An Assessment of Training and Its Effectiveness on Employees' Job Performance": A Critical Review on The Banking Sector of Ethiopia

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Abstract: With the current expansion of the global economy and the fast-changing of technology and innovation, Effectiveness Training is necessary for any organization especially in connection with new technology. The objective of the study is to investigate the effect of training on employees' job performance in Hawassa City, in order to examine the study data was collected through a self-administered structured questionnaire from a population of 195 employees from various branches of the Banking sector in Hawassa city. The data collected was analyzed using frequency, mean, standard deviation, correlation, and regression analysis. Regression results indicate that effectiveness training it positively and significantly contributes towards employees' job performance. Based on the finding of the study the researcher forwarded some recommendations the management of the CBE.

Keywords: Effectiveness Training, Employees Job Performance, Training needs assessment and Training Evaluation

INTRODUCTION

Employee is a backbone of any business organization. The accomplishment or fail of any business organization depends on its employee performance. Hence any business organization recognizes the importance of training for their employees to enhance their knowledge, skills and abilities especially in connection with new technology in order to achieve the organization goals.

Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiabur and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chen et al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at firm will not add to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Row den (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 Row den 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.

RESEARCH METHODOLOGY

General Objective

The general objective of the study is to investigate the effect of training and its effectivenessness on employee's job performance in Commercial Bank of Ethiopia Hawassa city ten branches.

Specific Objectives

The specific objectives of the study are as follows:
- ✓ To find out the effect of training on employee job performance in CBE Hawassa city ten branches.
- ✓ To investigate the existing training practice of CBE Hawassa city ten branches.
- ✓ To examine the relationship between Training and employees job performance in CBE Hawassa city ten branches..
- ✓ To analyze the training need assessment and training evaluation of CBE Hawassa city ten branches.
- ✓ To provide suggestions and recommendation regarding the training and employees job performance.

Research Hypothesis

This study tries to examine the effects of training on employee's job performance in the CBE Hawassa city ten branches. In light of the objective outlined above the following hypothesis were investigated.

- **Hypothesis 1:**
  - ➢ H1(null): There is no positive and significant effect of training on employee job performance in CBE Hawassa city branches
  - ➢ H1(alt): There is a positive significant effect of training on employee job performance in CBE Hawassa city branches
- **Hypothesis 2:**
  - ➢ H1 (null): There is no positive significant effect of Training needs assessment on employees' job performance in CBE Hawassa city branches.
  - ➢ H1 (alt): There is positive significant effect of Training need assessment on employees' job performance in CBE Hawassa city branches
- **Hypothesis 3:**
  - ➢ H1 (null): There is no positive and significant effect of training evaluation on employee job performance in CBE Hawassa city branches.
  - ➢ H1 (alt): There is positive and significant effect of training evaluation on employee job performance in CBE Hawassa city branches.

Research Design

Based on the research problems, questions and objectives described in this study mainly make use of descriptive and explanatory research types. Descriptive research is used to find information about the present status of a phenomenon to describe, "What exist" with respect to variables or conditions in a situation. Additionally, it offers the number of times an event occurs, or the frequency and helps in statistical calculation such as determining the average of occurrences or central tendencies. A key limitation to descriptive research is that it does not lend itself the calculation of causal relationship. This is where explanatory research comes in. Explanatory research helps establish the causal relationship between independent and dependents variables. It is used when there are no clear understanding about the type of models to use and in what quantities as well as in what relations (Kothari, 2004; Pall ant, 2007).

The study adopts quantitative method, because quantitative method allows explanation of a phenomenon by collecting numerical data that will be analyzed using mathematically based method, particularly statistics (Aliaga and Gunderson, 2002 cited in Muijs, 2004).

Furthermore, quantitative research methods can help a researcher explain a relationship between dependent and independent variables test a hypothesis and describe a pattern.

Sample size determination and sampling techniques

The population of this study was 195 employees of CBE Hawassa city ten branches. These branches are selected based on the convenience in terms of location for the researcher. The study respondents are employees of the CBE Hawassa City branches who are working on the position of managerial and professional posts.

Instead of taking samples, the researcher used census method because the population is small it is better to take census. Many scholars recommend census method when the population is smaller than 200. Glenn D.Israe (1992) argued that although cost considerations make this impossible for large populations, a census is attractive for small populations.

Sources and method of data collection:

Both Primary and Secondary sources utilized to collect the data which is relevant to the research objectives of the study. Primary data collected through structured Questionnaires from the respondents.

Method of Data Analysis

Data from the field was compiled, sorted, edited and coded to have the required quality, accuracy and completeness. Then the data was entered into the computer using the SPSS Statistics 20.0 for analysis. SPSS program enables data from surveys and experiments to be analyzed fully and flexibly (Pall ant, 2007).

Since the data collected was quantitative, descriptive statistics was used in the analysis by generating tables with respect to the research questions. In generating the actual results, frequency tables was developed to determine the number of respondents' opinion on a particular item of the study

Inferential statistics tools correlation and regression were also employed to show the relationship between independent and dependent variables. Correlation analysis (Pearson Correlation coefficient) used to determine the relationship between training effectiveness and employees' job performance. The regression analysis was used to establish the effectiveness of training (independent variables) on employees' job performance (dependent variable).

Hypothesis testing result

The relationship between training effectiveness (independent variables) and employees' job performance (dependent variable) of the study were investigated using Pearson correlation is used when the strength and direction (positive or negative) of the relationship between two variables need to be explored (Pall ant, 2007). Correlation of training and employees' job satisfaction

In this study, the Pearson Correlation coefficient is the measure of the linear association between the training and employees' job performance.

Table 1: Correlations Results of training and employees job performance:

		Employees Job Performance	training
Employees Job performance	Pearson Correlation	1	.517**
	Sig. (2-tailed)		.000
	N	157	157
Training	Pearson Correlation	.517**	1
	Sig. (2-tailed)	.000	
	N	157	159
**. Correlation is significant at the 0.01 level (2-tailed). Source: Authors Compilation			

Table 1 revealed that there is significant and positive relationship between the independent variable (training) and the dependent variable (employees job performance) at a significance level (p ‹ .001) the relationship is significant and positive relationship (r=.517, p < 001.

Table 2: Regression Analysis results of training and employees job performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 a	.267	.262	.40546
a. Predictors: (Constant), training Source: Authors Compilation				

The result of regression analysis presented in table 2, indicate positive and significant relationship between training and employees job performance. This means the predictive variable (independent variable) training determine the criterion variable that is employees' job performance. The adjusted (R-Square =.267) this result shows that training determine 26.7% of variance in employees job performance,

Table 3: ANOVA of predictor Variable (training effectiveness) in the test

ANOVA a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.278	1	9.278	56.435	.000b
	Residual	25.481	155	.164		
	Total	34.759	156			
a. Dependent Variable: Employees' Job performance Source: Authors Compilation						
b. Predictors: (Constant), training						

As shown in the above table 3 the statistical significance of the result (i.e., the regression result obtained above is significant at predicting the variance in employees' job performance): the analysis-of-variance (ANOVA) test was performed. Hence the regression result was statistically significant at F (1,156) = 56.435, p < .001

Table 4: Beta Weights of Predictor Variable (effectiveness training) in the test

Coefficients a						
Model	Un standardized Coefficients		Standardized Coefficients	t	Si g.	95.0% Confidence Interval for B

		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.870	.298		6.271	.000	1.281	2.459
	training	.701	.093	.517	7.512	.000	.517	.885
a. Dependent Variable: Employees' job Performance					Source: Authors Compilation			

The values of the Standardized Beta Coefficients (β) indicate the effects of independent variable on dependent variable. The values of the Standardized Beta Coefficients in the Beta column of the Table 7 indicate the independent variable (training effectiveness) makes the strong contribution to explain the dependent variable (Employees job performance). Training is the most significant predictor of employees' job performance because the β = .517 and p = 0.001 that is p < .001.

Table 5: Regression Analysis of training need assessment and employees job performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 a	.195	.190	.42475
a. Predictors: (Constant), Training need assessment			Source: Authors Compilation	

The result of the regression analysis presented in Table 5, indicate positive and significant relationship between independent variable (training need assessment) and dependent variable (employees' job performance), this means the predictive variable (training need assessment) determine the criterion variable (Employees' job performance). The adjusted R-square = .190 shows that training need assessment determine (explain) 19.0% of the variance in employees' job performance.

Table 6: ANOVA of predictor Variable (training need assessment) in the test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.795	1	6.795	37.661	.000 b
	Residual	27.964	155	.180		
	Total	34.759	156			
a. Dependent Variable: Employees' Job performance			Source: Authors Compilation			
b. Predictors: (Constant), training need analysis						

To assess the statistical significance of the result (i.e., the regression result obtained above is significant at predicating the variance in employees' job performance); the analysis-of-variance
(ANOVA) test was performed as shown in table 19. Hence, the regression result was statistically at F (1,155) = 37.661 p < 001

Table 7: Beta weights of Predictor variable (training need assessment) in the test

Coefficients a						
Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.994	.183		16.373	.000
	Training need assessment	.254	.041	.442	6.137	.000
a. Dependent Variable: Employees job performance f			Source: Authors Compilation			

The value of the standardized Beta Coefficients (β) in the beta column of the Table 7 indicate the independent variable (training need assessment) makes the strongest contribution to explain the dependent variable (employees' job performance), when the variance explained by other independent variable is controlled. The t

value and the sig (p) value indicate whether the independent variable is significant contributing to the prediction of the dependent variable (employees' job performance).

The result in Table 7, revealed that Training need assessment has a positive and significant effect on employees' job performance (β=.442, t =6.137, and p = 0.001 that is p < .001).

Table 8: Regression Analysis results of training evaluation and employees' job performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.284 a	.081	.075	.45403
a. Predictors: (Constant), Training evaluation			Source: Authors Compilation	

The result of the regression analysis presented in Table 8, indicate positive and significant relationship between independent variable (training evaluation) and dependent variable (employees' job performance), this means the predictive variable (training evaluation) determine the criterion variable (Employees' job performance). The adjusted R-square = .0.75 shows that training evaluation determine (explain) 7.5% of the variance in employees' job performance.

Table 9: ANOVA of predictor Variable (training evaluation) in the test

ANOVA a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.807	1	2.807	13.616	.000 b
	Residual	31.952	155	.206		
	Total	34.759	156			
a. Dependent Variable: Employees' Job performance				Source: Authors Compilation		
b. Predictors: (Constant), Training evaluation						

To assess the statistical significance of the result (i.e., the regression result obtained above is significant at predicating the variance in employees' job performance); the analysis-of-variance

(ANOVA) test was performed as shown in table 9. Hence, the regression result was statistically at F (1,155) = 13.616 p < .001.

Table 10: Beta weights of Predictor variable (training evaluation) in the test

Coefficients a						
Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.250	.232		13.978	.000
	Training evaluation	.193	.052	.284	3.690	.000
a. Dependent Variable: Employees job performance			Source: Authors Compilation			

The value of the standardized Beta Coefficients (β) in the beta column of the Table 10 indicate the independent variable (Training evaluation) makes contribution to explain the dependent variable (employees' job performance), when the variance explained by other independent variable is controlled. The t value and the sig (p) value indicate whether the independent variable is significant contributing to the prediction of the dependent variable.

The result in Table 10, revealed that Training evaluation has a positive and significant effect on employees' job performance (β=.284, t =3.690 and p = 0.001 that is p < .001).

The study's hypothesis testing was based on β, t, and P value to test whether the hypotheses are rejected or not. In this case, effectiveness training is largest beta value was the variable with strongest contribution to explain employees' job performance, followed by training need assessment and finally training evaluation.

- **Hypothesis 1**:
  - ➤ H1(null): There is no positive and significant effect of training on employee job performance in CBE Hawassa city branches
  - ➤ H1(alt): There is a positive significant effect of training on employees' job performance in CBE Hawassa city branches

The results of regressions, as depicted in Table 17, revealed that effectiveness training had a positive and significant effect on employees' job performance $\beta = .517$ and $p = 0.001$ that is $p < .001$.

. The results clearly indicate that the null hypothesis was rejected and support for the alternative hypothesis was found. Therefore, effectiveness training had a positive and significant effect on employees' job performance.

- **Hypothesis 2:**
  - ➤ H1 (null): There is no positive significant effect of Training need assessment on employees' job performance in CBE Hawassa city branches.
  - ➤ H1 (alt): There is positive significant effect of Training need assessment on employees' job performance in CBE Hawassa city branches

    The results of regressions, as depicted in Table 20, revealed that that training need assessment had a positive and significant effect on employees' job performance (β=.442, t =6.137, and p = 0.001 that is $p < .001$).

    . The results clearly indicate that the null hypothesis was rejected and support for the alternative hypothesis was found. Therefore, training need assessment had a positive and significant effect on employees' job performance.

- **Hypothesis 3:**
  - ➤ H1 (null): There is no positive and significant effect of training evaluation on employee job performance in CBE Hawassa city branches.
  - ➤ H1 (alt): There is positive and significant effect of training evaluation on employee job performance in CBE Hawassa city branches.

    The results of regressions, as depicted in Table 23, revealed that that training evaluation had a positive and significant effect on employees' job performance (β=.284, t =3.690 and p = 0.001 that is $p < .001$).

    . The results clearly indicate that the null hypothesis was rejected and support for the alternative hypothesis was found. Therefore, training evaluation had a positive and significant effect on employees' job performance.

CONCLUSIONS

The main objective of this study was to examine the effectiveness of training on employee's job performance in CBE Hawassa City ten branches. Wright and Gerry (2001), employee competencies changes through effectiveness training programs. It is not only improves the overall performance of the employees effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

In order to assess the major findings of the study various statistical techniques were employed in this research to analyze the data collected from employees of CBE Hawassa city ten branches. The statistical techniques includes: percentages, means, standard deviation, Pearson's correlation, and regression using SPSS Version 20.

The study was identified the effect of training, which affect the employees' job performance. The regression result of the study, the major predictor of employees' job performance was effectiveness training. From the hypothesis testing, it was identified that all the alternative hypothesis were accepted which shows that effectiveness training, training need assessment and training evaluation have a significant and positive relationship with employees' job performance.

Recommendations

Based on the conclusion of the study forward the following recommendations and suggestions:

1. With the current expansion of the global economy and the fast-changing of technology and innovation, Effective Training is necessary for CBE in order to enhance the employee's knowledge, skill and attitude, the study result confirms that there is a positive and significant relationship between training effectiveness and employees' job performance. Therefore, the management of CBE give greater attention for their employees by providing effective training in order to enhance the Performance

2. .In order to minimize problems related with training practice in CBE Hawassa City branches employees, CBE make training need assessment for their employees before the training program, in order to give the right training to the right employees.

3. The training module of CBE are not periodically reviewed and improved, therefore the management of CBE are to reviewed and update the training materials or modules.

4. CBE cannot make continues evaluation of training, hence CBE make continues evaluation of training to evaluate the training program, to see how well its objectives have been met. After the training follow up is necessary to know effectivenessness of the employees on their job.

5. The management of CBE gives more emphasis and improve the current training practice of CBE, in order to give the right training for the right employees, and to update the training materials.

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