

**THE PERCEPTION OF EMPLOYEES ON THE EFFECT OF TRAINING
ON THEIR PERFORMANCE THE CASE OF BENISHANGUL GUMUZ
REGIONAL STATE FINANCE BUREAU**

BY:

AGERE ASFAW

Advisor:

AYELE ABEBE (PhD)

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT FOR THE
MASTERS OF BUSINESS ADMINISTRATION ADAMA SCIENCE AND
TECHNOLOGY UNIVERSITY SCHOOL OF BUSINESS AND ECONOMICS**

ADAMA, ETHIOPIA

Jan, 2016

APPROVAL SHEET

Adama Science and Technology University

School Of Business and Economics

Department of Business Administration

Approved by board of examiners:

1. _____	_____	_____
Chapman, Dept. Graduate committee	signature	Date
2. _____	_____	_____
Advisor	signature	Date
3. _____	_____	_____
Internal examiner	signature	Date
4. _____	_____	_____
External examiner	signature	Date

Declaration

The researcher, undersigned, declare that this study titled the Perception of Employees on the effect of training on their job Performance in Public Sector Organizations: A case of Benishangul Gumuz Regional State Finance Bureau is the outcomes my own effort and study, that has not been submitted for any degree or examination in any other university and that all sources of materials used for the study have been acknowledged.

Agere Asfaw

Signature -----

Letter of certification

This is to certify that Agere Asfaw has worked her study on the topic the Perception of employees in the effect of training on their Performance in public sector organizations: A case study of Benishangul Gumuz Regional State Finance bureau under my supervision. To my believe, this work undertaken by Agere Asfaw is original and qualifies for submission in partial fulfillment of the requirements for the award of degree of Masters of Business Administration.

Advisor: Ayele Abebe (PhD)

Signature _____

Date _____

Table of Contents

Chapter One: Introduction	1
1.1 Background of the Study	1
1.2 Statement of the Problem	2
1.3 Objective of the Study	4
1.4 Research Question	4
1.5 Significance of the Study	5
1.6 Delimitations of the Study	5
1.7 Limitations of the Study	5
1.8 Organization of the Study	6
Chapter – Two: Review of Related Literature	7
2.1 Theoretical review	7
2.1.1 Training	7
2.1.2 Employee Training and Development	8
2.1.3 Benefits of Training	9
2.1.4 Training method	9
2.1.5 Effective Training Program.	11
2.1.6 Improvement in Employees Performance	12
2.1.7 Human Resource Management and Training	13
2.1.8 Effect of Training on Employees Performance	14
2.2 Empirical Findings	16
2.3 Conceptual Framework of the Study	18
Chapter- Three: Methodology	20
3.1 Research Design	20
3.2 Population	20
3.3 Source of Data	20
3.4 Data Collection Methods	20
3.5 Data Analysis	21
3.6 Reliability test and Validity	21
3.7 Ethical Considerations	23
CHAPTER FOUR: Result and Discussion	24

4.1	Profile of Respondents	24
4.1.1	Age distribution of Respondents	24
4.1.2	Sex of respondents	25
4.1.3	Educational background of Respondents	25
4.1.4	Respondents' marital status	26
4.1.5	Respondents' Income	27
4.1.6	Years of service in the organization	28
4.1.7	Current position of respondents	29
4.2	Training methods	30
4.2.1	On-the -job training	30
4.2.2	Off-the-job training	31
4.3	Employee Performance	31
4.4	Correlation analysis	32
CHAPTER FIVE: Conclusion andRrecommendation		34
5.1	Conclusion	34
5.2	Recommendation	35
Future Research		36
Reference		37
Appendix		

Acknowledgments

First and foremost, I am grateful to God Almighty for giving me grace, wisdom and strength in all my endeavors.

My special thanks and gratitude is extended to Dr Ayele Abebe, my thesis advisor, for his unfailing guidance in undertaking this study.

I am also very grateful to my husband, Biset Kebede, for his moral encouragement in all my academic achievements.

Finally, I would like to thank the participants (employees of Benshangul Gumuz Regional State finance bureau) in my survey, who have willingly shared their precious time during the process of answering the questionnaire.

List of Tables

Table 1 Reliability test	22
Table 2 Age of respondents.	24
Table 3 Sex of Respondents.....	25
Table 4 Educational Backgrounds of Respondents	25
Table 5 Marital-Status of Respondents.....	26
Table 6 Income of Respondents'	27
Table 7 Represents the categories of years of service	28
Table 8 Current position of respondents.....	29
Table 9 Descriptive Statistics on-the –job training.....	30
Table 10 Descriptive Statistics Off-the-job training.....	Error! Bookmark not defined.
Table 11 Descriptive Statistics Employee Performance	Error! Bookmark not defined.
Table 12 pearson correlations	Error! Bookmark not defined.

List of figures

Figure 1 Conceptual framework illustrating the effect of training on employee performance. ... 19

ABSTRACT

Training is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive edge. The main objective of this study examines the perception of employees on the effectiveness of training on their job performance in Benshangul Gumuz Regional state finance bureau. Descriptive survey research type was adopted for this study. The data collection was done using a questionnaire. The response rate of respondents was 83.85%. Data was analyzed using descriptive statistics and correlation analysis. The findings of the descriptive statistics shows that employees perceived that on-the job training and off-the-job training helped to get the necessary skills and knowledge. The correlation analysis result clarified that the relationship between on-the-job training and off-the-job training on employees' performance positively and significantly correlated. However, management should not relent in their request to train their employees to develop new ideas that will keep improving and retaining employee performance.

Keywords Training, Job Performance, Employee performance, Human resource management

Chapter One: Introduction

1.1 Background of the Study

The survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage (Edralin, 2004 Lynton, 2000 and Vemić, 2007)

Training and development is an aspect of human resource practices that help in enhancing employees' skills, knowledge, and competence capable of improving employees' ability to perform more efficiently Palo, and Padh (2000).

According to Goldstein, and Ford, (2002), training and development play a vital role in the effectiveness of an organization. It is one of the most pervasive techniques for improving employees' performance enhancing organization productivity in the work place.

Gupta and Bostrom (2000) states that employees are the indispensable asset and key element of gaining competitive advantage of any organization. The level of competency, skills and ability of the workforces of an organization influences its ability to preserve its obtained positions gain competitive advantage. (Houger , 2006 and Armstrong, 2010)

Now a day's training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization.

The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience (Fakhar ,Afaq, Anwar Khan ,2008).

According to Richard Chang (2011), Training also has impact on the return on investment, the organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance. So to improve the organizational performance and the employee performance,

training is given to the employee of the organization. Thus the purpose of this study is to show the effect of training on the employee performance.

Employee performance depends on many factors like job satisfaction, knowledge and management but there is also relationship between training and performance (Amisano, 2010). This shows that employee performance is important for the performance of the organization and the training and development is beneficial for the employee to improve its performance. Thus the purpose of this study is to show the effect of training on employee performance

Many organizations spend much money on training, believing that training will improve employee's performance and enhance the firm's productivity. One such organization in the public sector is Benshangul Gumuz Regional State finance bureau which is located in Assosa. Under finance bureau there are different department and it has 130 employees.

Visualizing a basic economic transformation which can help the region to bring a fast, fair and sustainable development by having a great regional effort is the vision of the organization. Whereas the mission is expanding the order of the information of the region, for enhancing the source of wealth and administering the finance of the region by having a good monitoring and controlling for sustainable development.

1.2 Statement of the problem

The purpose of training is to improve knowledge and skills, and to change attitudes which lead to many potential benefits for both individual employees and the organization. However despite all the efforts put in place by Benshangul Gumuz Regional State finance bureau to increase performance through training, it has realized low justifiable performance to steer it into the future, thus carry out this investigation why there existed a difference that does not enhance success and stability considering all the resources committed to boost performance. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential.

Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties.

This study begins from the realization of the need to effectively administer the effect of training on employee performance. Training is a systematic process to enhance employee's skill, knowledge and competency, necessary to perform effectively on job. Overall, training impacts organizational competitiveness, revenue and performance.

The studies by Raja, Furqan & Muhammad, (2011) on the impact of training and development on organizational performance generally and specifically on the (Job Training, Training Design and Delivery style) on other countries and economic regions on their own context and the finding indicated that training positively affect employee performance.

According to (Anam et al., 2013), on the impact of training on job performance generally and specifically on the (training benefit, development, on time training, organization policies and on job training and off job training) the finding indicated that training has positive relationship with job performance.

Sultana (2012) a study on the impact of training on employee performance generally and (specifically on the Salary, job involvement) the finding indicated that training has positive relationship with job performance.

According to Naveed et al.(2014), a study on the impact of training on employee performance generally and specifically on the job training and delivery style the finding indicated that training has positive relationship with job performance

According to Debrah & Ofori, (2006), despite the increasing effects on training of organizational employees, there is still limited literature on human resource development issues in developing countries and increasing concerns from organizational customers towards low quality services.

Unfortunately the researcher could not access any research which is conducted in Benshangul Gumuz Regional State finance bureau relating training and performance in general and particularly (on the job training and off the job training) and employee performance. This study will contribute in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of human resource management in general and training

particularly in Bnshangul Gumuz Regional State finance Bureau. Therefore, the lack of theoretical and empirical evidence in the region was what initiated the researcher to undertake this research.

1.3 Objective of the study

General objective;

To examine the effect of training on employees job performance in Benshangul Gumuz Regional State finance bureau.

The specific objectives of the study are:

- To assess the relationship between training and employees job performance in finance bureau
- To explore the effect of on- the- job training contribution to employees' job performance in Benshangul Gumuz regional State finance bureau
- To assess the effect of off- the -job training on employees job performance in finance Bureau

1.4 Research question

1. What are the perceptions of employees on the relationship between training and employees job performance in finance bureau?
2. What is the contribution of on- the- job training on employees' job performance?
3. What is the effect of off- the- job training on employee job performance in finance Bureau?

1.5 Significance of the study

Training becomes inevitable the moment an organization realizes the need for improvement and expansion in the job. But often times, organizations embark on job enlargement and enrichment to promote employees' morale, motivation and satisfaction when in the fact the real problem with work performance lies in capacity development.

The study becomes necessary because many organizations in this contemporary world are striving to gain competitive edge and there is no way this can be achieved without increasing employees' competencies, capabilities, skills etc through adequate training designs. However, the study results will help the management to identify the challenges effects of employees' training on organizational performance, hence determine the areas where improvements through training can be done. It will also help the management in planning for the development and implementation of effective and efficient training needs that will lead to increased performance of the Benshangul Gumuz Regional State finance bureau.

1.6 Delimitations of the study

This study was delimited only to Benshangul Gumuz Regional State finance bureau among other public organizations particularly emphasizing the perception of employees on the effect of training on job performance in the year 2007 E.C.

1.7 Limitations of the study

The limitation of this study is that, it was carried out in finance bureau. Hence, this may limit the ability of the research to generalize the findings for other organizations.

The study is limited to employees of finance bureau who will be given the questionnaires to complete. There is no way to tell how truthful a respondent is being. The other limitation people may read differently in to each question and therefore reply based on their own interpretation of the questionnaire that is good for someone may be poor to some else, therefore there is a level of subjectivity that is not acknowledged. If the researcher use interview able to gather complex, in-depth data that is not easily obtained questioned through questionnaire approaches. This study mainly employed quantitative methods and may thus suffer from the shortcomings of such a method.

1.8 Organization of the study

The study is organized into five chapters. The rest of the chapters presented as follows: Chapter two deals with the review of relevant literature on the research problem. Chapter three is discuss the research methodology adopt for the study and relevant justifications. Chapter four present the findings on the effect of training on employees' performance in finance bureau. It also lay out the researcher analysis on the organization responses to the effect of training on its employees in terms of performance.

Chapter – Two: Review of Related Literature

2.1 Theoretical review

2.1.1 Training

Training and development are indispensable strategic tools for effective individual and organization performance, thus, organization are spending money on it with confidence that it will earn them a competitive advantage in the world of business (Edralin, 2004, Lynton, 2000, Weil, and Woodall, 2005).

However, for any organization to achieve its stated goals and objective in this competitive world, adequate and relevance training and development of staff cannot be over emphasized. organization are expected to identify training need of its employees and design training program that will help to optimally utilize their workforce towards actualization of organization objective(Kennedy, 2013).

According to (Katou, 2006; Namara, 2008 and Parce, 2009), Training and development is a techniques use to transfer to the employees' relevant skills, knowledge and competence to improve employees' performance on current jobs and future assignment.

Asare (2002) stated that it is not negotiable for organizations to adequately train their employees for efficient and optimal performance toward the realization of their set goals and objectives

Noe (2000) reviled that employees' training and development is a strategic determination to facilitate learning of the job related knowledge, skills, ability and behavior that are crucial for efficient performance capable of enhancing organizational effectiveness

Armstrong (2010) highlighted that training is requisite to enhancing workers capability, reasoning faculty and competence which will improve organizational performance and as well help in gaining competitive edge.

Training and development increases employees' efficiencies, innovation, invention, capacity to accept new technologies and techniques (Namara, 2008).

It is important to note that organizations must be able to identify the needs for training and development and select techniques suitable for these needs, plan how to implement them and thereafter evaluate outcome (Court, 2003).

2.1.2 Employee Training and Development

There have been various theories propounded to explain the relevance of training needs in any establishment of organization.

In social learning theory, employees acquire new skills and Knowledge by observing other members of staff whom they have confidence in and as well believe to be credible and more knowledgeable (Barattor,et al, 2007) The theory posited that training and learning is influenced by people's self-efficacy and ability to successfully learn new skills which can be influenced by encouragement, oral persuasion, logical confirmation, observation of others.

Reinforcement theory believed that training is a strategic tool to make job interesting to the workers and as the avenue for the employees to improve themselves for optimal performance which can culminate to promoting employees for outstanding performance, innovation, Creativity as a result of training attended (Ahmed, 2013).

The resource-based view (RBV) of the firm advocated that an organization can gain competitive advantage by attracting and retaining competent human resources and as well identify relevant training for them that will keep improving their capacity for optimal performance. By implications, the effectiveness of training and learning depends on the pattern of the job related knowledge, skills, capability, Competencies and behavior that is important for greater performance which invariably is capable of influencing organizational success (Baney, 2002)

2.1. 3 Benefits of training

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. (Cole, 2002) summarizes these benefits as below:

- 1) High morale – employees who receive training have increased confidence and motivations;
- 2) Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;
- 3) Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;
- 4) Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;
- 5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;
- 6) Help to improve the availability and quality of staff

2.1.4 Training method

According to Armstrong (2006), Training methods can be divided into on-the-job training and off-the-job training methods. On Job training is actually done when an employee gets the training while performing his or her assigned task. Off Job training is a type of training when employees of the organization are been called for training session to learn a task. On the job training methods include coaching, mentoring, job rotation. Off-the-job methods include formal courses, lecture, discussion, role playing and case study.

On the job training methods include:

Orientation

This is given to newly appointed employees immediately after being employed. It protect new employees from making costly mistakes, it helps to understand the general objectives, mission, scopes, program, problems and policy, structure and key elements of the organization. Orientation methods are also important for the newly employed officers to enables them gain self- confidence and perform better to meet the desired expectation.

Job rotation

This method involves moving employees to various positions in the organization so as to expand their knowledge and abilities. The method is excellent for broadening an individual's exposure to the organization operations and for turning a specialist to generalist , increase the individual experiences allow the employees absorb new information add stimulate new ideas.

Coaching and/or mentoring

According to (Court & Eldridge 2003and Torrington et al. 2005), this involves having the more experienced employees coach the less experienced employees. It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building. The practice is often applied to newly recruited graduates in the organization by being attached to mentor who might be their immediate managers or another senior manager. This however does not imply that older employees are excluded from this training and development method but it is mainly emphasized for the newly employed persons within the organization.

Off-the-job methods include:

Conferences

According to Saakshi (2005), the Conferences were used to help employees develop problem-solving skills. It is a series of educational and work sessions. Small groups of people meet together over a short period of time to concentrate on a defined area of concern. These workshops include skill that can be applied immediately in the workplace.

Role playing

Mathis and Jackson, (2008) stated that this method allows employees to act out work scenarios. It involves the presentation of problems and solutions for example in an organization setting for discussion. Trainees are provided with some information related to the description of the roles, concerns, objectives, responsibilities, emotions, and many more. Following is provision of a general description of the situation and the problem they face. The trainees are there after required to act out their roles. This method is more effective when carried out under stress-free or alternatively minimal-stress environments so as to facilitate easier learning. It is a very effective training method for a wide range of employees for example those in sales or customer service area, management and support employees.

2.1.5 Effective Training Program.

According to Armstrong (2006), training and development program should be systematic in that it is specifically designed, planned and implemented to meet defined needs .Thus a good training and development program should involve the following fundamental steps:

- Determining training needs assessment
- Developing training objectives and Plan.
- Decide who provides the training

- Developing training methods
- identify the trainees and
- evaluation of training program

2.1.6 Improvement in Employees performance

According to (Muhammad, 2009), the performance of public sector organization rely on the performance of their employees performance is the degree to which they accomplish job requirements. All the employees of at organization are working as a team, where employees work in accordance with their skills and competencies and in coordination with one another to accomplish organizational objectives. Therefore, employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individuals' effort, it is collective effort of all the members of the organization.

Mwita (2000) reveled that performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization. Better performance of a public sector organization simply means the capability of the organization to achieve desired results or output more efficiently and effectively. Performance is related to measurable accomplishment or results that primarily address community needs and problems. Poor performance of employees in the public sector organizations is due to factors such as the quality of supervision and the lack of training and development of employees. The aim of training is to maximize employees learning of new skill, knowledge, attitudes and behaviors to cope with the demand of dynamic environments.

These principles of employee training contribute to the overall organizational development which is a significant reason for organizations to encourage and promote this important human resource management functions (Hartel *et al.*, 2007). It goes without saying therefore that the training of employees is an issue that has to be faced by every organization. Training and development are necessary to overcome deficiencies in the employees work performance. Lack of necessary skills competencies and qualities to perform a job would result into poor performance. In order to improve performance, employees must know how to do their jobs.

They must have necessary skills and competencies required to do their jobs. These skills may include, technical, human, and conceptual to enable them to operate instruments, tools and machines, and to understand and communicate with other employees and have the ability to see the relationship between different parts of an organization and its environment. For improvement in the employees performance training and development are needed. Human resources capital has the greatest competitive advantage and can help to accomplish organizational objectives efficiently and effectively.

2.1.7 Human resource management and training

Beardwell and Holden (1993) argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They added that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training. Therefore, in an organization, the management of human resources means that they must be recruited, compensated, appraised, trained, and developed. Moreover, business conducting and survival in the present day turbulent environment are relying on organizational knowledge in a sense of a giving timely and appropriate answer to challenges.

According to Vemic (2007), the ability of individuals and organizations to obtain and master new knowledge has become the key comparative advantage. The concept of knowledge management and management of human resources, especially the function of employee training within the learning organization, are engaged with the basic resource of modern business, i.e. with knowledge and its utilization.

Abbas and Yaqoob, (2009) pointed out that renewing knowledge is an imperative for the organization, and not an option. They also suggest that training of employees is a continuous procedure which is the only meaningful and logical approach in the condition of knowledge obsolescence, dynamic changes and increasing need for constant product and service

innovations. In the public sector operations, human resource occupies central place. It is the most dynamic resource due to its creative abilities as compared to the other.

According to Muhammad, (2009), the most precious asset that can contribute greatly to the organizational efficiency and effectiveness is the human resource of organizations

In general, organizations should manage their work force effectively and efficiently and they should also give greater attention for the training and learning of employees to meet the goal of the organizations and to achieve the best result. Amongst the important function of human resource management, one of the crucial functions is employee development through proper training and development programs.

Elena (2000) revealed that employee development refers to the capacity and capability building on an employee, and thus as of whole organization, to meet the standard performance level.

2.1.8 Effect of training on employees performance

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not.

Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson 2003 and Harrison 2000) while others have extended to a general outlook of organizational performance (Guest 1997 and Swart et al. 2005). In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance.

Wright & Geroy (2001) noted that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship.

According to (Harrison 2000 and Guest 1997), training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior.

According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It is always so that employees possess a certain amount of knowledge related to different jobs. However, it is important to note that this is not enough and employees need to constantly adapt to new requirements of job performance. In other words, organizations need to have continuous policies of training and retaining of employees and thus not to wait for occurrences of skill and performance gaps.

According to Wright & Geroy (2001), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner.

2.2 Empirical Findings

Many researchers indicated that training affects employees' performance and organizational effectiveness, which implies that effort, must be made to ensure that employees' skills and knowledge are fully underutilized through adequate and timely training design and implementation.

Training and development in the public sector organization has been approved by various researchers as a very important function in improving work performance of the employees and eventually to the organization a whole. A study conducted on Scotland, UK, on 150 Organizations to investigate the main issues of the current human resource performances revealed that 98% of the organizations surveyed ranked employee training and development as the most important in the performance management (Soltan,et al.,2004).

The study suggests that the human resource personnel widely regarded the process of performance needs of the individual level.

A study conducted by Fey et al.,(2000), on the effect of training and development on employee performance, suggest that there is a strong positive relationship between both management development and employee training and development program, and organization performance in Russian team- based subsidiaries of western corporations. This implies that, both management and employee development were significantly related with firm performance. He further suggests that, a focus on employee development including employee security is likely to be shared by employees in terms of high level of organizational commitment.

Other study by the Kapsalis countries, Canada, the united states, Netherland, switzerland, Poland, Germany, and Sweden, in determining the lessons, which can be formed experiences of different countries, revealed that about 66% of Canadian and United states employees who received job related training from their employees reported in study that they were using their acquired skill at work to a great extent and hence improved employees work performance and the organization as a whole.

Sharma and Upneja (2005) conducted a study to investigate the factor influencing financial performance in small hotels in Tanzania and the findings of this study suggested the inadequate employee training and development program was among the factors responsible for low profitability in the hotel thus providing evidence to human resource professionals on importance of this component in business sector. Although there exists various positive literature and empirical studies on employee training and development, but most of them are for private sector and companies which are profit oriented. I can argue that more research is needed for better understand on how employees training and development program affect employees' performance and improve organization effectiveness for the benefit of public sectors organizations. Therefore this studies attempts to address the gaps in the literature by exploring the employees training of a public sector which is finance bureau and also attempt to highlight some of the issues which impact its value to both employees and organizations

Sultana et.al (2012), conducted a study in telecom sector of Pakistan, states the R^2 as .501 which means that 50.1% of variation in employee performance is brought by training programs. Further, the T-value was 8.58 that explain training is good predictor of employee performance.

According to FALOLA , OSIBANJO, and OJO, (2014), the results indicate that both job training and off job training techniques enhances employees' capacity (Mean=4.4170) enrich employees efficacy (Mean= 4.4619) promote innovation and creativity for competitive advantage (Mean= 4.3857) and it developed employees skills and knowledge for optimal performance (Mean = 4.4350). Therefore, it would be concluded that job training and off job training techniques have significant effect on employee performance and organizational effectiveness.

According to Guest (1997) mentioned in his study that training and development programs , as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance.

According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance.

According Harrison (2000), learning through training influences the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals.

According to (Michael Armstrong, 2006), training has a direct relationship with the performance of the employees, training is a formal and systematic modification of behavior through learning that actually occurs result if education, instruction, development and planned experience

Bartleet (2001) had a research which says that there is a close relation between the perception of employees towards the training program and the organizational commitment, employee is positively linked with the perceived training ability of employees, willingness to participate, and training support from the senior staff and also the management of the organization.

2.3 Conceptual framework of the study

Conceptual frameworks of the study have two independent variables which are (on-the-job training, off-the-job training) and one dependent variable (employee performance).

Jie and Roger (2005), stated that training programs not only develops employees but also help an organization to make best use of their human resources in favors of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace,

According to (Baum et al., 2007), It is good for organization to give their employees on the job training so that their employees learnt in a practical way.

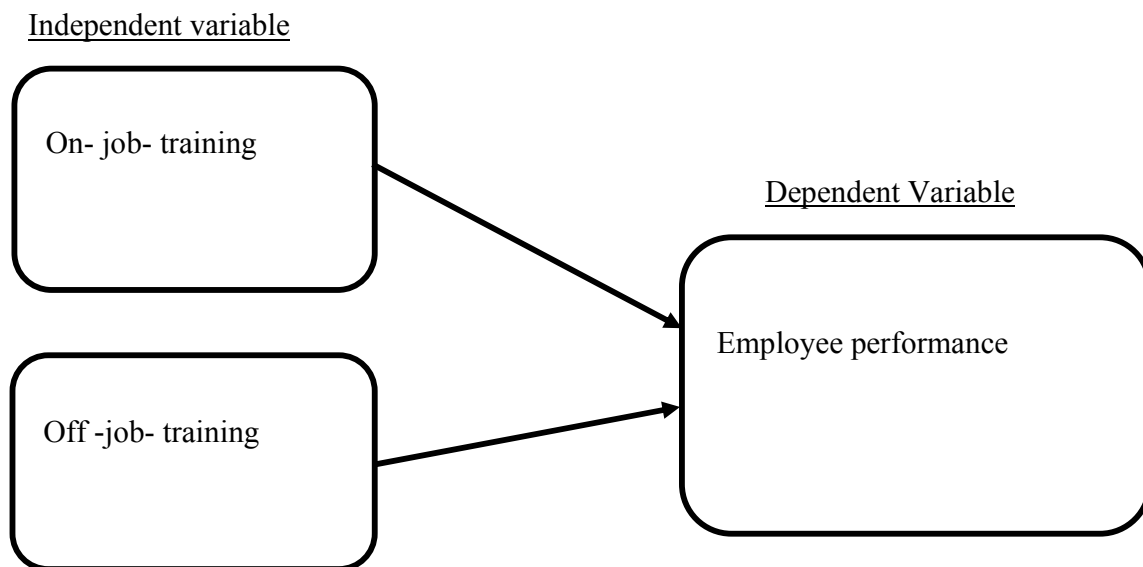
Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2004).

Rowden (2002), suggest that training may also be an efficient tool for improving ones job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job.

According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006).

Figure 1 Conceptual framework illustrating the effect of training on employee performance.



Source: FALOLA, OSIBANJO1 & OJO1 (2014)

Chapter- Three: Methodology

3.1 Research Design

A quantitative research approach was adopted and the study followed descriptive survey research design. The purpose of using this approach was to evaluate data consisting of numbers with the aim of achieving high levels of reliability in terms of data analysis. The quantitative research is that which tries to find answer to a question through analysis of quantitative data, i.e., the data shown in figures and numbers ((Taylor, 1998). Moreover Gay, Mills and Airasian (2009) explained that the strength of quantitative research is the opportunities that it provides researchers to interact and gather data directly from their research participants to understand a phenomenon from their perspectives.

3.2 Population

The researcher was to conduct a research in bank, finance bureau, revenue authority, cooperative bureau and micro finance institutions to examine the effect of training on employees' job performance. But it is difficult to conduct all office at the same time and finally finance bureau was selected by lottery method. The target population is, thus, all employees in finance bureau 130 employees Census method was used for the current study.

3.3 Source of data

The primary sources were questionnaire used employees of finance bureau.

3.4 Data collection methods

The required information for the study was collected through questionnaire. The questionnaire used to allow the response of the respondents in a standard way, unbiased approach and objective oriented. The use of questionnaire provides the information to be presented in a numeric way. To achieve the objectives of the research 130 questionnaires were distributed

among the employees of finance bureau and a time of five days was given to them to fill the questionnaires. In response 109 questionnaires were returned while just 21 questionnaires were unreturned. The response rate was 83.8 %. The questionnaire was designed on 5 points Liker scale (1 = strongly disagree), (2 = disagree), (3 = Neutral), (4 = agree and 5 = strongly agree).

3.5 Data analysis

After the data has been collected, it was coded and fed on SPSS for windows version 16 so as to simplify further tasks. The respondents' scores were summarized from SPSS and made ready for analysis. After that, it was analyzed using descriptive statistics. The demographic profiles and items related to characteristics of employee of finance bureau were analyzed using simple statistical tools such as tables, graphs and pie charts. The reason for using descriptive statistics is to compare the effect of training on employees' job performance in Benshangul Gumuz Regional State finance Bureau. All these were followed by the necessary interpretations and discussions so as to achieve the desired goals.

Statistical methods used for this study were descriptive statistics for summarizing the data, Pearson correlation, were utilized to analyze the data and draw conclusions.

3.6 Reliability test and Validity

Reliability refers to the stability of the measure used to study the relationships between variables (Ghauri & Grönhaug 2005). The questions in the questionnaire were designed taking into consideration the issues related to the problem and goals of the study and theories on the subject.

Lombard (2010), Coefficients of alpha > 0.90 are nearly always acceptable. > 0.80 are acceptable in most situations, and 0.70 may be appropriate in some explanatory studies for

some indices. By tracing this literature the researcher tested the reliability of the items which were developed for respondents.

In order to measure the effects of training, the researcher adopted 16 questions from current International Journal of Academic Research in Business and Social Sciences April 2014, Vol. 4, No. 4 ISSN: 2222-6990 and European Journal of Business and Management (paper) ISSN 2222-2839 (Online) Vol.5, No.4, 2013. In addition, for employees' performance 8 questions were adapted from these international journals.

Furthermore, the researcher modified the adapted instruments to make them suitable to assess the effect of training on the job performance in the finance bureau context and re examined the reliability. Therefore, as shown in the table 3.1 the reliability of the whole items is 0.85, which means the whole items, were reliable and acceptable.

Table 1 Reliability test

Dimensions	Previous	Current
On the- job training	.90	.89
Off the job training	.85	.84
Employee performance	.82	.82
Total	.86	.85

Validity refers to the extent of accuracy of the results of the study. The validity of the questionnaire is the question appears to be measuring the construct and also relies on knowledge of the way people respond to questions. All important aspects are covered and whether scores and other quantitative methods like on the questionnaire predict specific criterion. According to Faux (2010), validity determines whether the research truly measures that which it was intend to measure. Thus, validity measures how truthful the research results are the extent to which scores truly reflect the underlying variable of interest.

Three professional experts from different department human resource management expert, information technology expert and public relation expert validated the questionnaire to ensured refinement and content validity.

3.7 Ethical considerations

The researcher maintained scientific objectivity throughout the study, recognizing the limitations of her competence. Every person involved in the study was entitled to the right of privacy and dignity of treatment, and no personal harm was caused to subjects in the research. Information obtained was held in strict confidentiality by the researcher. All assistance, collaboration of others and sources from which information was drawn is acknowledged.

The following ethical considerations were at the base of this research:

Fairness.

Openness of intent.

Disclosure of methods.

Respect or the integrity of the individuals

Informed willingness on the part of the subjects to participate voluntarily in the research activity.

CHAPTER FOUR: Result and discussion

This chapter presents the analysis and discussion of the findings to the study. The data is presented in form of tables. Presentation of findings has been organized in accordance with the study objectives.

4.1 Profile of Respondents

4.1.1 Age distribution of Respondents

The researcher needed to know the age distribution of respondents to help categorize employees because the Benshangul Gumuz Regional State employs a lot of employees.

Table 2 Respondents distribution by age

	Frequency	Percent	Cumulative Percent
Valid 18-25	23	21.1	21.1
26-35	58	53.2	74.3
36-45	18	16.5	90.8
46-55	10	9.2	100.0
Total	109	100.0	

Analyzing the data obtained from the questionnaire, table 2 reveals that 57 respondents were between 26-35 years representing 47.9 % formed the majority. The next largest respondents were between the age of 18-25 representing 18.6% and the third group of respondents was fall under the age category of 36-45 which represent 16.8%. 10 respondents aged between 46-55 representing 8.4 %.

4.1.2 Sex of respondents

Table 3 sex of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	88	80.7	80.7	80.7
Female	21	19.3	19.3	100.0
Total	109	100.0	100.0	

The table shows that the male respondents formed majority of the target population representing 80.7% while female representing 19.3%.

4.1.3 Educational background of respondents

It was also necessary for the study to determine the educational levels of the respondents as that could determine what kind of training may be most appropriate.

Table 4 Educational backgrounds of respondents

	Frequency	Percent	Cumulative Percent
Valid senior high school	4	3.7	3.7
Diploma	19	17.4	21.1
Degree	75	68.8	89.9
Masters	11	10.1	100.0
Total	109	100.0	

From table 4, it is can be seen that respondents hold a range of educational qualifications from senior high school to masters' level. Majority of the sample group were holding first degree

which represents 68.8% and 10.1% respondents were master graduates. Among the respondents 17.4% are diploma holders and senior high School holders representing 3.7%. This suggests that people of different educational qualifications are present in the organization. This implies that different levels of training which is planned and systematic may be required to improve their quality.

4.1 .4 Respondents' marital status

Table 5 Marital-status of respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	38	34.9	63.3	63.3
Married	69	63.9	34.9	98.2
Widowed	1	.9	.9	99.1
Divorced	1	.9	.9	100.0
Total	109	100.0	100.0	

The majority of the respondents were married which represents 63.9 %. Whereas, the proportion of single shows 34.9 % of the respondents and 0.9% followed by divorced & widowed representing respectively.

4.1.5 Respondents' Income

Employees' monthly salary while working in Beneshangul Gumuz Regional State Finance Bureau.

Table 6 Salary of respondents

	Frequency	Percent	Cumulative Percent
Valid 1000-1500	5	4.6	4.2
1501-2000	8	7.3	11.9
>2000	96	88.1	100.0
Total	109	100	

The majority of the respondents representing 88.1% were get monthly salary of above 2000 birr. The numbers of respondents that earned monthly salaries of ranging from 1501 birr to 2000 birr constitute 7.3% of the total respondents. The rest 5 respondents were under the category of 1001 birr to 1500 birr.

4.1.6 Years of service in the organization

The study also sought to find out the years of service the respondents have rendered to the organization to enable as put their responses into proper perspective.

Table 7 represents the categories of years of service

		Frequency		Cumulative
			Percent	Percent
Valid	1-5 years	42	38.5	38.5
	6-10 years	42	38.5	77.1
	11-20	20	18.3	95.4
	20-30 year	4	3.7	99.1
	>30	1	0.9	100.0
	Total	109	100.0	

The respondents have served in finance from one year to above 30 years. This means the has a blend of experienced and young professionals who require training to update their skills and perform on the job. It can be seen that respondents who have served for 1-5 years and 6-10 representing 38.5% respectively formed the majority. The remaining respondents who have served between 11-20 years and 11-30 make up 18.3% and 3.7% respectively.

4.1.7 Current position of respondents

Table 8 Current position of respondents

		Frequency	Percent	Cumulative Percent
Valid	HRM	14	12.8	12.8
	account	27	24.8	37.6
	senior expert	21	19.3	56.9
	IT officer	11	10.1	67.0
	Purchaser	17	15.6	82.6
	Data preparation officer	8	7.3	89.9
	Public relation	4	3.7	93.6
	Team coordinator	3	2.8	96.3
	secretary	2	1.8	98.2
	Casher	2	1.8	100.0
Total		109	100.0	

Respondents were also asked to indicate their current position. Benshangul Gumuz Regional State Finance Bureau as an organization involved in finance and finance related activities has over the years developed its own organizational structure that flows onto various job positions that require various kinds of consistent, planned and systematic training to enhance their skills, attitudes, knowledge and competencies for improved employees performance.

4.2 Training methods

The most popular training method used by organizations can be classified as either on-the-job or off-the-job (Abdullah, 2009). As the training manager explained both training methods are available even if the first type of training is most of the time given for employees. Accordingly, the Training Manager was asked to identify the training types and methods used. Regarding the types of training, he indicated that finance bureau engages in orientation training for new employee, refresher training for existing employees, and other types. Concerning training methods, he mentioned on the job training, mentoring, seminar etc as the methods of training. The training methods of finance bureau were therefore assessed using responses from questionnaires of employees:

4.2.1 On-the –job training

Table 9 Descriptive Statistics on-the –job training

	N	Mean	Std. Deviation
On- job- training	109	4.0986	.55929
Valid N (list wise)	109		

The table 9 shows the majority of the respondents represent agreed that receive on the job training necessary to do their job and understand the goal of the department.

On-the-job training plays a significant role in employees for better performance (Mean =4.0986, Std. Deviation .55929).

According to (Katou, 2006; Namara, 2008 and Parce, 2009), Training and development is a techniques use to transfer to the employees' relevant skills, knowledge and competence to improve employees' performance on current jobs and future assignment.

4.2.2 Off-the-job training

	N	Mean	Std. Deviation
Off-the-job training	109	4.0986	.55929
Valid N (list wise)	109		

Based on the above table, the mean and standard deviation for the predictor variables off-the-job training ($\mu=4.098$, $\sigma=0.559$) conclude that the majority of respondents agreed off-the-job training method is linked on their job performance and there are professional trainers in their organization who can transfer the training appropriately.

4.3 Employee Performance

	N	Mean	Std. Deviation
Employee performance	109	4.222	.45589
Valid N (list wise)	109		

Besides, the criterion variable (employees' job performance) demonstrates a mean of 4.222 and a standard deviation of 0.455. The majority of the respondents agreed that active participation during training has a positive effect on their commitment to the organization and for work and satisfied with the training condition including the material and facility of the training that the organization provides to increase their work commitment. .

Respondents were also asked work knowledge is increased through the training program. The majority of respondents agreed that their knowledge increased through training and the training Provided by he organization helped to perform their work quickly and efficiently.

In addition this, the majority of the respondents agreed after receiving training employees become willing to accept more challenging assignment.

4.4 Correlation analysis

Correlation refers to synonym for association or the relationship between variables. It measures the degree to which two sets of data are related. Higher correlation value indicates stronger relationship between both sets of data (Coetzee, 2003).

A correlation coefficient measures the extent to which two variables tend to change together. The coefficient describes both the strength and the direction of the relationship. Minitab offers two different correlation analyses:

The Pearson correlation evaluates the linear relationship between two continuous variables. A relationship is linear when a change in one variable is associated with a proportional change in the other variable.

The Pearson correlation coefficients can range in value from -1 to $+1$.

Pearson correlation coefficients measure only linear relationships.

The Pearson correlation is better for the data that is normally distributed.

Table-12 Pearson Correlations

		On the job training	Off-the job training	Employee performance
On – the- job	Pearson Correlation	1	.735**	.575**
	Sig. (2-tailed)		.000	.000
	N	109	109	109
Off- the job	Pearson Correlation	.735**	1	.499**
	Sig. (2-tailed)	.000		.000
	N	109	109	109
Empley oyee perfor mance	Pearson Correlation	.575**	.499**	1
	Sig. (2-tailed)	.000	.000	
	N	109	109	109

** . Correlation is significant at the 0.01 level (2-tailed).

As it can be observed in table 12 above ($r = 0.735$ with $p\text{-value} = 0.000$ $n=109$) there is significant relationship between on- the- job training and employees job performance.

The above table shows there is strong relationship between off-the-job training and employee's job performance. Because ($r = 0.735$ with $p\text{-value} = 0.000$, $n=109$)

CHAPTER FIVE: conclusion and recommendation

5.1 Conclusion

- According to the Pearson's correlation analysis result shows there is positive relationship between on-the-job training and employees' job performance. Because ($r = 0.735$ with $p\text{-value} = 0.000$, $n=109$) concluded that training is positively and significantly correlated with employee performance.
- Off- the- job training and dependent variable (employee performance) are positively and significantly correlated. Because ($r = 0.735$ with $p\text{-value} = 0.000$, $n=109$)
- On-the-job training and Off-the- job training has a positive and statistically significant relationship with employee performance in Benshangul Gumuz Regional Finance Bureau..
- The finding of this research indicated that providing on-the- job training and off-the- job training for finance bureau employees is positively and significantly related to higher employees' performance
- The findings of the descriptive statistics indicated that the majority of the respondents agreed that on-the- job training and off- the- job training methods in finance bureau employees has a significant role in the building of competencies of new as well as current employees to perform their job in an effective way.

5.2 Recommendation

- ✓ The researcher recommends that the finance bureau could focus on the effects of training functions which is identified in this study.
- ✓ As the findings show, on-the- job training has highest positive and statistically significant effect than off-the- job training, it is better to emphasize on job training to increase the performance of finance bureau employees.
- ✓ Management in finance bureau should continuously improve and follow up systematically the training plan and program in operation.
- ✓ The management of finance bureau should see training as well as training objectives, plan, implementation and evaluation as a continuous process for organizational development.
- ✓ The employer should have compulsory training program for all employees in order to improve the knowledge.

Future research

The study employed quantitative methods. Therefore, it is suggested that future studies should employ mixed methods i.e. both quantitative and qualitative methods in order to obtain greater insights into the effect of training.

Furthermore, this study only surveyed training of finance bureau in Benshangul Gumuz Regional State finance bureau; therefore, the findings cannot be generalized to other organizations. Future researchers may collect samples from different organizations training and employee and continue to test the assumptions of this research.

Reference

Abbas, Q., and Yaqoob, S. (2009). Pakistan Economic and Social Review. Volume 47, No. 2

.

Afshan sultana (2012) , interdisciplinary journal of contemporary research in business copy right © 2012 Institute of Interdisciplinary Business Research 6 4 6 OCTOBER 2012 VOL 4, No 6

Ahmad, A (2013),: Role of Learning Theories in Training While Training the Trainers. In: International Journal of Academic Research in Business and Social Sciences, Vol. 2, No. 11, p. 181-189.

Anam , Rashid , Mizna, Simra, Anam and Rida (2013) Middle-East Journal of Scientific Research 17 (9): 1273-1278, ISSN 1990-9233

Armstrong, M. (2010). *A Handbook of Performance Management* (4th edition) New Delhi, Kogan: London.

Armstrong, M., (2006). *A Handbook of Human Resource Management Practice* (10th edition), London & Philadelphia,

Asare-Bediako, K.(2002) Professional skills in Human Resource Management. Accra. Kasbed Ltd.

Baney 2001, "IS the resource based view useful perspective for strategic management research?yes?" academy of management review, 2(1), 41-56.

Bartleet, A., & O'Connell, P. J. 2001. Does training generally work? The returns to in company Training. Industrial and Labor Relations Review, 54(3): 647-662.

Beardwell, N., and Holden, B. (1993). *Managing for Success*. 2nd ed. England: Prentice Hall Publisher.

Birdi, K., Clegg, C., Patterson, M., Robinson, A., Stride, C. B., Wall, T.D., & Wood, S. J(2008). The impact of human resource and operational management practices on company productivity: a longitudinal study. In: Personnel Psychology, vol. 61, no. 3, pp. 467-501.

Bowen, D. E., Ostroff C., Understanding HRM firm performance linkages: The role of the "strength" of the HRM system. In: Academy of Management Review, 29(2), (2004):203-221.

Bratton, J: Mac Millan, (2007). Work and Organizational Behavior. New York. Paul Grave

Bulletin of the *Transilvania* University of Braşov • Series V • Vol. 7 (56) No. 1 – 2014

Chenetal 2004,), European Journal of Business and Management (Paper) ISSN 2222-2839 (Online) Vol.5, No.4, 2013

Chris Amisano, (2010), eHow contributor "Relationship between training and employee performance". In: Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0 July 2011

Cole, G.A. 2002). Personnel and human resource management, 5th Ed. Continuum London: York Publishers

David 2(00) European Journal of Business and Management (Paper) ISSN 2222-2839 (Online) Vol.5, No.4, 2013

Debrah, Y. A. & Ofori, G (2006). Human Resource Development of Professionals in an Emerging Economy: the Case of the Tanzanian Construction Industry. International Journal of Human Resource Management 17,3, 440 – 463.

Edralin, D. (2004). Training: A strategic HRM function. In: Centre for Business and Economic Research and Development, Vol. 7(4), pp. 1-4

European Journal of Business and Management (Paper) ISSN 2222-2839 (Online) Vol.5, No.4, 2013

Evans, P., Pucik, V., & Barsoux, J.(2002). The global challenge: Frameworks for international human resource management. New York: McGraw- Hill/Irwin.

Fey ,c. (2000), the effect of human resource practice on firms performance in Russia, I J of human resource management, 11(1), 1-18

Gay & Airasian (2009). As sited in International Journal of Academic Research in Business and Social Sciences April 2014, Vol. 4, No. 4 ISSN: 2222-6990

Ghauri, P, and Gronhaug,(2005). Research Methods in Business Studies: A Practical Guide. 3rd Ed. London: Prentice Hall.

Goldstein, I. L.& Ford, K.(2002) Training in Organizations: Needs assessment, Development and Evaluation (4th Edn.). Belmont: Wadsworth.

Guest, D. (1997), “Human resource management and performance: a review and research agenda”, International Journal of Human Resource Management, Vol. 8 No. 3, pp. 263-76.

Gupta, S.& Bostrom, R (2006). *End-User Training Methods: What We Know, Need to Know*. ACM.

Harrison, R. 2000. Employee Development. Silver Lakes, Pretoria. Beekman Publishing.

Hartel, J., Fujimoto, E., Strybosh, and Filzpatrick (2007). Human resource management.

Hill, R., and Stewart, J. (2000). Human resource development in small organizations. *Journal of European Industrial* volume 24.

Hollenback and Guzzo(2004), European Journal of Business and Management (Paper) ISSN 2222-2839 (Online) Vol.5, No.4, 2013

Houger, V. P (2006) . Trends of employee performance. Collaborative effort between managers and employees. In: International Society for performance improvement, Vol.45, Iss.5 , pp.26-31.

<http://psychology.about.com/od/developmentalpsychology/a/sociallearning.htm>. Retrieved

Jie and Roger (2005), European Journal of Business and Management (Paper) ISSN 2222-2839 (Online) Vol.5, No.4, 2013

Journal of Academic Research in Business and Social Sciences April 2014, Vol. 4, No. 4 ISSN: 2222-6990.

Katou, (2006) Human Resource Management Systems on Organizational Performance: A test of mediating model in the Greek manufacturing context. In: International Journal of Human Resource Management, 17(7), pp 1223–1253.

Kendra, C.: ISocial Learning Theory: An Overview of Banduras Social Learning. Available at: Kennedy, (2013).Training professionals’ usage and understanding of Kirkpatrick’s Level 3 and Level 4 evaluations. In: International Journal of Training and Development .p 18:1.

Kotthari c.R (2004), Research and methodology (methods and techniques), second Revised Edition, New age international (p) limited publisher, New Delhi Assam.

Lynton, R.P.& Pareek, U.(2000).*The Human Development Handbook*. London, UK: Kogan Mathis, L. R., and Jackson, H. J. (2008). *Human resource management*. 8th ed. West Publishing Company.

McCourt, W. 2003. Global Human Resource Management: Managing People in Developing and Transitional Countries. Cheltenham, UK: Edward Elgar

McKenna, J., Supyk, J.: Using problem based methodology to develop reflection as a core skill for undergraduate students. In: The International Journal of Learning, 2006 Vol. 12, No. 6, p. 255-258. Kendra, C.: ISocial Learning Theory:

McNamara, C.(2009). *Employee Training and Development: Reasons and Benefits*. New York. Authenticity Consulting, LLC. Retrieved from <http://www.managementhelp.org/index.html>. Accessed: 16/03/.

Mwita, J. I. (2000). Performance management model: A system-based approach to system

Naveed Ahmad, Nadeem Iqbal, Maryam Sohail Mir, Zeeshan Haider, Naqvi Hamad (2014) Arabian Journal of Business and Management Review (Nigerian Chapter) Vol. 2, No. 4, 2014

Noe, E., McGraw-Hill, Boston, (2000). *Human Resource Management: Gaining Competitive Advantage*, 3rd edition

Palo, S.& Padhi, N. (2003). Measuring Effectiveness of Total Quality Management Training’: An Indian Study. In: International Journal of Training and Development 3(7), pp. 3-16.

Parce, J. A.& Robinson, R. B.(2009). Strategic Management, formulation, implementation, and control. Boston: McGraw Hill/Irwin

Purcell, J., Kinnie, N., Hutchinson, S. & Swart, J. 2003. Understanding the People and Performance Link: Unlocking the Black-Box. Research Report, CIPD, London. quality. *The International Journal of Public Sector Management*, Volume 13, No. 1.

Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0 July 2011

Richard Chang Associates, INC (July 2011), “Measuring the impact of training, demonstrate the measureable results and return on investment.” In: Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0.

Rowden (2002), European Journal of Business and Management (Paper) ISSN 2222-2839
(Online) Vol.5, No.4, 2013

Saakshi N.c (2008), personnel management and human resource (1st ed), New Delhi A.I.T.B
publisher.

Sharif, (2002). As cited in International Journal of Academic Research in Business and Social
Sciences April 2014, Vol. 4, No. 4 ISSN: 2222-6990

Sharma,A,Supneja.A(2005)factor influencing financial performance of small hotels, in
Tanzania, I.J of contemporary Hospitality, management Vol. No.6, 2005 pp 504-515

Sultana, A. (2012, October). Impact of training on employees performance, A case study of
telecommunication sector in Pakistan. Interdisciplinary Journal of contemporary researches in
business vol. 4 No 6, pp 646-661.

Taylor, (1998). As cited in International Journal of Academic Research in Business and Social
Sciences April 2014, Vol. 4, No. 4 ISSN: 2222-6990

Tom Baum. Frances Devine, (2007). "Skills and training in the hotel sector: The Case of front
office employment in Northern Ireland". Tourism and Hospitality Research Vol: 7, pp: 269-
280 In: Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0
July 2011

Torrington, 2005. Human Resource Management. 6th Ed. London: Prentice Hall

Tsai et al (2007), European Journal of Business and Management (Paper) ISSN 2222-2839
(Online) Vol.5, No.4, 2013

University of facta (2007) .Employee Training and Development and the Learning
Organization (ATIS Series No .2 Vol. 4, pp. 209-216. Vemić, J.:Author

Weil, A., & Woodall, J. (2005). *HRD in France: the corporate perspective*. In: Journal of European Industrial Training. Vol. 29 Iss: 7, pp.529 – 540.

Wright, P. & Geroy, D. G. 2001. Changing the mindset: the training myth and the need for world-class performance. International Journal of Human Resource Management vol.12 (4), 586-600.

Appendix

Questionnaire for Employees of Benshangul Gumuz Regional State Finance bureau.

This questionnaire has designed to solicit information for purely academic purposes. This is to enable the researcher Agere Asfaw Tegegne a final year student of Adama University in faculty of business and economics to complete her thesis on the topic; The Impact of Training on Employee Performance in Public Sector organizations: A Case of Benshangul Gumuz Regional State Finance Bureau, in pursuance of Master of Business Administration degree. I would like to thank you in advance for your cooperation and for scarifying your valuable time.

N.B:

1. You do not need to write your name.
2. The student researcher has scheduled to get the filled questionnaire back within **five** days.
3. All information given would be treated with utmost confidentiality.
4. B/G/R/S/F/B stands for Benshangul Gumuz Regional State Finance Bureau.

BASIC DEMOGRAPHIC DATA (PLEASE PUT “☐” IN SIDE THE BOX)

1. Age

- 18 -25 26 - 35 ☐
- 36 -45 ☐ 46 -55 ☐
- 56-60 ☐

2. Sex

- Male ☐ Female ☐

3. Educational background of the respondent;

- Senior High School Diploma ☐
- First Degree ☐ Masters Degree ☐

Other, please specify -----

4. Respondent's salary per month

- 1501 birr-2000 birr ☐ 1001 birr-1500 birr ☐ Above 2000 birr ☐

5. Marital status

- Married ☐ Single ☐
- Widowed ☐ Divorced ☐

6. Please specify your position in BGRSFB -----

7. How long have you been working with BGRSFB?

- 1- 5 years ☐ 6 - 10 years ☐
- 11 - 20 years ☐ 21 - 30 years ☐
- Above 30 years ☐

The following set of statements describes your general feelings towards training and Performance.

Please **Tick** on one answer inside the box. There is no right or wrong answers.

QUESTIONNAIRE ON TRAINING

No	Questions or descriptions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	on-job-training					
1	I receive training necessary to do my job.					
2	I feel that training helps me to understand the goals of my department.					
3	I receive training when a new assignment is given to do.					
4	I feel that training helps me how my job contributes to the success of the organization.					
5	I think that training helped me in improving my overall required skills for work.					
6	I believe that regular assessment of training level conducted by the human resource and supervisors					

7	I think that the basis for the selection of the trainees my organization used performance evaluation result					
8	In my opinion, training at finance bureau is planned and systematic.					
	Off job training					
1	My career path is more in shape due to my participation in the training program.					
2	The delivery method that the organization used is convenient to get the necessary knowledge and skills.					
3	In my opinion training is linked in my job performance expertise.					
4	I think that the management gives priority to the job satisfaction level of employees through training.					
5	There are professional trainers in your organization who can transfer and demonstrate the training appropriately.					
6	The management request feedback from trainees' during and after their training.					
7	I think that training make employees more effective.					
8	I am satisfied with the training program that I received at the Organization.					

Questionnaire on employee performance

No.	Items or descriptions	Strongly agree	agree	neutral	disagree	Strongly disagree
1	I think that work knowledge is increased through the training program.					
2	In my opinion, training has helped me to improve my performance since I joined finance bureau.					
3	I can say that after training employees in finance bureau are working well their regular activities.					
4	After training I consider that expertise and excellence are possible in the job.					
5	I think after receiving training, my attitude/ behavior become willing to accept more challenging assignment.					
6	The training provided by the organization helped me to perform my work quickly and efficiently.					
7	I satisfied with the training condition including the materials and the facility of the training that the organization provides to increase my work commitment.					
8	I think that job performance helps					

	enhancing the organization's productivity.					
--	--	--	--	--	--	--