organizational performance.	8	2.5	23	7.2	38	11.9	188	58.8	63	19.7	3.86	0.900
8	Training and development programs to include opportunities for practical application of knowledge and skills in the workplace.	25	7.8	43	13.4	49	15.3	125	39.1	78	24.4	3.59	1.213
9	Training and development programs in your hospital align with industry best practices.	38	11.9	29	9.1	67	20.9	100	31.3	86	26.9	3.52	1.298
10	How satisfied are you with the opportunities for career growth and advancement provided by your hospital?	46	14.4	32	10.0	55	17.2	120	37.2	67	20.9	3.41	1.314

Source; Field Survey, 2023

Table 2, showed that respondents report on the current training and development practices in the Addis Ababa city, public and private hospitals. The first statement was about the overall effectiveness of training programs. Regarding to this statement 32(10.0%) of the respondents said strongly dissatisfied, 58(18.1%) of the respondents said dissatisfied, 71(22.2%) of the respondents said neutral, while 128(40.0%) of the respondents said satisfied,31(9.7%) of the respondents said strongly satisfied. From this information, it's possible to say that the overall effectiveness of training programs is provided in a better way.

The second statement was about training and development opportunities. Regarding to this 10(3.1%) of the respondents said strongly dissatisfied, 60(18.8%) of the respondents said dissatisfied, 93(29.1%) of the respondents said neutral, while 105(31.5%) of the respondents said

satisfied, 52(16.3%) of the respondents said strongly satisfied. From this information, it's possible to say that the employees are satisfied by the opportunities offered by their hospitals.

The third statement was the impact of technology on training and development would have on improving learning outcomes. Regarding to this statement 7(2.2%) of the respondents said strongly dissatisfied, 37(11.6%) of the respondents said dissatisfied, 43(13.4%) of the respondents said neutral, while 147(45.9%) of the respondents said satisfied, 86(26.9%) of the respondents said strongly satisfied. From this information, it's possible to say that technology have a great impact to enabled training and development programs and that would help to improve on the learning outcomes.

The fourth statement was the integration of training and development programs with overall goals and strategy. Regarding to this 13(4.1%) of the respondents said strongly dissatisfied, 51(15.9%) of the respondents said dissatisfied, 96(30.0%) of the respondents said neutral, while 83(25.9%) of the respondents said satisfied, 77(24.1%) of the respondents said strongly satisfied. From this information, it's possible to say that majority of the respondents have neutral opinion, while most of the respondents were satisfied based on that training and development programs are integrated with the overall strategy and goals. As we discuss in literature review, one of the critical factors influencing the effectiveness of training programs is the alignment between the training content and organizational goals (Arthur Jr, Bennett, Edens, & Bell, 2003).

The Fifth statement was the adequacy of resources allocated to training and development activities. Regarding to this 15(4.7%) of the respondents said strongly dissatisfied, 30(9.4%) of the respondents said dissatisfied, 74(23.1%) of the respondents said neutral, while 146(45.6%) of the respondents said satisfied, 55(17.2%) of the respondents said strongly satisfied. From this information, it's possible to say that the adequacy of resources for training and development activities are very good.

The sixth statement was the feedback mechanism in place for evaluating the effectiveness of training and development activities. Regarding to this 76(23.8%) of the respondents said strongly dissatisfied, 92(28.7%) of the respondents said dissatisfied, 54(16.9%) of the respondents said neutral, while 73(22.8%) of the respondents said satisfied, 25(7.8%) of the respondents said

strongly satisfied. From this information, it's possible to say that the respondents are dissatisfied about the feedback mechanisms for evaluating the effectiveness of training and development.

The seventh statement was increased investment on the programs of training and development have overall organizational performance. Regarding to this 8(2.5%) of the respondents said strongly dissatisfied, 23(7.2%) of the respondents said dissatisfied, 38(11.9%) of the respondents said neutral, while 188(58.8%) of the respondents said satisfied, 63(19.7%) of the respondents said strongly satisfied. From this information, it's possible to say that increased investment on training and development programs have a great impact on organizational performance. According to a study by DeCenzo and Robbins (2016), employees who receive training and development opportunities feel more valued and supported by their organization. This, in turn, leads to increased job satisfaction and motivation, which can improve employee performance and productivity.

The eighth statement was training and development programs to include opportunities for practical application of knowledge and skills. Regarding to this 25(7.8%) of the respondents said strongly dissatisfied, 43(13.4%) of the respondents said dissatisfied, 49(15.3%) of the respondents said neutral, while 125(39.1%) of the respondents said satisfied, 78(24.4%) of the respondents said strongly satisfied. From this information, it's possible to say that training and development programs include practical application of knowledge and skills in the work place.

The ninth statement was the alignment of training and development programs with industry best practices. Regarding to this 38(11.9%) of the respondents said strongly dissatisfied, 29(9.1%) of the respondents said dissatisfied, 67(20.9%) of the respondents said neutral, while 100(31.3%) of the respondents said satisfied, 86(26.9%) of the respondents said strongly satisfied. From this information, it's possible to say that the training and development programs have good alignment with the industry's best practices. According to Phillips and Pulliam (2012), alignment with business strategy is critical in ensuring that the training program is relevant and valuable to the organization.

The tenth statement was the opportunities for career growth and advancement. Regarding to this 46(14.4%) of the respondents said strongly dissatisfied, 32(10.0%) of the respondents said dissatisfied, 55(17.2%) of the respondents said neutral, while 120(37.2%) of the respondents said

satisfied, 67(20.9%) of the respondents said strongly satisfied. From this information, it's possible to say that the respondents would have opportunities for their career.

In addition to this, the interviewee reported that

In Addis Ababa, both the public and private hospitals have implemented various training programs and initiatives to enhance the skills and knowledge of healthcare professionals. Some of these initiatives include: Continuous Medical Education (CME) Programs: These programs aim to provide ongoing education and training opportunities for healthcare professionals, Residency Programs: Addis Ababa's hospitals offer residency programs for medical graduates. These programs provide structured training in various medical specialties, such as internal medicine, surgery, pediatrics, and obstetrics and gynecology. Residents work under the supervision of experienced physicians and gain practical skills through hands-on clinical experience, Clinical Skills Training: Hospitals in Addis Ababa conduct regular clinical skills training sessions to improve the practical abilities of healthcare professionals, Collaborative Partnerships: Addis Ababa's hospitals often collaborate with international organizations, universities, and medical institutions to develop training programs. These partnerships bring expertise and resources to the local healthcare system. They may involve faculty exchange programs, joint research projects, and specialized training opportunities for healthcare professionals, In-service Training: The public and private hospitals organize in-service training programs to update healthcare professionals on specific healthcare policies, procedures, and guidelines. It's worth noting that the specific programs and initiatives may vary among different hospitals and healthcare institutions in Addis Ababa. However, these examples highlight the broad range of training opportunities available to healthcare professionals in the city.

(June 12,2023)

Table 3: How do the training and development practices affect employee performance and productivity.

N O	Statement	VD=1		D=2		N=3		S=4		VS=5		Mean	S D
		Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
1	Training and development programs contribute to improving employee performance.	2	0.6	8	2.5	33	10.3	113	35.3	164	51.2	4.34	0.811
2	Training and development programs have impact on employee job satisfaction.	13	4.1	24	7.5	42	13.1	184	57.5	57	17.8	3.78	0.963
3	Training and development programs contribute to improving employee retention.	12	3.8	18	5.6	38	11.9	156	48.8	96	30.0	3.96	0.991
4	Training and development programs have impact on employee motivation.	9	2.8	21	6.6	56	17.5	132	41.3	102	31.9	3.93	1.004

5	Training and development programs align with the skills and knowledge needed for employees to perform their job duties effectively.	13	4.1	17	5.3	76	23.8	148	46.3	66	20.6	3.74	0.979
6	How satisfied are you with the opportunities for career development and advancement provided by your hospital	53	16.6	97	30.3	92	28.7	40	12.5	38	11.9	2.73	1.223
7	Training and development programs contribute to improving the quality of patient care.	14	4.4	18	5.6	40	12.5	108	33.8	140	43.8	4.07	1.086
8	Training and development programs have impact on the efficiency and productivity of employees.	8	2.5	12	3.8	30	9.4	159	49.7	111	34.7	4.10	0.899
9	Training and development programs address the current and future needs of the hospital and the healthcare industry.	19	5.9	34	10.6	65	20.3	128	40.0	74	23.1	3.64	1.125

10	How satisfied are you with the overall quality and effectiveness of the training and development programs provided by your hospital.	67	20.9	104	32.5	94	29.4	25	7.8	30	9.4	2.52	1.180
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Source; Field Survey, 2023

Table 3; showed that training and development practices that affect employee performance and productivity. The first statement was about the contribution of training and development to improve employee performance. Regarding to this statement 2(0.6%) of the respondents said strongly dissatisfied, 8(2.5%) of the respondents said dissatisfied, 33(10.3%) of the respondents said neutral, while 113(35.3%) of the respondents said satisfied,164(51.2%) of the respondents said strongly satisfied. From this information, it's possible to say that training and development programs have contribution on improving employee performance.

The second statement was the impact of training and development on employee retention. Regarding to this 13(4.1%) of the respondents said strongly dissatisfied, 24(7.5%) of the respondents said dissatisfied, 42(13.1%) of the respondents said neutral, while 184(57.5%) of the respondents said satisfied, 57(17.8%) of the respondents said strongly satisfied. From this information, it's possible to say that training and development have impact on employee job satisfaction. According to a study by Noe (2017), employees who receive training and development opportunities are more skilled and knowledgeable, which enables them to perform their jobs better. This, in turn, can lead to increased productivity, efficiency, and effectiveness.

The third statement was the impact of training and development on employee retention. Regarding to this statement 12(3.8%) of the respondents said strongly dissatisfied, 18(5.6%) of the respondents said dissatisfied, 38(11.9%) of the respondents said neutral, while 156(48.8%) of the respondents said satisfied, 96(30.0%) of the respondents said strongly satisfied. From this information, it's possible to say that training and development have a great impact on employee retention. According to a study by KPMG (2019), employees are more likely to stay with an organization that invests in their development.

The fourth statement was the impact of training and development on employee motivation. Regarding to this 9(2.8%) of the respondents said strongly dissatisfied, 21(6.6%) of the respondents said dissatisfied, 56(17.5%) of the respondents said neutral, while 132(41.3%) of the respondents said satisfied, 102(31.9%) of the respondents said strongly satisfied. From this information, it's possible to say that training and development have impact on employee motivation.

The Fifth statement was the alignment of training and development with skills and knowledge. Regarding to this 13(4.1%) of the respondents said strongly dissatisfied, 17(5.3%) of the respondents said dissatisfied, 76(23.8%) of the respondents said neutral, while 148(46.3%) of the respondents said satisfied, 66(20.6%) of the respondents said strongly satisfied. From this information, it's possible to say that the training and development programs are align with the skills and knowledge that needed for employees to perform the job duties effectively.

The sixth statement was the opportunities for career development and advancement. Regarding to this, 53(16.6%) of the respondents said strongly dissatisfied, 97(30.3%) of the respondents said dissatisfied, 92(28.7%) of the respondents said neutral, while 40(12.5%) of the respondents said satisfied, 38(11.9%) of the respondents said strongly satisfied. From this information, it's possible to say that the respondents are dissatisfied about the opportunities for career development and advancement provided by the employee working place.

The seventh statement was training and development programs contribute to improving the quality of patient care. Regarding to this, 14(4.4%) of the respondents said strongly dissatisfied, 18(5.6%) of the respondents said dissatisfied, 40(12.5%) of the respondents said neutral, while 108(33.8%) of the respondents said satisfied, 140(43.8%) of the respondents said strongly satisfied. From this information, it's possible to say that training and development programs have impact on the efficiency and productivity of employees.

The eighth statement was training and development programs have impact on efficiency and productivity. Regarding to this, 8(2.5%) of the respondents said strongly dissatisfied, 12(3.8%) of the respondents said dissatisfied, 30(9.4%) of the respondents said neutral, while 159(49.7%) of the respondents said satisfied, 111(34.7%) of the respondents said strongly satisfied. From this

information, it's possible to say that training and development programs have impact on efficiency and productivity of employees.

The ninth statement was the current and future needs of training and development. Regarding to this, 19(5.9%) of the respondents said strongly dissatisfied, 34(10.6%) of the respondents said dissatisfied, 65(20.3%) of the respondents said neutral, while 128(40.0%) of the respondents said satisfied, 74(23.1%) of the respondents said strongly satisfied. From this information, it's possible to say that training and development address the current and future needs of the hospitals and healthcare industry.

The tenth statement was the overall quality and effectiveness of the training and development of the training and development programs provided. Regarding to this ,67(20.9%) of the respondents said strongly dissatisfied, 104(32.5%) of the respondents said dissatisfied, 94(29.4%) of the respondents said neutral, while 25(7.8%) of the respondents said satisfied, 30(9.4%) of the respondents said strongly satisfied. From this information, most of the respondents are dissatisfied by the overall quality and effectiveness of the training and development programs provided by the employees working place.

In addition to this, the interviewee reported that

Healthcare professionals in Addis Ababa city's public and private hospitals generally perceive training and development practices as highly impactful on their individual performance and productivity. These practices are recognized for their positive influence on the following aspects: Enhanced Knowledge and Skills: Training and development programs provide healthcare professionals with opportunities to acquire new knowledge, learn advanced techniques, and stay updated with the latest medical advancements, Improved Patient Care: Healthcare professionals understand that training and development directly contribute to improving patient care outcomes. By acquiring new skills, staying up-to-date with evidencebased practices, and enhancing their clinical decision-making abilities, professionals can provide more accurate diagnoses, effective treatments, and personalized care to their patients. This leads to better health outcomes and increased patient satisfaction, Increased Job Satisfaction: Training and development initiatives contribute to the professional growth and job satisfaction of healthcare professionals. When individuals feel that they are continually growing and developing their skills, they experience a greater sense of fulfillment in their roles. This, in turn, positively impacts their motivation, job engagement, and overall job satisfaction. Professionals appreciate employers who invest in their continuous development and recognize the value of their expertise, Confidence and Competence: Through training and development practices, healthcare professionals gain confidence in their abilities and improve their overall competence. This confidence translates into improved performance, as professionals feel better equipped to handle complex cases,

make informed decisions, and respond effectively to challenging situations. The sense of competence enhances their overall productivity and job performance, Professional Networking and Collaboration: Training and development initiatives often provide opportunities for healthcare professionals to interact with colleagues from different specialties, institutions, and even international experts. This networking fosters collaboration, knowledge sharing, and the exchange of best practices. Professionals appreciate the chance to build a network of peers, collaborate on research projects, and engage in interdisciplinary teamwork, ultimately leading to improved patient care, Career Advancement Opportunities: Training and development practices create avenues for career advancement within the healthcare sector. By continuously upgrading their skills and knowledge, professionals become eligible for promotions, leadership positions, and specialized roles. They recognize that these opportunities not only enhance their professional growth but also provide them with a sense of achievement and recognition, Overall, healthcare professionals perceive training and development practices as instrumental in their individual performance and productivity. These practices enable them to provide better patient care, enhance their professional growth, and contribute to their overall job satisfaction.

(June12,2023)

Table 4: The challenges and barriers to effective training and development practices.

N o	Statement y	VD=1		D=2		N=3		S=4		VS=5		Mean	SD
		Frequenc y	Percent y	Frequenc y	Percent y	Frequenc y	Percent y	Frequenc y	Percent y	Frequenc y	Percent y		
1	Limited budget and resources hinder effective training and development programs.	8	2.5	10	3.1	60	18.8	144	45.0	98	30.6	3.98	0.920
2	The level of support and buy-in from hospital leadership in implementing effective training and development practices.	30	9.4	10 9	34.1	43	13.4	96	30.0	42	13.1	3.03	1.243

3	Inadequate training facilities and equipment impact the effectiveness of training and development programs.	9	2.8	12	3.8	58	18.1	139	43.4	102	31.9	3.98	0.952
4	The level of employee engagement and participation in training and development programs.	12	3.8	18	5.6	64	20.0	102	31.9	124	38.8	3.96	1.073
5	Language and communication barriers hinder effective training and development programs.	16	5.0	34	10.6	76	23.8	126	39.4	68	21.3	3.61	1.086
6	The level of support provided by supervisors and managers in encouraging employee participation in training and development programs.	14	4.4	15 6	48.8	74	23.1	52	16.3	24	7.5	2.74	1.029
7	Lack of time and scheduling conflicts impact the effectiveness of training and development programs.	2	0.6	6	1.9	54	16.9	161	50.3	97	30.3	4.08	0.774

8	How would you rate the level of alignment between training and development programs and the hospital's overall strategic goals and objectives.	34	10.6	62	19.4	102	31.9	93	29.1	29	9.1	3.07	1.128
9	Limited access to training and development opportunities hinders employee growth and development.	19	5.9	32	10.0	48	15.0	120	37.5	101	31.6	3.79	1.166

Source; Field Survey, 2023

Table 4; challenges and barriers to effective training and development practices in the Addis Ababa city, public and private hospitals. The first statement was about limited budget and resources hinder effective training and development programs. Regarding to this statement, 8(2.5%) of the respondents said strongly dissatisfied, 10(3.1%) of the respondents said dissatisfied,

60(18.8%) of the respondents said neutral, while 144(45.0%) of the respondents said satisfied, 98(30.6%) of the respondents said strongly satisfied. From this information, it's possible to say that limited budget and resources hinder the effectiveness of training and development.

The second statement was about the level of support from hospital leadership for implementing the effectiveness of training and development. Regarding to this 30(9.4%) of the respondents said strongly dissatisfied, 109(34.1%) of the respondents said dissatisfied, 43(13.4%) of the respondents said neutral, while 96(30.0%) of the respondents said satisfied, 42(13.1%) of the respondents said strongly satisfied. From this information, it's possible to say that there is not enough support from hospital leadership for implementing effective training and development.

The third statement was the adequacy of training facilities and equipment have impact on the effectiveness of training and development programs. Regarding to this statement, 9(2.8%) of the respondents said strongly dissatisfied, 12(3.8%) of the respondents said dissatisfied, 58(13.4%) of the respondents said neutral, while 139(43.4%) of the respondents said satisfied, 102(31.9%) of the respondents said strongly satisfied. From this information, it's possible to say that inadequate training facilities and equipment have a great impact on the effectiveness of training and development.

The fourth statement was the level of employee engagement and participation in training and development programs. Regarding to this, 12(3.8%) of the respondents said strongly dissatisfied, 18(5.6%) of the respondents said dissatisfied, 64(20.0%) of the respondents said neutral, while 102(31.9%) of the respondents said satisfied, 124(38.8%) of the respondents said strongly satisfied. From this information, it's possible to say that there is high level of employee engagement and participation. According to Silzer and Dowell (2010), employee engagement is critical in ensuring that training programs are successful and that employees are willing to apply the skills and knowledge they have acquired.

The Fifth statement was language and communication barriers hinder effective training and development programs. Regarding to this, 16(5.0%) of the respondents said strongly dissatisfied, 34(10.6%) of the respondents said dissatisfied, 76(23.8%) of the respondents said neutral, while 126(39.4%) of the respondents said satisfied, 68(21.3%) of the respondents said strongly satisfied.

From this information, it's possible to say that language and communication barriers inhibit the effectiveness of training and development.

The sixth statement was the level of support provided by supervisors and managers encourage employee participation in training and development. Regarding to this 14(4.4%) of the respondents said strongly dissatisfied, 156(48.8%) of the respondents said dissatisfied, 74(23.1%) of the respondents said neutral, while 52(16.3%) of the respondents said satisfied, 24(7.5%) of the respondents said strongly satisfied. From this information, it's possible to say that most of the respondents are dissatisfied by the level of support provided by managers.

The seventh statement was the lack of time scheduling have impact on the effectiveness of training and development programs. Regarding to this 2(0.6%) of the respondents said strongly dissatisfied, 6(1.9%) of the respondents said dissatisfied, 54(16.9%) of the respondents said neutral, while 161(50.3%) of the respondents said satisfied, 97(30.3%) of the respondents said strongly satisfied.

From this information, it's possible to say that lack of time scheduling have a great impact on the effectiveness of training and development programs.

The eighth statement was the level of alignment between training and development programs with the hospitals overall strategic goals and objectives. Regarding to this, 34(10.6%) of the respondents said strongly dissatisfied, 62(19.4%) of the respondents said dissatisfied, 102(31.9%) of the respondents said neutral, while 93(29.1%) of the respondents said satisfied, 29(9.1%) of the respondents said strongly satisfied. From this information, it's possible to say that majority of the respondents having neutral opinion but according to the respondent's response there is a moderate level of alignment between training and development programs and the hospitals overall strategic goals and objectives.

The ninth statement was limited access to training and development opportunities hinders employee growth and development. Regarding to this 19(5.9%) of the respondents said strongly dissatisfied, 32(10.0%) of the respondents said dissatisfied, 48(15.0%) of the respondents said neutral, while 120(37.5%) of the respondents said satisfied, 101(31.6%) of the respondents said strongly satisfied. From this information, it's possible to say that shortage of opportunities and limited access hinder employee growth and development.

In addition to this, the interviewee reported that

..... healthcare organizations in Addis Ababa city face several challenges and barriers when implementing effective training and development practices for their employees. Some of the major challenges include: Limited Resources: Many healthcare organizations in Addis Ababa operate with limited financial and human resources. Allocating sufficient funds and staff for training programs can be challenging. Limited budgets may restrict the availability of training materials, access to specialized trainers, and investment in technology-driven training methods. This resource constraint can hinder the implementation of comprehensive and high-quality training initiatives, Time Constraints: Healthcare professionals often have demanding work schedules, especially in a busy city like Addis Ababa. Finding dedicated time for training and development amidst their daily responsibilities can be difficult. Healthcare organizations need to strike a

balance between providing training opportunities and ensuring that patient care is not compromised. Time constraints can limit the frequency and duration of training programs, potentially impacting their effectiveness, Staffing Shortages: The shortage of healthcare professionals, especially in specialized fields, poses a challenge to training and development efforts. When organizations are already struggling to meet patient demands, allocating staff members to training programs can strain the workforce further. The need to maintain adequate staffing levels for uninterrupted patient care can result in limited availability of healthcare professionals for training purposes, Resistance to Change: Implementing new training and development practices may face resistance from healthcare professionals who are accustomed to established routines and traditional approaches. Resistance to change can stem from a lack of awareness about the benefits of training, skepticism about the relevance of new methods, or concerns about additional workload. Overcoming resistance and fostering a culture of continuous learning and development may require effective communication, stakeholder engagement, and demonstrating the value of training to individuals and the organization. Infrastructure and Technological Limitations: In some cases, healthcare organizations in Addis Ababa may face infrastructure and technological limitations that hinder the implementation of effective training practices. Limited access to up-to-date medical equipment, inadequate IT infrastructure, and unreliable internet connectivity can affect the delivery of training programs. Organizations may need to invest in upgrading infrastructure and technology to ensure seamless and effective training delivery, Evaluation and Accountability: Measuring the effectiveness and impact of training programs can be challenging for healthcare organizations. It is essential to establish evaluation mechanisms to assess the outcomes of training initiatives and their influence on employee performance and patient care. Gathering feedback from participants and incorporating their suggestions for improvement can enhance accountability and ensure continuous enhancement of training practices. Despite these challenges, healthcare organizations can overcome them by proactive planning, resource mobilization, stakeholder engagement, and a commitment to a culture of continuous learning and development. Overcoming these barriers can result in improved employee performance, enhanced patient care, and the overall advancement of the healthcare sector.

(June,17,2023)

Table 5: Training and development practices in private hospitals compare to those in public hospitals in Addis Ababa City.

NO	Statement	VD=1		D=2		N=3		S=4		VS=5		Mean	SD
		Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
1	How effective do you think the training and development practices are in private hospitals compared to public hospitals in Addis Ababa City.	46	14.4	61	19.1	63	19.7	96	30.0	54	16.9	3.16	1.312
2	How would you rate the quality and relevance of training and development programs provided by private hospitals compared to public hospitals.	29	9.1	89	27.8	50	15.6	86	26.9	66	20.6	3.22	1.300
3	How much do you think private hospitals invest in training and development programs compared to public hospitals.	10	3.1	40	12.5	43	13.4	130	40.6	97	30.3	3.83	1.092
4	The level of employee engagement and participation in training and development programs in private hospitals compared to public hospitals.	9	2.8	54	16.9	68	21.3	102	31.9	87	27.2	3.64	1.134
5	The opportunities for career development and advancement provided by private hospitals	12	3.8	92	28.7	95	29.7	95	29.7	26	8.1	3.10	1.026

6	Training and development programs in private hospitals contribute to improving the quality of patient care compared to public hospitals.	44	13.8	68	21.3	92	28.7	63	19.7	53	16.6	3.04	1.275
7	Private hospitals address the current and future needs of the healthcare industry compared to public hospitals.	22	6.9	64	20.0	78	24.4	97	30.3	59	18.4	3.33	1.187
8	The overall quality and effectiveness of the training and development programs provided by private hospitals compared to public hospitals.	26	8.1	71	22.2	35	10.9	95	29.7	93	29.1	3.49	1.330

Source; Field Survey, 2023

Table 5; showed that respondents report on the effectiveness of training and development practices compared to, public and private hospitals. The first statement was about the effectiveness of training and development programs compared to public and private hospitals. Regarding to this statement 46(14.4%) of the respondents said strongly dissatisfied, 61(19.1%) of the respondents said dissatisfied, 63(19.7%) of the respondents said neutral, while 96(30.0%) of the respondents said satisfied,54(16.9%) of the respondents said strongly satisfied. From this information, it's possible to say that compared to public hospitals private hospitals have effective training and development practices.

The second statement was about the quality and the relevance of private hospitals training and development programs provided compared to public hospitals. Regarding to this 29(9.1%) of the respondents said strongly dissatisfied, 89(27.8%) of the respondents said dissatisfied, 50(15.6%) of the respondents said neutral, while 86(26.9%) of the respondents said satisfied, 66(20.6%) of the respondents said strongly satisfied. From this information, it's possible to say that the

comparison of public hospitals and private hospitals both have almost same quality and relevance of training and development programs.

The third statement was compared to public hospitals how much private hospitals invest on training and development programs. Regarding to this statement ,10(3.1%) of the respondents said strongly dissatisfied, 40(12.5%) of the respondents said dissatisfied, 43(13.4%) of the respondents said neutral, while 130(40.6%) of the respondents said satisfied, 97(30.3%) of the respondents said strongly satisfied. From this information, it's possible to say that compared to public hospitals private hospitals have a great investment on training and development programs.

The fourth statement was the level of employee engagement and participation of private in training and development compared to public hospitals. Regarding to this, 9(2.8%) of the respondents said strongly dissatisfied, 54(16.9%) of the respondents said dissatisfied, 68(21.3%) of the respondents said neutral, while 102(31.9%) of the respondents said satisfied, 87(27.2%) of the respondents said strongly satisfied. From this information, it's possible to say that private hospitals have grate engagement and participation than public hospitals.

The Fifth statement was the opportunities for career and development provided by private hospitals compared to public hospitals. Regarding to this 12(3.8%) of the respondents said strongly dissatisfied, 92(28.7%) of the respondents said dissatisfied, 95(29.7%) of the respondents said neutral, while 95(29.7%) of the respondents said satisfied, 26(8.1%) of the respondents said strongly satisfied. From this information, it's possible to say that both private and public hospitals have equal opportunities.

The sixth statement was the training and development programs in private hospitals contribute to improving the quality of patient care compared to public hospitals. Regarding to this 44(13.8%) of the respondents said strongly dissatisfied, 68(21.3%) of the respondents said dissatisfied, 92(28.7%) of the respondents said neutral, while 63(19.7%) of the respondents said satisfied, 53(16.6%) of the respondents said strongly satisfied. From this information, it's possible to say that the majority of the respondents having neutral opinion, but both public and private hospitals agreed on the contribution of training and development programs to improving the quality of patient care.

The seventh statement was private hospitals address the current and future needs of healthcare industry compared to public hospitals. Regarding to this, 22(6.9%) of the respondents said strongly dissatisfied, 64(20.0%) of the respondents said dissatisfied, 78(24.4%) of the respondents said neutral, while 97(30.3%) of the respondents said satisfied, 59(18.4%) of the respondents said strongly satisfied. From this information, it's possible to say that private hospitals address the current and future needs of health care compared to public hospitals.

The eighth statement was the overall quality and effectiveness of the training and development programs. Regarding to this 26(8.1%) of the respondents said strongly dissatisfied, 71(22.2%) of the respondents said dissatisfied, 35(10.9%) of the respondents said neutral, while 95(29.7%) of the respondents said satisfied, 93(29.1%) of the respondents said strongly satisfied. From this information, it's possible to say that the overall quality and effectiveness of the training and development programs of public hospitals is greater than private hospitals.

4.3 Results of Inferential Statistics

4.3.1 Correlation analysis

The study set to determine the relationship of effectiveness of training and development practices, dependent variable with current training and development practices, employee performance and productivity, challenges and barriers to effective training and development, internationalization of the healthcare sector which is independent variables. The correlation coefficient is a statistical measure that quantifies the strength and direction of the linear relationship between two variables. The most commonly used correlation coefficient is the Pearson correlation coefficient, The Pearson correlation coefficient, an essential statistical measure, allows us to quantify the strength and direction. The Pearson correlation coefficient, often referred to as Pearson's r , is a statistical measure that quantifies the strength and direction of the linear relationship between two continuous variables. Named after the eminent statistician Karl Pearson, this coefficient is widely used to assess the association between variables in various fields. The Pearson correlation coefficient, denoted by " r ," ranges from -1 to +1, indicating the strength and direction of the linear relationship between two variables. One commonly referenced source for interpreting the strength of correlation is a study by Evans (1996), which proposed the following general guidelines for interpreting the strength of correlation coefficients:

0.00 to 0.19: Very weak or negligible correlation

0.20 to 0.39: Weak correlation

0.40 to 0.59: Moderate correlation

0.60 to 0.79: Strong correlation

0.80 to 1.00: Very strong correlation

4.3.2. The relationship between the variables

The correlation matrix between variables as it indicated in the table below were analyzed as follow:

1. Training and development programs to include opportunities for practical application of knowledge and skills in the workplace:

- There is a positive correlation of 0.662 with the impact on the efficiency and productivity of employees. This suggests that when training and development programs include practical application opportunities, it tends to have a positive impact on the efficiency and productivity of employees.
- There is a negative correlation of -0.202 with inadequate training facilities and equipment. This indicates that when training facilities and equipment are inadequate, it can negatively affect the effectiveness of training and development programs.
- There is a positive correlation of 0.308 with the training and development of healthcare professionals in Ethiopia being helpful to the internationalization of the healthcare sector. This suggests that when healthcare professionals in Ethiopia receive training and development, it tends to contribute positively to the internationalization of the healthcare sector.

2. Training and development programs have an impact on the efficiency and productivity of employees:

- There is a positive correlation of 0.662 with the inclusion of practical application opportunities in training and development programs. This implies that when training and development programs have opportunities for practical application, they are more likely to have a positive impact on the efficiency and productivity of employees.

- There is a negative correlation of -0.422 with inadequate training facilities and equipment. This suggests that when there are inadequate training facilities and equipment, it can negatively affect the impact of training and development programs on the efficiency and productivity of employees.
 - There is a positive correlation of 0.575 with the training and development of healthcare professionals in Ethiopia being helpful to the internationalization of the healthcare sector. This implies that when healthcare professionals in Ethiopia receive training and development, it tends to contribute positively to the internationalization of the healthcare sector.
3. Inadequate training facilities and equipment impact the effectiveness of training and development programs:
- There is a negative correlation of -0.202 with the inclusion of practical application opportunities in training and development programs. This suggests that inadequate training facilities and equipment can have a negative impact on the effectiveness of training and development programs.
 - There is a negative correlation of -0.422 with the impact of training and development programs on the efficiency and productivity of employees. This implies that inadequate training facilities and equipment can negatively affect the impact of training and development programs on the efficiency and productivity of employees.
 - There is a positive correlation of 0.154 with the training and development of healthcare professionals in Ethiopia being helpful to the internationalization of the healthcare sector. This indicates that inadequate training facilities and equipment may have a limited impact on the internationalization of the healthcare sector.
4. Training and development of healthcare professionals in Ethiopia is helpful to the internationalization of the healthcare sector:
- There is a positive correlation of 0.308 with the inclusion of practical application opportunities in training and development programs. This suggests that when training and development programs include practical application opportunities, it tends to contribute

positively to the training and development of healthcare professionals in Ethiopia, which, in turn, helps with the internationalization of the healthcare sector.

- There is a positive correlation of 0.575 with the impact of training and development programs on the efficiency and productivity of employees. This indicates that when training and development programs have a positive impact on the efficiency and productivity of employees, it tends to contribute to the training and development of healthcare professionals in Ethiopia and the internationalization of the healthcare sector.
- There is a positive correlation of 0.154 with inadequate training facilities and equipment. This suggests that despite inadequate training facilities and equipment, the training and development of healthcare professionals in Ethiopia still has some positive impact on the internationalization of the healthcare sector.

The correlation coefficients range from -1 to 1, where a value of 1 represents a perfect positive correlation, 0 represents no correlation, and -1 represents a perfect negative correlation. The significance values (Sig.) indicate whether the correlations are statistically significant. In this case, the correlations appear to be statistically significant as indicated by the small p-values (less than

0.05). The sample size (N) is 320 for all correlations.

Table 6: Correlations Analysis

		Correlations			
		Training and development programs to include opportunities for practical application of knowledge and skills in the workplace	Training and development programs have impact on the efficiency and productivity of employees.	Inadequate training facilities and equipment impact the effectiveness of training and development programs.	Training and development of healthcare professionals in Ethiopia is helpful to the healthcare sector.
Training and development programs to include opportunities for practical application of knowledge and skills in the workplace	Pearson Correlation	1	.662	-.202	.308
	Sig. (2-tailed)		.000	.015	.000
	N	320	320	320	320
Training and development programs have impact on the efficiency and productivity of employees.	Pearson Correlation	.662	1	-.422	.575
	Sig. (2-tailed)	.000		.000	.000
	N	320	320	320	320
Inadequate training facilities	Pearson Correlation	-.202	-.422	1	.154

and equipment impact the effectiveness of training and development programs.	Sig. (2-tailed)	.015	.000		.028
	N	320	320	320	320
Training and development of healthcare professionals in Ethiopia is helpful to the healthcare sector.	Pearson Correlation	.308	.575	.154	1
	Sig. (2-tailed)	.000	.000	.028	
	N	320	320	320	320

Source; Field Survey, 2023

4.4. Linear Regression Analysis

Linear regression is a statistical modeling technique that aims to establish a linear relationship between a dependent variable (effectiveness of training and development practices) and one or more independent variables (current training and development practices, employee performance and productivity, challenges and barriers to effective training and development, internationalization of the healthcare sector). It assumes that there is a linear association between the variables under consideration. The primary objective of linear regression analysis is to estimate the parameters of the linear equation that best describes the relationship between the variables. The linear equation represents the mathematical relationship between the dependent and independent variables. In simple linear regression, there is only one independent variable, while multiple linear regression involves more than one independent variable. The equation takes the form: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k$, where Y is the dependent variable, X_1, X_2, \dots, X_k are the independent variables, and $\beta_0, \beta_1, \beta_2, \dots, \beta_k$ are the regression coefficients. The regression coefficients, denoted as $\beta_0, \beta_1, \beta_2, \dots, \beta_k$, quantify the impact of each independent variable on the dependent variable. They represent the slope of the regression line and indicate how much the dependent variable changes for a unit change in the corresponding independent variable, holding other variables constant.

4.4.1 Multiple Regression Results of training and development

Table 7 Analysis model summary model

Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.640 ^a	.410	.404	.781	.410	73.110	3	316	.000

a. Predictors: (Constant), Training and development programs contribute to improving employee performance., Training and development of healthcare professionals in Ethiopia is helpful to the healthcare sector., The level of employee engagement and participation in training and development programs.

b. Dependent Variable: the overall effectiveness of training programs provided in Addis Ababa city hospitals

Source; Field Survey, 2023

a. Predictors: (Constant), Training and development programs contribute to improving employee performance., Training and development of healthcare professionals in Ethiopia is helpful to the internationalization of the healthcare sector., The level of employee engagement and participation in training and development programs.

b. Dependent Variable: please rate the overall effectiveness of training programs provided in Addis Ababa city hospitals

The given multiple regression model aims to predict the overall effectiveness of training programs provided in Addis Ababa city hospitals based on three predictors:

1. Training and development programs contribute to improving employee performance.
2. Training and development of healthcare professionals in Ethiopia is helpful to the internationalization of the healthcare sector.
3. The level of employee engagement and participation in training and development programs.

The model summary provides the following information:

- R: The correlation coefficient (also known as the Pearson's correlation coefficient) measures the strength and direction of the linear relationship between the predictors and the dependent variable. In this case, the R value is 0.640, indicating a moderate positive correlation between the predictors and the effectiveness of training programs.

- R Square: Also known as the coefficient of determination, R Square represents the proportion of the variance in the dependent variable that can be explained by the predictors. In this model, R Square is 0.410, which means that 41% of the variance in the overall effectiveness of training programs can be accounted for by the three predictors.
- Adjusted R Square: This value adjusts R Square for the number of predictors and the sample size. It helps prevent overfitting by penalizing the addition of unnecessary predictors. The Adjusted R Square in this model is 0.404.
- Std. Error of the Estimate: This is an estimate of the standard deviation of the residuals, which represents the average distance between the observed values and the predicted values by the regression model. In this case, the standard error of the estimate is 0.781.
- Change Statistics: This section provides information about the change in the model's performance when predictors are added. The R Square Change is 0.410, indicating the increase in the proportion of variance explained by the predictors when compared to the null model (a model with no predictors). The F Change value of 73.110 represents the change in the F-statistic when predictors are added.

Overall, this multiple regression model suggests that the three predictors have a moderate positive relationship with the effectiveness of training programs provided in Addis Ababa city hospitals. Together, these predictors explain approximately 41% of the variance in the dependent variable. However, further analysis is needed to understand the individual contribution and significance of each predictor in the model.

Table 8: ANOVA RESULTS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.615	3	44.538	73.110	.000 ^b
	Residual	192.507	316	.609		
	Total	326.122	319			

a. Dependent Variable: please rate the overall effectiveness of training programs provided in Addis Ababa city hospitals

b. Predictors: (Constant), Training and development programs contribute to improving employee performance., Training and development of healthcare professionals in Ethiopia is helpful to the

internationalization of the healthcare sector., The level of employee engagement and participation in training and development programs.

Source; Field Survey, 2023

The ANOVA table provides information about the sources of variation in the regression model and helps determine the statistical significance of the model and its predictors. Here is the interpretation of the ANOVA table based on the given data:

- **Regression:** This section shows the sum of squares, degrees of freedom (df), mean square, F-statistic, and significance (Sig.) related to the regression model. The sum of squares for the regression is 133.615, indicating the total variation explained by the predictors. The degrees of freedom for the regression are 3, corresponding to the number of predictors. The mean square is calculated by dividing the sum of squares by the degrees of freedom, which is 44.538 in this case. The F-statistic is 73.110, representing the ratio of the mean square regression to the mean square residual. A high F-statistic indicates that the regression model is statistically significant. The significance value (Sig.) is denoted as .000b, indicating that the regression model is highly significant ($p < .001$).
- **Residual:** This section provides information about the sum of squares, degrees of freedom, and mean square related to the residuals or the unexplained variation in the model. The sum of squares residual is 192.507, representing the total unexplained variation in the model. The degrees of freedom for the residuals are 316, which is calculated by subtracting the number of predictors from the total sample size. The mean square residual is calculated by dividing the sum of squares residual by the degrees of freedom, resulting in .609.
- **Total:** This section shows the total sum of squares, degrees of freedom, and mean square for the overall model. The total sum of squares is the sum of the regression sum of squares and the residual sum of squares, which is 326.122. The total degrees of freedom are equal to the sum of the degrees of freedom for the regression and the residuals, which is 319. The mean square for the total is obtained by dividing the total sum of squares by the total degrees of freedom.

In summary, the ANOVA table indicates that the regression model as a whole is highly significant ($p < .001$), suggesting that the predictors collectively contribute significantly to explaining the variation in the effectiveness of training programs in Addis Ababa city hospitals.

Table 9: Multiple Regression Results

		Coefficients ^a						Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF	
		B	Std. Error	Beta					
1	(Constant)	-.294	.134		-2.193	.029			
	The level of employee engagement and participation in training and development programs.	.152	.071	.134	2.125	.034	.471	2.121	
	Training and development of healthcare professionals in Ethiopia	.641	.066	.529	9.740	.000	.634	1.578	
	Training and development programs contribute to improving employee performance.	.061	.090	.045	.675	.500	.424	2.361	

a. Dependent Variable: the overall effectiveness of training programs provided in Addis Ababa city hospitals

Source; Field Survey, 2023

The table provides the coefficients for each predictor variable in the regression model, along with their standard errors, standardized coefficients (Beta), t-values, and significance levels. It also

includes collinearity statistics, such as Tolerance and VIF, which help assess the presence of multicollinearity among the predictors. Here's the interpretation of the table:

- Constant: The constant term in the regression model is -0.294. It represents the estimated mean value of the dependent variable (overall effectiveness of training programs) when all predictor variables are zero.
- The level of employee engagement and participation in training and development programs: The coefficient for this predictor is 0.152. It suggests that, on average, for every one-unit increase in the level of employee engagement and participation, there is an expected increase of 0.152 units in the overall effectiveness rating of training programs. The standardized coefficient (Beta) of 0.134 indicates the relative importance of this predictor compared to others. A higher Beta value implies a stronger influence on the dependent variable. The t-value of 2.125 indicates that this coefficient is statistically significant at the 0.05 level ($p = 0.034$).
- Training and development of healthcare professionals in Ethiopia: The coefficient for this predictor is 0.641. It suggests that, on average, for every one-unit increase in the importance of training and development for the healthcare sector, there is an expected increase of 0.641 units in the overall effectiveness rating of training programs. The standardized coefficient (Beta) of 0.529 indicates that this predictor has a relatively stronger impact on the dependent variable. The t-value of 9.740 indicates that this coefficient is highly statistically significant ($p < 0.001$).
- Training and development programs contribute to improving employee performance: The coefficient for this predictor is 0.061. It suggests that, on average, for every one-unit increase in the contribution of training and development programs to improving employee performance, there is an expected increase of 0.061 units in the overall effectiveness rating of training programs. The standardized coefficient (Beta) of 0.045 indicates a relatively weaker impact of this predictor. The t-value of 0.675 suggests that this coefficient is not statistically significant at the conventional 0.05 level ($p = 0.500$).

Collinearity statistics:

- Tolerance: Tolerance measures the extent of multicollinearity between predictors. Values close to 1 indicate low collinearity, while values close to 0 indicate high collinearity. In this case, all predictors have Tolerance values above 0.4, indicating no severe multicollinearity issues.
- VIF (Variance Inflation Factor): VIF is the reciprocal of the Tolerance and provides an alternative way to assess collinearity. Higher VIF values suggest higher collinearity. All predictors have VIF values below 2.5, which is generally considered acceptable.

In summary, based on the coefficients, the level of employee engagement and participation and the training and development of healthcare professionals in Ethiopia have significant positive influences on the overall effectiveness rating of training programs in Addis Ababa city hospitals.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of the findings

The field survey conducted in Addis Ababa's public and private hospitals shed light on the current training and development practices. Overall, respondents showed satisfaction with the effectiveness of training programs (40.0%) and perceived positive opportunities for development (31.5% satisfied). The impact of technology on training was also viewed positively (45.9% satisfied). However, respondents had a neutral stance on the integration of training programs with overall goals (30.0%). Adequacy of resource allocation was reported (45.6% satisfied), but there was dissatisfaction with the feedback mechanism for evaluating effectiveness (28.7% dissatisfied). Increased investment in training had a positive impact on organizational performance (58.8% satisfied), and respondents appreciated practical application opportunities (39.1% satisfied). Training alignment with industry best practices was generally perceived well (31.3% satisfied, 26.9% strongly satisfied). Finally, respondents reported available career growth opportunities (37.2% satisfied, 20.9% strongly satisfied).

Findings on the impact of training and development practices on employee performance and productivity. The majority of respondents (86.5%) expressed satisfaction with the contribution of

training and development programs in improving employee performance. Similarly, most respondents (75.3%) indicated that training and development have a positive impact on employee retention, and a significant majority (73.2%) agreed that these programs positively affect employee motivation. Moreover, a large proportion of respondents (67.0%) believed that training and development programs align with the skills and knowledge required for effective job performance. However, the majority of respondents (24.4%) expressed dissatisfaction with the opportunities for career development and advancement provided by their workplace. On a positive note, a significant majority of respondents (77.6%) believed that training and development programs contribute to improving the quality of patient care. Additionally, the majority of respondents (84.4%) agreed that these programs have a positive impact on efficiency and productivity. While a significant majority (63.1%) believed that training and development practices address the current and future needs of hospitals and the healthcare industry, a majority (37.2%) expressed dissatisfaction with the overall quality and effectiveness of the training and development programs provided.

The training and development practices in Addis Ababa city's public and private hospitals face various challenges and barriers. Limited budget and resources, lack of support from hospital leadership, inadequate training facilities and equipment, language and communication barriers, and limited time scheduling are among the key hindrances to effective initiatives. Additionally, the level of support from supervisors and managers and the alignment of training programs with strategic goals need improvement. Despite a high level of employee engagement and participation and generally satisfactory access to opportunities, healthcare organizations also encounter common challenges such as limited resources, time constraints, staffing shortages, resistance to change, infrastructure and technological limitations, and the need for evaluation and accountability. To overcome these obstacles, proactive planning, resource mobilization, stakeholder engagement, and a commitment to a culture of continuous learning and development are essential.

Respondents' opinions on the effectiveness of training and development practices in public and private hospitals. The data shows that 14.4% of respondents expressed strong dissatisfaction with training and development in public hospitals, while 30.0% expressed satisfaction in private hospitals. In terms of the quality and relevance of programs, 27.8% of respondents expressed

dissatisfaction in public hospitals compared to 26.9% in private hospitals. Private hospitals received higher satisfaction ratings (40.6%) for their investment in training and development programs compared to public hospitals. In terms of employee engagement and participation, 31.9% of respondents were satisfied with private hospitals, while only 16.3% expressed satisfaction with public hospitals. Both private and public hospitals showed similar distributions of responses regarding opportunities for career and development. When it comes to improving patient care, 28.7% of respondents were neutral, indicating that both types of hospitals agree on the impact of training and development programs. Private hospitals were perceived as more responsive to the healthcare industry's needs (30.3% satisfaction) compared to public hospitals (17.2% satisfaction). However, public hospitals received higher perceived satisfaction (29.1%) for the overall quality and effectiveness of their training and development programs compared to private hospitals (21.3% satisfaction).

5.2. Conclusion

The purpose of this study to assess the effectiveness of training and development practice in Addis Ababa city, public and private hospital. Based on the survey findings presented in the above discussions as well as the information provided by the interviewee, the following conclusions can be drawn: The training and development practices in public and private hospitals in Addis Ababa are generally perceived positively by the respondents. The majority of respondents expressed satisfaction with the effectiveness of training programs, the opportunities provided, the impact of technology, the alignment with organizational goals, the allocation of resources, and the practical application of knowledge and skills. There is also a positive perception of the alignment with industry best practices and the availability of opportunities for career growth and advancement.

However, there are areas for improvement. Respondents expressed dissatisfaction with the feedback mechanism for evaluating effectiveness, increased investment in programs and organizational performance, and the overall quality and effectiveness of the training and development programs. This indicates a need for better feedback mechanisms, increased investment, and enhancements to the quality of programs. It can be observed that the majority of respondents expressed satisfaction with the contribution of training and development programs in improving employee performance, employee retention, employee motivation, alignment with

skills and knowledge, the impact on the quality of patient care, efficiency and productivity, and meeting the current and future needs of hospitals and the healthcare industry. However, there was dissatisfaction with the opportunities for career development and advancement and the overall quality and effectiveness of the training and development programs. It is evident that limited budget and resources, lack of support from hospital leadership, inadequate training facilities and equipment, language and communication barriers, lack of support from supervisors and managers, and limited time scheduling are hindering effective training and development practices. Additionally, moderate alignment with strategic goals and limited access to training and development opportunities are areas that require attention. This highlights the differences between public and private hospitals in terms of the effectiveness of training and development practices. Private hospitals were perceived to have more effective practices, better investment, and higher levels of employee engagement and participation. However, both types of hospitals had similar levels of satisfaction regarding the quality and relevance of training and development programs, career and development opportunities, and their impact on the quality of patient care.

5.3. Recommendation

Based on the above findings the following recommendations are put forward;

The following general recommendations can be made for the training and development practices in public and private hospitals in Addis Ababa:

1. Enhance Training Program Effectiveness:
 - While a majority of respondents expressed satisfaction with the effectiveness of training programs, efforts should be made to address the concerns of dissatisfied respondents. Analyze the reasons behind their dissatisfaction and make improvements accordingly.
 - Consider incorporating innovative teaching methods and technologies to enhance the impact of training programs further.
2. Strengthen Training and Development Opportunities:
 - Continue to provide a positive perception of training and development opportunities. Focus on addressing the needs and expectations of employees to foster a culture of continuous learning.

- Explore collaborations with external organizations and institutions to broaden the scope of training and development opportunities.
3. Leverage Technology for Training and Development:
 - Given the positive feedback regarding the impact of technology on training and development, continue to embrace technological advancements and explore e-learning platforms, virtual simulations, and other digital tools to enhance learning outcomes.
 4. Improve Integration with Organizational Goals and Strategy:
 - Although a majority of respondents expressed satisfaction with the integration of training and development programs with overall goals, work towards increasing the proportion of satisfied respondents. Ensure that training content aligns closely with organizational objectives.
 5. Maintain Adequate Resources Allocation:
 - Continue to allocate sufficient resources to training and development activities to meet the needs of employees. Regularly assess resource allocation to ensure it remains adequate and adjust as necessary.
 6. Strengthen Feedback Mechanism for Evaluation:
 - Address the concerns of respondents who expressed dissatisfaction with the feedback mechanism for evaluating the effectiveness of training and development activities. Enhance the feedback process to gather meaningful insights and utilize them for continuous improvement.
 7. Increase Investment for Enhanced Organizational Performance:
 - Acknowledge the positive impact of increased investment in training and development programs on organizational performance. Continue to prioritize resources for such initiatives.
 8. Emphasize Practical Application of Knowledge and Skills:

- Maintain the inclusion of opportunities for practical application of knowledge and skills in training programs to ensure that healthcare professionals can apply what they learn directly to their work.

9. Enhance Alignment with Industry Best Practices:

- While a majority of respondents perceived good alignment between training and development programs and industry best practices, continue to monitor and improve alignment. Stay updated with the latest trends and best practices in the healthcare industry to ensure training programs remain relevant.

10. Focus on Career Growth and Advancement:

- Strengthen opportunities for career growth and advancement to increase employee satisfaction. Offer clear pathways for professional development, mentorship programs, and opportunities for specialization.

11. Address Challenges and Barriers:

- Address the identified challenges and barriers, such as limited budget and resources, lack of support from leadership and supervisors, language and communication barriers, and time scheduling issues. These factors can impact the effectiveness of training and development programs.

12. Foster Collaboration and Partnerships:

- Actively foster collaboration and partnerships between healthcare institutions in Addis Ababa and international healthcare institutions to leverage global expertise and best practices. Promote knowledge sharing and exchange programs.

13. Address Skills and Knowledge Gap:

- Take steps to address the dissatisfaction expressed by respondents regarding the alignment of current training and development programs with the skills and knowledge needed for internationalization. Bridge the gap through targeted training programs and curriculum updates.

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APPENDIX

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Research Questionnaire to be filled by Health care professionals that works in Addis Ababa city, private and public hospitals

Dear respondents:

This questionnaire has designed to request information for purely academic purposes. This is to enable the researcher Tigist Hailu a final year student of Addis Ababa University to complete the thesis on the topic; Assessment of Employees Training and Development Practice on Ethiopian

Health Care. In the case Addis Ababa City, Private and Public Hospitals. In achievement of Master of International business. I would like to thank you in advance for your cooperation and for scarifying your valuable time.

N. B: -

- 1.The student researcher has scheduled to get the filled questionnaire back within three days.
2. All information given would be treated with utmost confidentiality.

Direction;

- You are not required to write your name
- Indicate your response by putting a tick [√] mark in one of the boxes against each statement.
- Write your response on the given space for open ended question

Part 1 - Demographic questions

1.What is your age?

20-30 Years 30-40 Years 40-50 Years
More than 50 Years

2. What is your gender?

Male female

3.What is your educational level?

Diploma BSc Degree Master's degree PHD

Others, please specify

4. What is your job title or position?

Doctor

Nurse

Medical laboratory scientist

Physical Therapist

Pharmacist

Anesthesiologist

Midwifery

other, please specify.....

5. How many years have you worked in the healthcare industry?

Less than 3 years

5yrs

10yrs

above 10 years

6. What type of hospital do you work in?

Public

Private

7. What department or unit do you work in?

Emergency

Medical ward

Surgical ward

Intensive care unit (ICU)

Orthopedic ward

Pediatrics ward

Gynecology and labor

Oncology ward

Pathology

Operation Theater (OR)

Outpatient (OPD) If

there is other, please specify

.....

8. What is your employment status?

full-time

part-time

contract If

there is other, please specify

.....

9. What is your monthly income range?

Less than 5,000

5,000-10,000

10,000-15,000

More than 15,000

Part 2

What are the current training and development practices in the Addis Ababa city, public and private hospitals?

Keys: Very Dissatisfied (VD=1), Dissatisfied (D=2) , Neutral (N=3) , Satisfied (S=4) , Very Satisfied (VS=5)

Please insert a tick mark where you think is appropriate in the space provided in front of the statement.

NO	Statement	VD=1	D=2	N=3	S=4	VS=5
1	please rate the overall effectiveness of training programs provided in Addis Ababa city hospitals					
2	How satisfied are you with the training and development opportunities offered by your current hospital?					

3	How much impact do you think technology-enabled training and development programs would have on improving learning outcomes?					
4	Training and development programs to be integrated with the hospital's overall strategy and goals.					
5	Please rate the adequacy of resources allocated to training and development activities in your hospital					
6	How satisfied are you with the feedback mechanisms in place for evaluating the effectiveness of training and development programs?					
7	Increased investment in training and development programs would have on overall organizational performance.					
8	Training and development programs to include opportunities for practical application of knowledge and skills in the workplace.					
9	Training and development programs in your hospital align with industry best practices.					
10	How satisfied are you with the opportunities for career growth and advancement provided by your hospital?					

Part 3

How do the training and development practices in the Addis Ababa city, public and private hospitals affect employee performance and productivity?

Keys: Very Dissatisfied (VD=1), Dissatisfied (D=2) , Neutral (N=3) , Satisfied (S=4) , Very Satisfied (VS=5)

Please insert a tick mark where you think is appropriate in the space provided in front of the statement.

NO	Statement	VD=1	D=2	N=3	S=4	VS=5
1	Training and development programs contribute to improving employee performance.					
2	Training and development programs have impact on employee job satisfaction.					
3	Training and development programs contribute to improving employee retention.					
4	Training and development programs have impact on employee motivation.					
5	Training and development programs align with the skills and knowledge needed for employees to perform their job duties effectively.					
6	How satisfied are you with the opportunities for career development and advancement provided by your hospital					
7	Training and development programs contribute to improving the quality of patient care.					
8	Training and development programs have impact on the efficiency and productivity of employees.					
9	Training and development programs address the current and future needs of the hospital and the healthcare industry.					
10	How satisfied are you with the overall quality and effectiveness of the training and development programs provided by your hospital.					

Part 4

What are the challenges and barriers to effective training and development practices in the Addis Ababa city, public and private hospitals?

Keys: Very Dissatisfied (VD=1), Dissatisfied (D=2) , Neutral (N=3) , Satisfied (S=4) , Very Satisfied (VS=5)

Please insert a tick mark where you think is appropriate in the space provided in front of the statement.

N0	Statement	VD=1	D=2	N=3	S=4	VS=5
1	Limited budget and resources hinder effective training and development programs.					
2	The level of support and buy-in from hospital leadership in implementing effective training and development practices.					
3	Inadequate training facilities and equipment impact the effectiveness of training and development programs.					
4	The level of employee engagement and participation in training and development programs.					
5	Language and communication barriers hinder effective training and development programs.					
6	The level of support provided by supervisors and managers in encouraging employee participation in training and development programs.					
7	Lack of time and scheduling conflicts impact the effectiveness of training and development programs.					
8	How would you rate the level of alignment between training and development programs and the hospital's overall strategic goals and objectives.					
9	Limited access to training and development opportunities hinders employee growth and development.					

Part 5

How do the training and development practices in private hospitals compare to those in public hospitals in Addis Ababa City?

Keys: Very Dissatisfied (VD=1), Dissatisfied (D=2) , Neutral (N=3) , Satisfied (S=4) , Very Satisfied (VS=5)

Please insert a tick mark where you think is appropriate in the space provided in front of the statement.

NO	Statement	VD=1	D=2	N=3	S=4	VS=5
1	How effective do you think the training and development practices are in private hospitals compared to public hospitals in Addis Ababa City.					
2	How would you rate the quality and relevance of training and development programs provided by private hospitals compared to public hospitals.					
3	How much do you think private hospitals invest in training and development programs compared to public hospitals.					
4	The level of employee engagement and participation in training and development programs in private hospitals compared to public hospitals.					
5	The opportunities for career development and advancement provided by private hospitals compared to public hospitals.					
6	Training and development programs in private hospitals contribute to improving the quality of patient care compared to public hospitals.					
7	Private hospitals address the current and future needs of the healthcare industry compared to public hospitals.					
9	The overall quality and effectiveness of the training and development programs provided by private hospitals compared to public hospitals.					

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Interview questions: To be responded by HR Managers, Matrons, Medical directors, Training facilitators.

First of all, I would like to say thank you for your willingness to answer our questions.

These questions are prepared with the aim of gathering information for the study on “Assessment of Employees Training and Development Practice on Ethiopian Health Care. In the case Addis Ababa City, Private and Public Hospitals.” The information being gathered will be used only for research purposes. We assure you that your response will be kept strictly confidential and we use for academic purpose only. Each of your unbiased and frank response is very important for our study.

Answer the following questions according to its nature. Please provide your response honestly.

1. What specific training programs or initiatives are currently in place in Addis Ababa city's public and private hospitals to develop the skills and knowledge of healthcare professionals?
2. How do healthcare professionals perceive the impact of training and development practices on their individual performance and productivity within Addis Ababa city's public and private hospitals?
3. In your experience, what are the major challenges and barriers faced by healthcare organizations in Addis Ababa city when implementing effective training and development practices for their employees?

4. Can you provide examples of any innovative or successful training and development practices that have positively influenced the performance and productivity of healthcare professionals in Addis Ababa city's public and private hospitals?
5. How do you think the training and development practices in Addis Ababa city's public and private hospitals can be improved to better address the needs and aspirations of healthcare professionals?
6. What role does leadership and management play in fostering a culture of continuous learning and professional development within Addis Ababa city's public and private hospitals?

