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**THE IMPACT OF HUMAN RESOURCE TRAINING AND DEVELOPMENT ON
EMPLOYEE PERFORMANCE AND EMPLOYEE PRODUCTIVITY;
'A CASE STUDY OF THE PATENTS AND COMPANIES REGISTRATION AGENCY-PACRA'**

By

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**A Dissertation Submitted to the Copperbelt University in Partial Fulfilment of the
Requirements of the Degree of Master of Business Administration in Finance**

THE COPPERBELT UNIVERSITY

KITWE

2022

Declaration

I, OZZIE NGOZI KAYUKWA, declare that this dissertation:

- (a) Represents my own work;
- (b) Has not previously been submitted for a degree at this or any other University; and
- (c) Does not incorporate any published work or material from another dissertation.

Signed:.....

Date:.....

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APPROVAL

This dissertation of OZZIE NGOZI KAYUKWA has been approved as partial fulfillment of the requirements for the award of Master of Business Administration – Finance by the Copperbelt University.

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ABSTRACT

The success of any organization depends on the effectiveness of staff employed, which in turn also depends on the effectiveness of the human resource department in the recruitment and selecting of capable staff as well as providing them with necessary training and development. In the absence of effective training and development of employees, most organizations fail to perform as expected. Therefore, it is imperative that organizations maintain effective human resource departments which will conduct employee training and development for the benefit of both the employees and organization.

This study is aimed at investigating the perceived effect of training and development on employee performance and productivity. The study is quantitative in nature. Primary data was collected through a questionnaire survey. The study population consisted of 173 Patents and Companies Registration Agency employees from which 100 respondents were conveniently selected to make up the sample size. One hundred questionnaires were distributed via email (google document) for the collection of data and easy response. The goal was to see whether Training and Development has an impact on Employees Performance and Productivity. Data were analyzed using excel and discussed with recommendations being made at the end of the study.

To my supportive wife (Catherine C. Chitanda) and
adorable son (Kai L. Kayukwa)

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Special thanks are rendered to individuals that participated in providing data upon which the findings of this research were based. I wish to also give gratitude to all my CBU-GSB instructors that gave me guidance throughout my studies with particular acknowledgement being rendered to Dr. Donald Chungu for guiding about the research process during Research Methods & Statistics course and Dr. Charito Wui for positively guiding and encouraging me throughout the time I conducted the Master thesis. Lastly, deep appreciation is given to my family for rendering emotional support which gave me strength and wisdom to successfully complete my studies.



TABLE OF CONTENTS

INTRODUCTION

Declaration	i
APPROVAL	iii
ABSTRACT	iv
ACKNOWLEDGEMENTS	vi
CHAPTER I	1
INTRODUCTION	1
STATEMENT OF THE PROBLEM	2
PURPOSE OF THE STUDY	2
OBJECTIVES OF THE STUDY	2
RESEARCH QUESTIONS	3
HYPOTHESIS	3
SIGNIFICANCE OF THE STUDY	4
ETHICAL CONSIDERATIONS	5
LIMITATION OF THE STUDY	5
DEFINITIONS OF TERMS	5
CHAPTER 2	7
REVIEW OF RELATED LITERATURE	7
2.1 The concepts and definition of Training and Development.....	7
2.2.0. Training and Development.....	8
2.2.1 Methods of Training	11
2.2.2 Benefits of Training	12

2.3.0 Development	13
2.4.0 Employee Performance and Productivity.....	15
CHAPTER 3	16
RESEARCH DESIGN AND METHODOLOGY	16
STUDY DESIGN.....	16
RESEARCH METHODOLOGY	16
3.1. POPULATION.....	17
3.2. SAMPLE	17
3.3. SAMPLING PROCEDURE.....	18
3.4. INSTRUMENT FOR DATA COLLECTION	18
4.6.0. DATA ANALYSIS	18
CHAPTER IV	20
DATA ANALYSIS AND PRESENTATION OF DATA	20
INFERENTIAL STATISTICS	51
Hypothesis 1.....	51
Hypothesis 2.....	51
CHAPTER V	51
SUMMARY, CONCLUSION & RECOMMENDATION.....	51
This chapter gives a summary of the study with conclusions based upon the results of the study and recommendations for the way forward.....	52
SUMMARY OF FINDINGS	52
CONCLUSION.....	52

RECOMMENDATIONS	54
APPENDIX 1	56
Bibliography	64

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CHAPTER I

BACKGROUND OF THE STUDY

INTRODUCTION

Training and development have become a major concern for all organization, be it in the private or public sectors, as organizations have learned to treat their human resource as an asset key to success with the coming of globalization, increased competition and advancements in technology. Training is a systematic way of modification behavior, attitude, skills as well as knowledge through learning which occurs as a result of education, instructions, development and planned experience, which will enhance the effectiveness of the company in achieving its overall objectives (Armstrong, 1995).

Organizations need to be creative, inventive, innovative, in the way they provide their products or services if they are to compete favorably and gain competitive edge in the ever-changing business environment (Edralin, 2004; Lynton & Pareek, 2000; Vemic, 2007), therefore there is always need for employees and management to acquire new skills and knowledge through for training and development. Armstrong (1995) noted how management uses employee development as a means to ensure that an organization always has efficient and effective employees it requires to meet its present and future needs which is key for survival of any organization. This highlights the need for effective training and development of employees and the mammoth task shouldered by the human resource department in formulating a training and development policy as this will be critical in enabling employees use their skills, attitude and behavior in the most effective and efficient and thus enhance their performance and productivity. A sound training policy takes into account the needs of both the organization and employees.

STATEMENT OF THE PROBLEM

The ever-advancing pace of science and technology has led to jobs becoming more complex which in turn has brought about the need for a continuous process of training and development of the employees in organizations to enable them gain new skills, knowledge and attitudes required for them to perform their duties and for the organization to meet its objectives and survive. However, with high costs of training and work disruptions which may occur as a result of employees being out for training, some organizations become reluctant to send their employees for training. Moreover, some organizations still use rigid training programs as part of their training policy without giving full thought to organizational and employee needs. Therefore, this study is done to investigate the importance of training and development in the Patents and Companies Registration Agency in Zambia.

PURPOSE OF THE STUDY

Training and development are an important part of human resource management in almost every organization. Therefore, the purpose of the study is to understand the importance of training and development of employees, find out the various methods of training employed by organizations as well as the challenges encountered in the implementation of training and development and possible solutions to these challenges.

OBJECTIVES OF THE STUDY

The study will be guided by the following objectives:

1. To investigate how training and development needs of employees are determined.

2. To find out how training and development of the Patents and Companies Registration Agency contribute to the employee performance.
3. To find out how the training and development contribute to the achievement of goals of the Patents and Companies Registration Agency.
4. To identify the organizational issues and challenges in the implementation of the training and development at the Patents and Companies Registration Agency.

RESEARCH QUESTIONS

At the end of the research, the following questions will be answered:

1. How may the training and development needs of employees at the Patents and Companies Registration Agency be determined?
2. How does the employee training and development of the Patents and Companies Registration Agency contribute to the employee performance?
3. How does the employee training and development contribute to the achievement of goals of the Patents and Companies Registration Agency?
4. What are the organizational issues and challenges in the implementation of the training and development of the Patents and Companies Registration Agency?

HYPOTHESIS

To achieve the objectives of this study, the following hypotheses were formulated:

Hypothesis 1

H0: There is significant and positive effect of training and development on employee performance among PACRA employees.

H1: There is no significant and positive effect of training and development on employee performance among PACRA employees.

Hypothesis 2

H0: There is significant and positive effect of training and development on PACRA as an organization.

H1: There is no significant and positive effect of training and development on PACRA as an organization.

SIGNIFICANCE OF THE STUDY

The results of this study will become useful to the following:

Employees. That their training and development needs may be addressed and used as a basis for improving the organizations training and development policy.

PACRA Management may use results of the study to identify where necessary improvements needed on their training and development programs and as well as selection methods for candidates for training and development which will enhance employee performance and productivity.

Human Resource Department. Being the nerve of the company tasked with improving or enhancing performance and productivity, the study may help the office understand the problems facing employees' performance which is essential in planning and implementing training and development strategies.

Future CBU Researchers. That this study may serves as a reference material for further study on the subject matter.

ETHICAL CONSIDERATIONS

Approval from the Copperbelt University- Graduate School of Business was obtained by the researcher. The research briefly explained purpose of study to respondents who were requested to provide their opinions by filling in questionnaires. The personal details of each respondent were kept confidential by ensuring that the questionnaire did not request for sensitive details that could trace back a questionnaire to a particular respondent.

LIMITATION OF THE STUDY

This study was restricted to establishing the importance of training and development of employees using Patents and Companies Registration Agency (PACRA) as a case study. The willingness of the respondents was a major limitation as some of the employees felt uncomfortable and others were simply not bothered to take part despite the ensuring that the questionnaire could easily be answered electronically (google document) and assuring that the respondents' confidentiality was maintained such information only used for the research purpose.

DEFINITIONS OF TERMS

The following terms are operationally defined:

Employee – A person who has been hired to do specific tasks.

Employer – The authority which employs and pays employees for their labor or specific tasks.

Employee Performance – This is an outcome of an employee to achieve a certain or tasked goal.

Productivity- The measure of how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output (Krugman.1994).

Questionnaire – A research tool that consisting a series of questions used to gather useful information from the respondents.

Organization – An entity that involves one or more people coming together to accomplish a common goal or objective i.e. PACRA.

Performance – level of achievement of specific responsibilities or duties in comparison to set standard also referred to as working efficiency and effectiveness.

Training - Planned activity of imparting and learning skills and knowledge that is necessary to effectively and efficiently perform desired task.

PACRA- Means the Patents and Companies Registration Agency.



CHAPTER 2

REVIEW OF RELATED LITERATURE

This chapter looks at past and present literature written on the importance of Training and Development of employees in organizations. It contains secondary information retrieved from published books, authentic websites, and research reports and dissertations written on the topic. It begins by defining Human resource management and goes on to look at some important terms on Training and Development. The review looked at issues like, the concepts and definition of training and development, importance of training and development policy, benefits of training and development, training and process, the relationship of training and employee's performance.

2.1 The concepts and definition of Training and Development

Human resource management (HRM) consists of those activities designed to provide for and coordinate the people of an organization. These include determining the organizations human resource needs, assisting in the design of work systems, recruiting, selecting, training and developing among others. HRM seek to effectively select, utilize, build and maintain an employee environment for quality excellence to better enable the workforce to achieve the company's quality and operational performance objectives (Evans and Lindsay, 1999). Another extension of HRM is Human Resource Development (HRD) which seeks to train, educate and develop employees with the goal of contributing towards the achievement of individual, organizational and societal objectives.

2.2.0. Training and Development

Training and Development is one of the most important human resource management functions as it deals with enabling employees acquire understanding, skills, know-how, and practices. Employees are the most valuable assets of every organization as the most important work is done through them even in the most automated organizations. A trained employee can be the difference between success and failure of an organization hence the need to invest huge capital in training and development. Through successful implementation of training and development, human resource management can enhance or improve the performance of individuals, groups and ultimately the organization as a whole.

Cole (1997) defined training as a learning process which is aimed at impacting knowledge and skills to enable the employee execute their work task better. Dressler (1998) added by stating that planned training is a purposeful intervention that will impact knowledge for realizing better job performance. Studies by Lucey (2004) further added that training is preparation for an occupation or for specific skills and is narrower than education. Training and development require an organization's HRM having a system and policy of identifying training needs such as regular appraisals so that the precise learning objectives can be defined and attained (Slack, 2001).

Based on the definitions from various studies it can be said that training is a management process which aims at helping employees acquire new skills; attitude and knowledge in their current jobs or future job advancement which will enable them achieve organizational objectives. Training is an employee-oriented process that should consider employee as the centerpiece to improving the organization.

The rate at which technological advancement of information, science and technology reduces the time frame which knowledge and skills are valid hence making them almost obsolete at a faster rate. This raises the need for continuous training to keep up with these fast-paced advancements. There other reasons why training is accorded to employees. According to Trevor (1991), trainings should improve the staff skills and change their attitudes towards trends at work. There are various reasons why training is accorded to employees such as efficiency enhancement, (Freudenberg and Herper, 1998, p. 951-956) additionally; training can motivate the workforce to higher levels (Benson & Dungis 2003, p. 315-320). According to Quinn, Anderson and Finkelstein (1996), the goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities.

Training begins with the identification of training needs. Cole (1994) defined training needs as a shortfall in terms of knowledge, understanding, skills and attitude against what is required by the job or the demands of organization change. Simply put, a training need is a failure on the employee's part to meet his required task in an organization due to limited knowledge, skill, attitude or behavior. Training is a process used by managers to enable employees attains addition knowledge, skills, and attitudes in order to realize their full potential and contribution positively to the enhancement of the organization effectiveness as well as efficiency.

Dressler (2003.) said training programs consist of four steps. In the first step, needs analysis step in here you identify all aspects of training and compare these with prospective trainees' knowledge and skills. Secondly, instructional design step this is where training programs are formulated to fill the gaps of training. Third step is the implementation step of the

programs, by offering actual training to the targeted employees. And lastly the evaluation step, where you assess the program's success.

Training needs analysis. Armstrong (2006) Looked at training needs analysis as partly concerned with defining the gap between what is happening and what should happen i.e., the difference between what people know and can do and what they should know and be able to do. It is or should be, more concerned with identifying and satisfying development needs-multi-skilling, fitting people to take extra responsibility, increasing all around competence and preparing people to take on higher levels of responsibility in the future.

The training needs analysis aims at pinpointing the areas where training is needed and improving them by providing necessary training. In the same book (p.517), Armstrong identified four methods of analyzing training needs as follows:

Analysis of Business and Human Resource Plans. This training need analysis would include the examination of changes in organizational strategies or objectives, organization structure, human resource plans new techniques or processes, new services and plans from which flow human resource plans. In other words, we would say it examines the kind of problems that an organization is experiencing and where they are located within the organization.

Job Analysis. In his book Personnel Human Resource Management (2002) Cole defined job analysis as a collection of tasks assigned to a position in an organization structure. From Cole's definition it can be said that job analysis involves examining the job content in detail, the performance standard required in terms of quality and output and the knowledge, skills and competence needed to perform the job competently and thus meet the performance standards.

Personnel Analysis. This examines how well individual employees are performing their jobs. Training should be given to those who need it. Assigning all employees to a training

program, regardless of their skill levels, is a waste of organizational resources and create unpleasant Situation for employees who do not need train.

Performance analysis. According to Dressler (2011) performance analysis is the process of verifying that there is performance deficiency and determines whether the employer should correct such deficiency through training or some other means like transferring the employee.

The objectives of training must be clarified, related to the areas identified in the task analysis, and should be challenging, precise, achievable, and understood by all.

2.2.1 Methods of Training

Training methods include job instructions, job rotation, self-development and self-assessment. lectures, discussions with audience participation which results in employees learning from the experience of others and gain different perspectives as well as develop powers of self-expression, case study given to trainees in order to analyze and come up with cause of the problem and solutions. Role-playing which affords the trainees the chance to assume the roles of others. Simulations which combine case studies and role-playing to enhance training realism. Group exercise which is aimed at promoting team work as trainees are encouraged to work in groups to examine problems and develop solutions to them (Armstrong ,2007). The various types of training can ultimately fall under the following two:

- i. **On-the-job training (OTJ):** This is one of the most common methods of training in organizations due to its simplicity, effectiveness, time and cost saving nature. It is designed to provide training to employees in their normal/routine working environment. It enables them to get familiar with their normal working environment as they would be doing the actual tasks such directly using processes, machinery, and equipment that will be used routinely at the end of their training. Employee also gain first-hand experience on problem solving as the handle them as the arise during the

execution of a tasks in training. Examples of the on-the-job trainings include Apprenticeship, Induction/Orientation, Internship and Job Rotation

- ii. **Off-The-Job training** – This type of training is done away from the organization as the name states “off-the-job”. Futurelearn (2021) defined it as a type of training which offers courses that “allow employees to undertake training away from their place of work, through day release, online or distance learning, as well as block release courses”. Off-the-job training includes classroom instructions (University, College, etc.), simulations, case studies, seminars etc. It utilizes the advantage of using specialist trainers, less disturbances such as being called to do other duties associated with on-the-job training, freedom of expression and a high likely would of successfully completing the training due to no work pressure. The Colchester Institute-CI (2021) emphasized that Off-the-Job Training “must be directly relevant to the apprentice’s Programme and teach them new knowledge, skills and behaviors that will help them reach competence in their occupation and ensure that apprentices are actively learning and working to attain the required knowledge and skills within their sector while enrolled in their placement program”.

2.2.2 Benefits of Training

HRM plays a crucial role as they will need to recruit and select people who will add value to the organization. Armstrong (2007, P.136) observed that by providing designed training such as just-in-time training which is closely related to the immediate business needs, an organization can improve its cost effectiveness and thus achieve competitive advantage through cost leadership. Cole (2002) summarized the benefits of training by highlighting that benefits it promotes high morale by enhancing trained employees’ confidence and motivations; lowers employee/labour turnover as it promotes a sense of security at the workplace; lowers the cost of

production as trained employees make good use of resources which reduces wastage and eliminate risks; eases change management as trained employees are able to understand, be involved and appreciate planned change; raises employee recognition as they are able to take on more responsibility which also comes with possibility of increased pay and promotion. All these benefits lead to high productivity and profitability of an organization

2.3.0 Development

When defining Development, Wilson (2004, p.6) noted that it is “the growth or realization of a person's ability, through conscious or unconscious learning”. Development can be achieved by an individual or by a group and has longer-term focus. Bolton (1995:15) added that development come about when a gain in experience is effectively combined with the conceptual understanding that can clarify or explain it, giving increased confidence both to act and to perceive how such action relates to its context. Werner and DeSimone (2012) went on to define Human Resource Development (HRD) as “a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands”. Mahapatro (2010, p. 257) on his part defined HRD by highlighting how it helps employees to”:

To acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.

Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own or/and organizational development purposes.

Develop an organizational culture in which supervisor-subordinate’s relationships, team work and collaboration among sub-units are strong and contribute to the professional well-being, motivation and the pride of the employees.

HRD is a continuous planned process which covers a wider range of activities unlike training which has a specific goal. McNamara (2008) noted that development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future. From the various definitions, it can be generally said that development involves deliberate actions aimed at achieving individual or group growth in understanding of principles and successfully applying them in the workplace.

Armstrong (2007, P.136) highlighted its advantage when he stated that including personal development plans in performance management learning processes will encourage self-managed learning which is cardinal in achieving competitive advantage of employing better qualified staff than competitors. Heathfield (2021) added that effectively applied HRD is key to attracting and retaining talent, motivating employees in an organization, encourages employees to continue to develop their skills, creating and maintaining employee loyalty to the organization and foster higher job satisfaction. Helps management identify and prepare employees for advancement leading to an organization having and maintaining well so that experienced and trained leadership ultimately better performance of individuals and groups which is the recipe for improved effectiveness of an organization, and achievement of its goals.

Development includes activities such as coaching which is aimed at encouraging employees to take responsibility for their actions and counselling aimed at helping them deal with personal problems which may be hindering them achieve their company assigned goals (Werner and Desimone, 2012). Mentoring by more experienced members and collaborations will highly trained members of staff.

When looking at the benefits of HRD, Matta, M. (2019) listed that:

It helps in making the employees more competent as it focuses and emphasizes on all around development of the employee's skills, attitude and knowledge about the organization as opposed to training for a particular goal or purpose.

Since it also emphasizes on performance appraisal system as a way of measuring an employee's performance, this encourages employees to be more committed towards their work and motivates others to perform well.

It creates an environment of trust and respect through the link created by resource development between the organization and the employees.

It emphasizes on problem solving approach, hence, HRD helps in creating an environment of acceptability towards change.

HRD enhances productivity of the organization by fostering a team spirit within the organization which helps in creating a positive environment within the organization.

2.4.0 Employee Performance and Productivity

According to Salah (2016, p.44) Productivity is an overall measure of the ability to produce a good or service. It measures how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. On the other hand, Ulrich in Sheriff, et al. (2012) looked at performance as the level or degree of output achieved from a defined input.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

This chapter acts as the blueprint of how the research was carried out. It discusses the method by which this study was to be undertaken. This includes identifying a research design used, study population, description of the study area, sampling method and size, data collection instruments, and data processing analysis.

STUDY DESIGN

Bhat (2019) defines research design as a framework of methods and techniques chosen by a researcher to combine various components of research in reasonably logical manners so that the research problem is efficiently handled. Kothari (2008) added that descriptive studies are those studies that are concerned with describing the characteristics of a particular individual or of a group. Research can either qualitative or quantitative research design.

The researcher chose an exploratory design which is qualitative in nature because it best served to answer the questions and the purposes of the study. Research-methodology (2017) explained that its advantages lie in its flexibility and adaptability to change, effective in laying the groundwork that will lead to future studies and can potentially save time and other resources.

RESEARCH METHODOLOGY

The research methodology adopted was qualitative in nature as it was most appropriate for small samples. Snapsurveys (2011) states that “qualitative research is primarily exploratory. it is

used to gain an understanding of underlying reasons, opinions, and motivations.” Collis & Hussey (2003) further added that the advantage of qualitative technique is that it offers a complete description and analysis of a research subject, without limiting the scope of the research and nature of participant’s responses.

3.1. POPULATION

The target population will be all 173 employees at the Patents and Companies Registration Agency. It will include Management and non-management employees.

The Patents and Companies Registration Agency (PACRA) is a Statutory Body under the Ministry of Commerce, Trade and Industry established under the Patents and Companies Registration Agency Act No. 15 of 2010 with the principal mandate of providing Business Registration and Intellectual Property protection services. The Agency confers Intellectual Property Rights and serves as a legal repository for Business Registration and Intellectual Property information. PACRA has two offices in Lusaka, the headquarters situated in Longacres, along Haile Selassie Avenue and One Stop Shop office located on first floor Kwacha House Annex, Cairo Road, Central Business District as well as physical presence in all provincial centers including Kitwe and Livingstone. (Pacra.org.zm).

3.2. SAMPLE

The sample will consist of 100 respondents and informants. It will consist of both management staff and and non-management employees. 30 will be management staff while the remaining 70 will be non-management employees.

3.3. SAMPLING PROCEDURE

Convenience sampling will be used to select all respondents. This procedure will be used because of time constraints and nature of the study, especially when it comes to assessing training offered and the extent to which it is offered. For the purpose of saving time and money a questionnaire designed using google documents whose link was emailed to participants who were selected using non-probability sampling as they were selected by the researcher based on convenience. This is considered purposive sampling technique (Crossman, 2018). Respondents will be selected based on familiarity, how serious they may take the study and how quick they may provide response.

3.4. INSTRUMENT FOR DATA COLLECTION

A questionnaire will be used to collect data. The researcher will use a google document self-administering questionnaire to collect data from the entire target group. The researcher will Email the questionnaire link to the target group. Sagepub (2008) defined an email survey as “one that sends the survey instrument (e.g., questionnaire) to respondent via email and most often samples respondents via email. (See appendix 1 for link and questionnaire). The main purpose for using a questionnaire was to save time and it was easy to formulate, distribute as well as easy to analyze data because most of the questions were closed ended. Using a google document is also easy for respondents to it was going to be done online without the researcher or respondents have to print the questionnaire in order to provide responses.

4.6.0. DATA ANALYSIS

Analytical method will be used to analyze qualitative data as descriptive statistics will be used to describe basic features of the data.

Data processing or analysis involves converting raw data into meaningful information (Rudo, 2013). The research used electronic data processing as it was faster and accurate. The researcher further utilized batch processing where information was be organized and sorted into groups as this was efficient and effective (Admin category, copyright@2018).

Data from the field was carefully classified, edited, basing on clarity, completeness, accuracy and consistence to ensure reliability. Data analysis was based on the objectives of the study and was done by using Microsoft Excel program and google document response charts on collected data to draw meaningful interpretation. SPSS would have been preferred, however due to no access to the program, excel was used instead. The method of analysis which was used for the data collected from respondents was done both qualitatively and quantitatively. This was done by providing charts for the responses and statistical inferences.

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CHAPTER IV

DATA ANALYSIS AND PRESENTATION OF DATA

This section contains the data collected from the questionnaire. A link to the questionnaire was emailed to One hundred and forty-five (100) employees with only twenty-nine (29) responses representing a response rate of 20%. The data was successfully presented that is, the responses from structured interview by the targeted sample size in the research methodology in form of charts and graphs with descriptions for easy interpretation and analysis. The main aim of this chapter was to bring out the results.

4.1 Gender

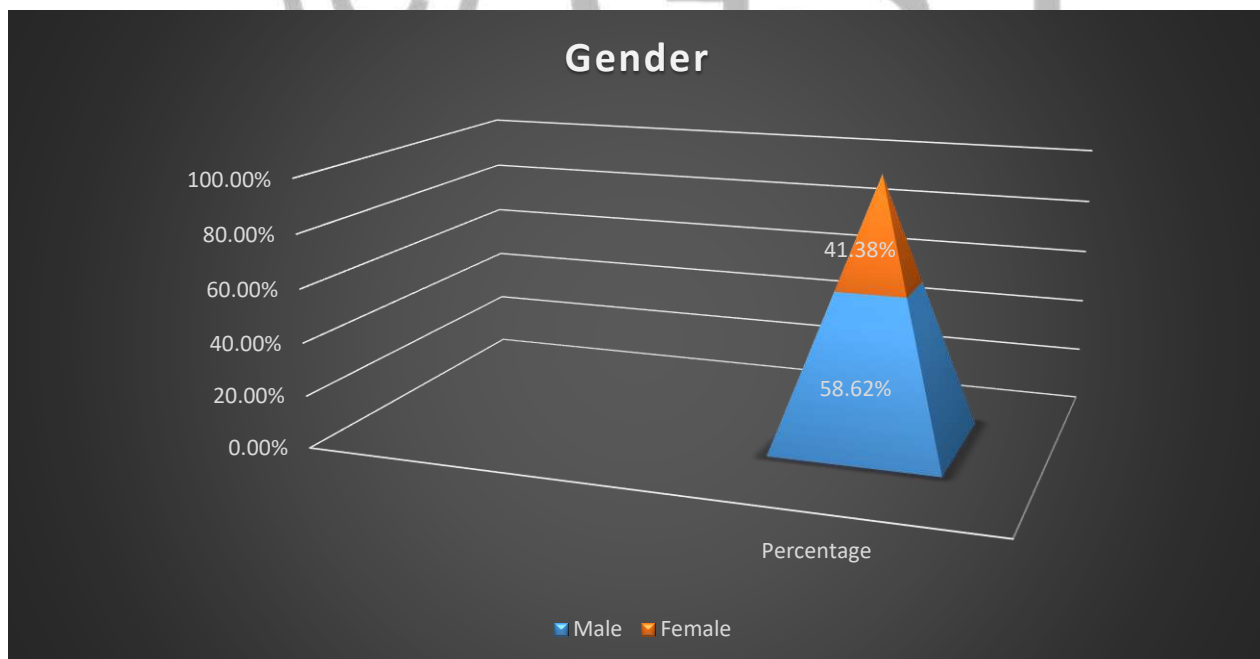


Chart 1

The above chart shows the gender of all respondents who took part in the survey. The findings revealed that 58.62% were male while 41.38 % were female indicating a nearly gender balanced sample.

4.2. Age Range

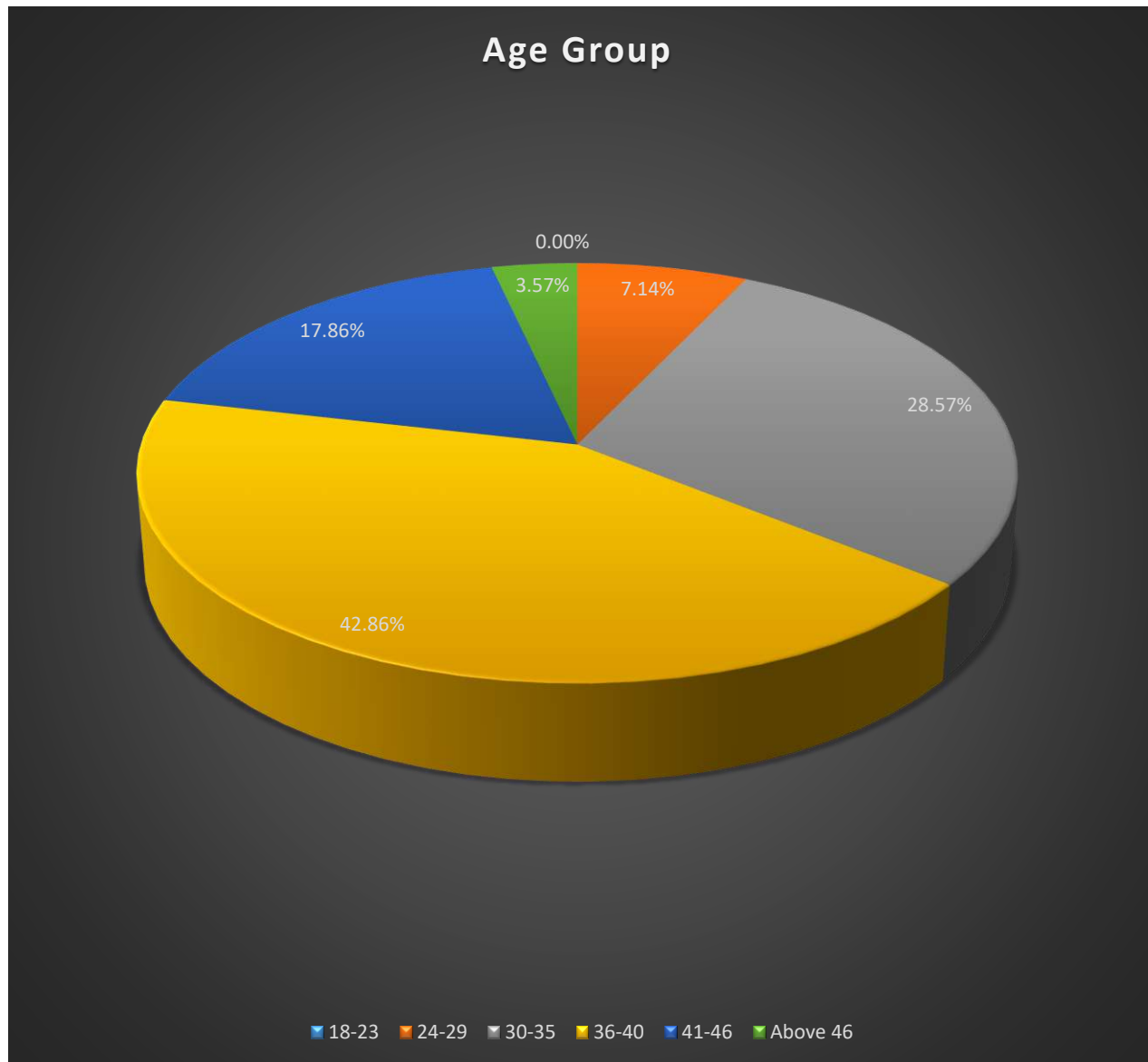


Chart 2

The above chart shows the age group of all respondents. The findings revealed that 42.86 % of the respondents age ranged from 36-40. 28.57% ranged 30-35. 17.86% ranged 41-46. 7.14 % ranged

from 24-29 and only 3.57% were above 46. This revealed to the researcher that majority of the respondents were still in their prime age of the working population.

4.3. Education Level

Chart 3

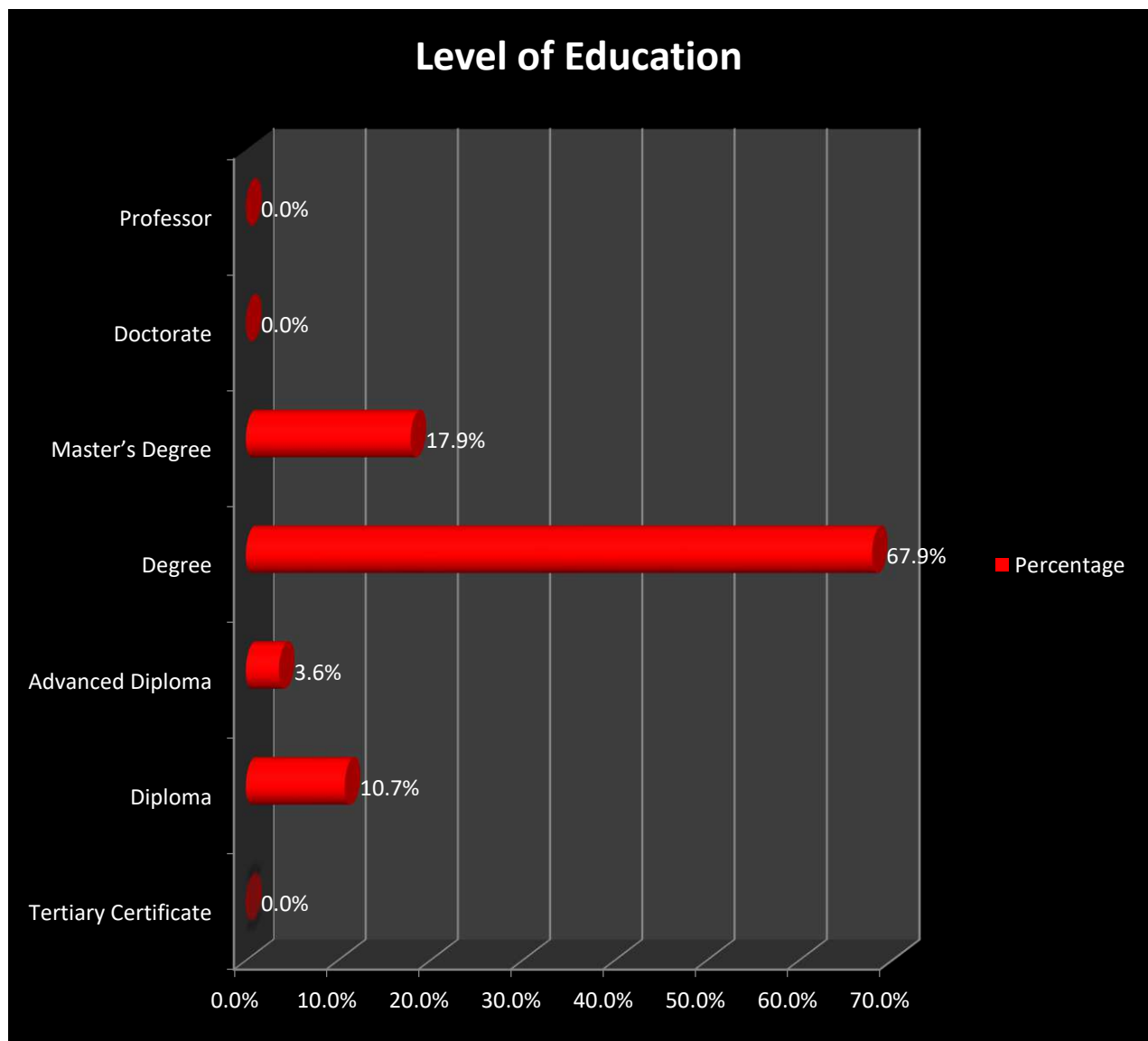


Chart 3

The above shows the education level of all the respondents. The findings revealed that the organizations maintain a well-educated workforce with the majority of 67.9% having attained a university Degree and another 17.9% Master's Degree.

4.4. Employment Category

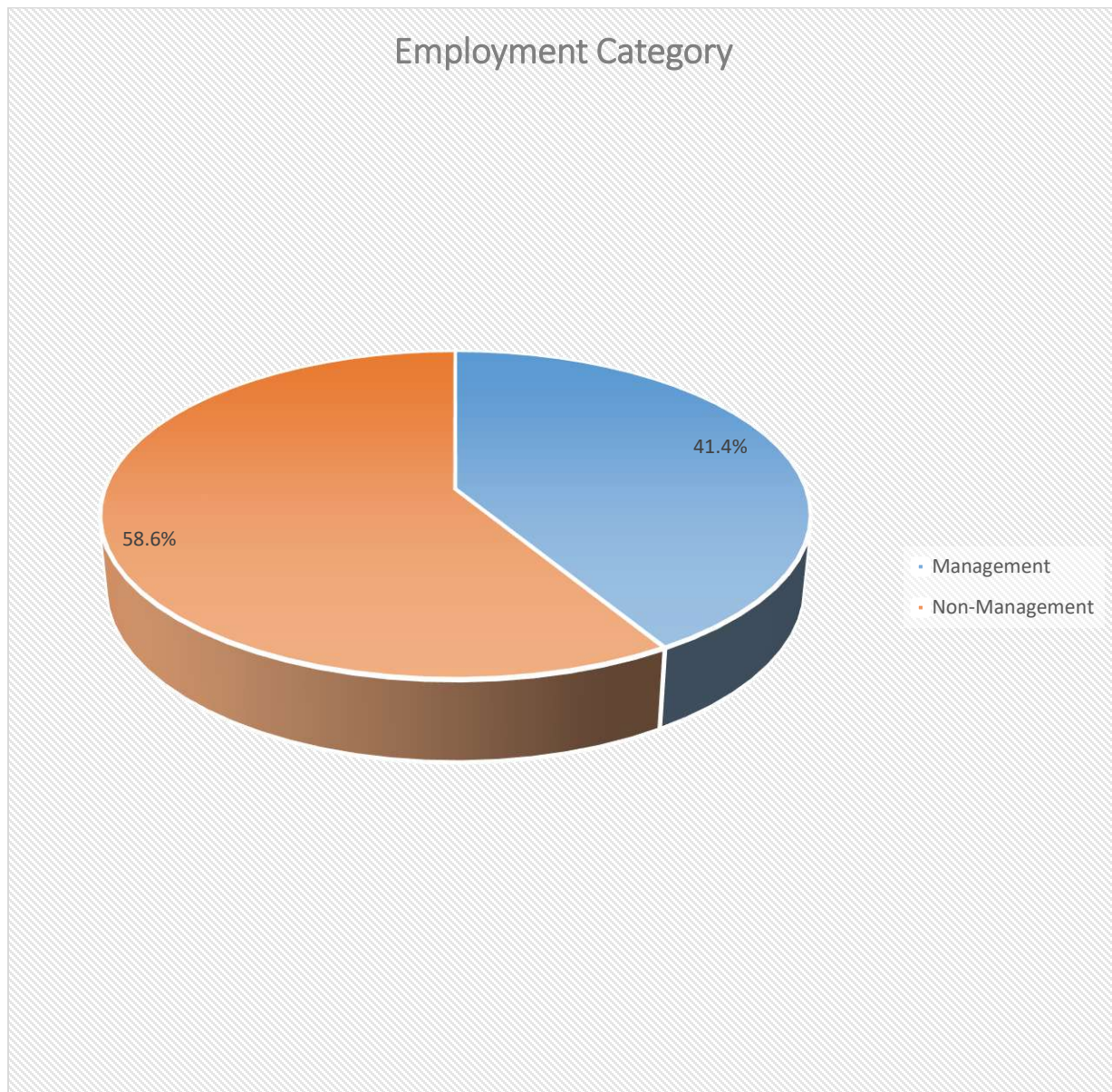


Chart 4

The above chart shows the responses to the categories which best described the respondent's employment status. The findings revealed that 41.4% of the respondents were in management while the remaining 58.6% or 17 respondents were non-management employees. This revealed to the researcher that the response make-up fairly represented both management and non-management staff.

4.5. Years in Employment

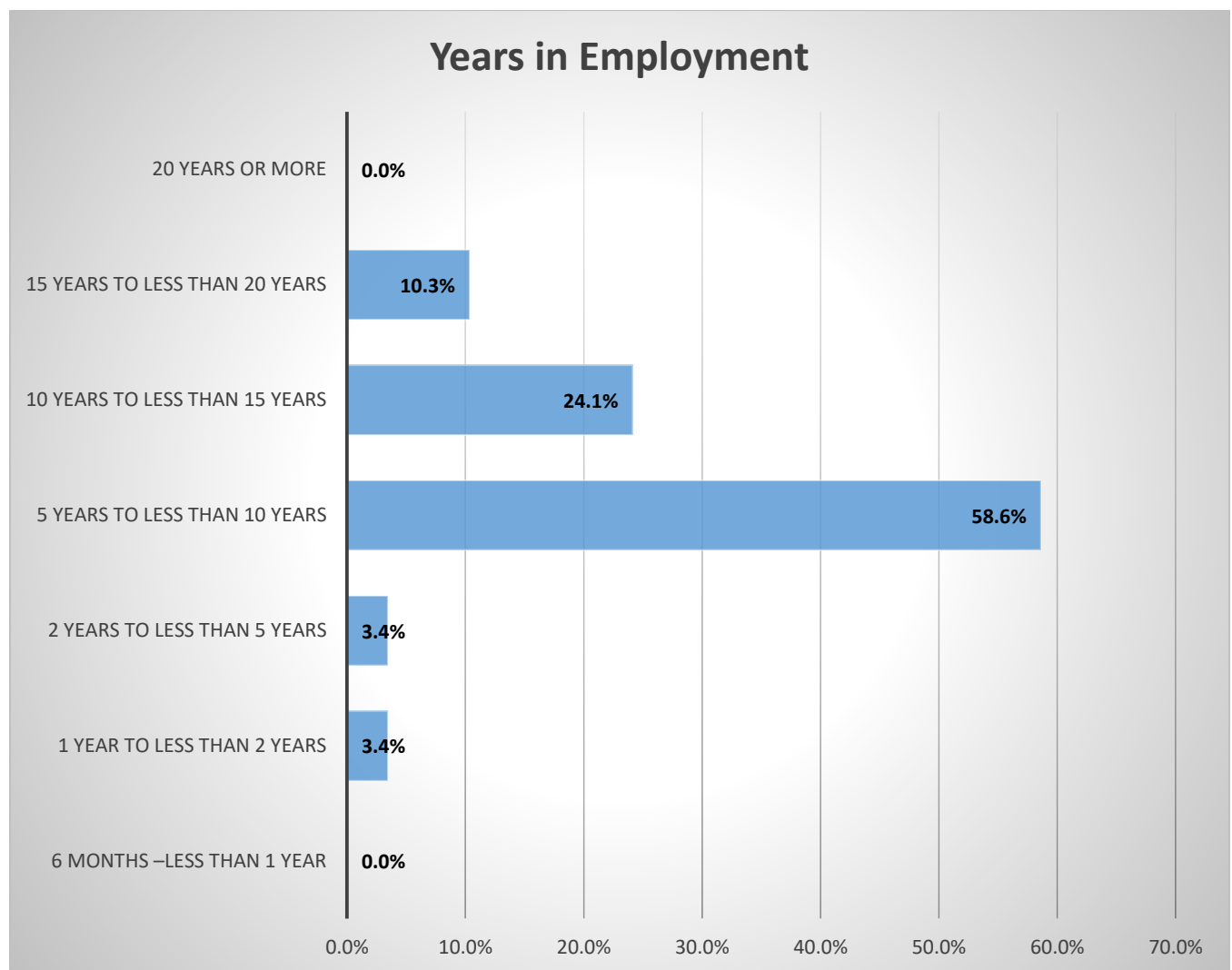


Chart 5

The above chart shows the responses to the number of years in employment. The findings revealed that 58.6% of the respondents were in employment between 5 to 10 years. 24.1% between 10 to 15 years. 10.3% having being in the organization between 15 to 20 years with 3.4% having been in the organization between 2 to 5 years and another 3.4% having been there for less than 2 years. This revealed to the researcher that all respondents were far from retirement and have the potential for being receiving more training and being developed into assets in the organization.

4.6. Number of Times Promoted

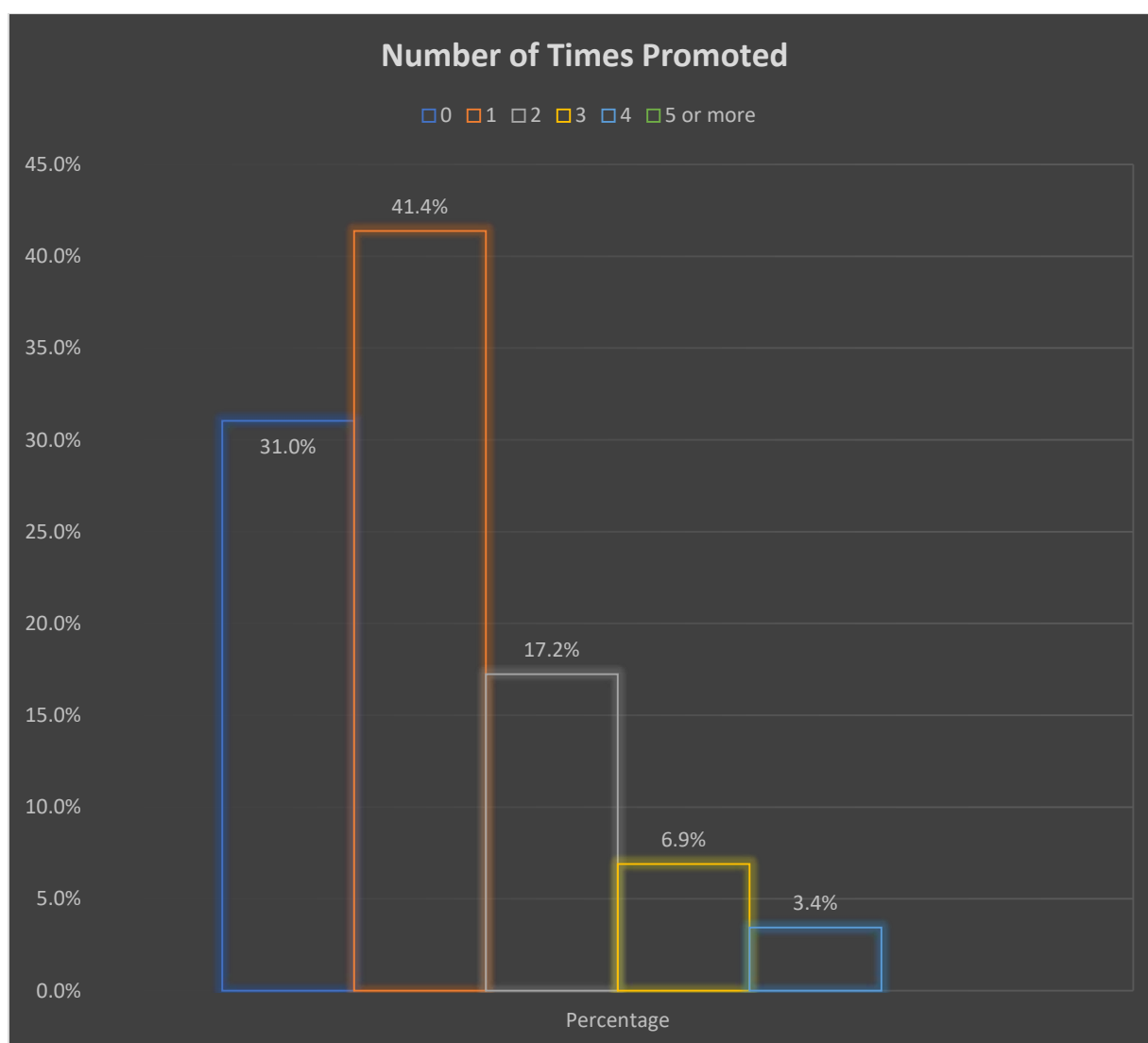


Chart 6

The above chart shows the responses to the number of times one has been promoted during their employment period. The findings revealed that 31% of the respondents have not been promoted before, 41.4% have been promoted once before, 17.2% having been promoted twice before and 6.9% been promoted three times before and only 3.4% having been promoted four times. This revealed to the researcher that there are very little opportunities for promotions or job advancement as represented by the 31% never been promoted and 41.4% only promoted once despite serving in the company for considerable time and having the qualification as indicated in chart 3 and 5.

4.7. Is training and development of staff vital in an organization?



Chart 7

The above chart shows the responses whether training and development of staff vital in an organization. The findings revealed that 96.6% of the respondents thought it was while only 3.4% thought it was not. This revealed to the researcher that majority of the respondents understood and valued the importance of training and development in an organization.

4.7.1 Please briefly explain your answer in previous question

Respondent explained:

- That a lack of training and development holds back personnel in their career nonetheless, availability of it enables them to perform their role efficiently and effectively.
- Due to improvements of service delivery, training is prioritized as it helps to know how to do the job.
- It enables higher productivity as employees acquire specific skills which help them perform better, it also improves their work morale and motivation which in turns increases performance.
- The need to train and develop staff is important so as to be sustainable with the new changes. We do understand that we are living in the modern world where technology is advancing at a very fast speed and to be compatible with new changes, we need to provide the necessary training and development as technology keeps on changing so are employees.
- It is important as it motivates employees to work hard and improve their skills which helps the organization grow stable as industry standards and policies change.
- To ensure an organization is competitive it will need to ensure its employees are knowledgeable in the latest policies and technologies in their expertise.
- It helps grow the institution with qualified people as better skilled workers perform better.

- It promotes high level of performance not just by the employees but also the organization as a result of staff members acquiring new skills and techniques.
- It motivates employees which in turn increase productivity.
- It helps to build capacity and skills of employees.
- Employee development is critical for employees to improve their skills and knowledge base in order to perform better. Employee development programs and trainings educate employees on current trends and events in their communities.
- Training and development help employees to gain new knowledge and skills that help them perform better in their current position and prepares them for other responsibilities in future.
- In a customer service center business type that we offer, training from time to time is needed as it broadens the scope of staff, as they are updated with new trends and knowledge.
- In order for an employee to contribute positively for sustainable development of the organization for it to achieve the vision.

4.8. Does training improve employee's performance?

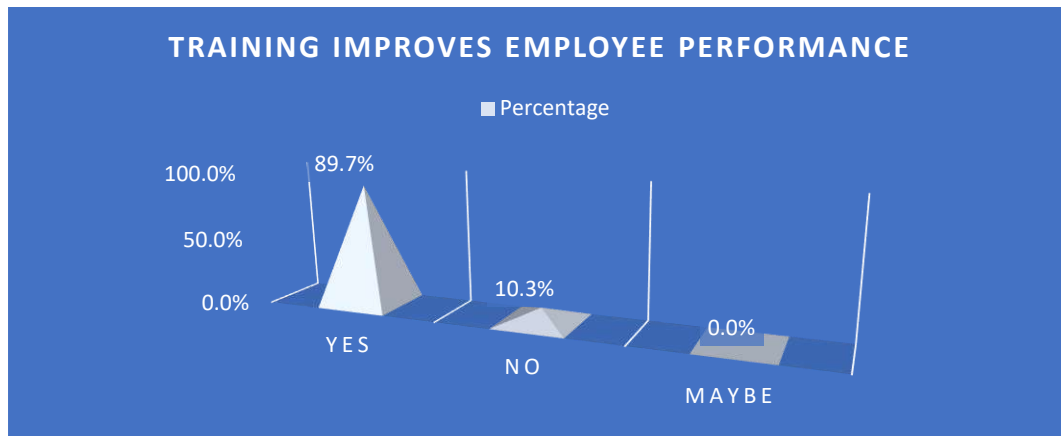


Chart 8

The above chart shows the responses as to whether training and development improves employee performance. The findings revealed that 83.7% of the respondents agreed it does while 10.3% thought it did not. This revealed to the researcher that the majority of the respondents thought training and development improves employee performance.

4.8.1 Please briefly explain your answer in the previous question

When asked to explain their answer, respondent stated that:

- Yes, it does, it equips personnel with necessary knowledge to execute their functions, resulting into efficiency and effective workflow, which augments into the organizational goals, objectives, mission & vision.
- New knowledge and skills are improved after training of staff
- Without training the employee will not know the job
- They gain knowledge and work is efficient
- When employees undergo training, it improves their skills and knowledge of the job and builds their confidence in their abilities.

- When employees are provided with the necessary training, they will understand what is required of them to do, hence improving their performance.
- It increases knowledge and information as well as productivity/efficiency in an organization.
- Because employees will always be aware of any changes happening and be on the same page with whatever system the institution uses.
- Training enhances employee knowledge and skills and also boosts the moral in the employees.
- Training is like imparting knowledge in employees, a trained employee executes their duties effectively and efficiently.
- Relevant training improves technical know-how of a specific job.
- It is difficult to quantify
- It is one of the key motivators and improves an employees already existing skill set. if employees are trained, they will then be able to achieve good results and meet the deliverables.
- It helps to improve employees broaden the thinking capability
- Employees are able to gain new knowledge and skills that help them to perform well in their current and future position.
- It helps you to know how to treat clients in all situations

- Yes, it does, training does affect output. knowledge empowers and is never static

4.9. Does training and development improve employee-employer relationships?

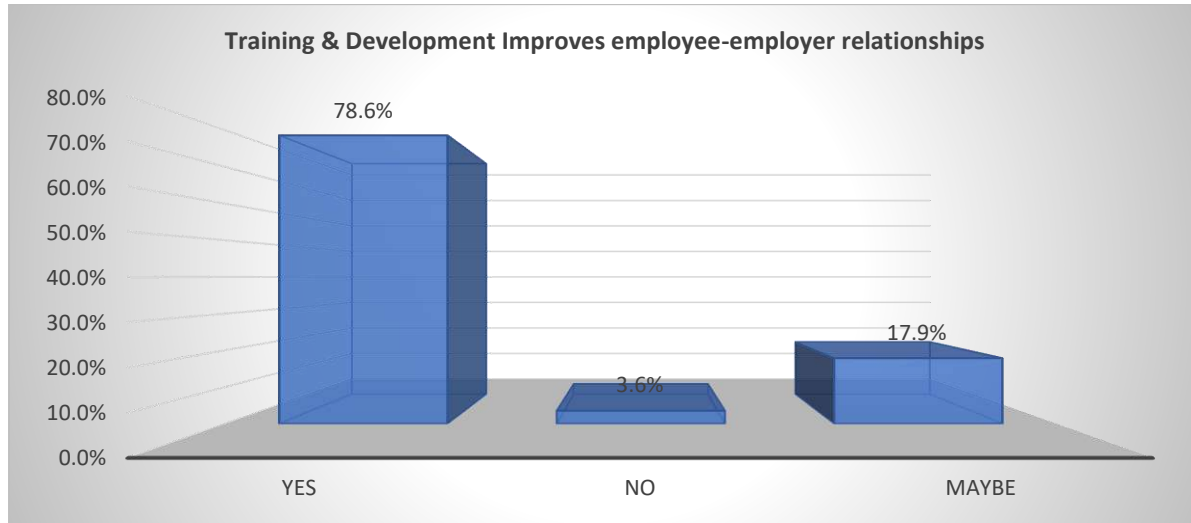


Chart 9

The above chart shows the responses as to whether training and development improves employee-employer relationships. The findings revealed that 78.6% of the respondents indicated that it does, while 17.9% were unsure and another 3.6% being sure that it does not improve employee-employer relationships. This revealed to the researcher that majority of the respondents thought training and development improved employee-employer relationships and valued it as further supported by responses in 4.1.7.1 .and 4.8.1.1

4.10. Does training and development focus on developing team work and leadership skills?

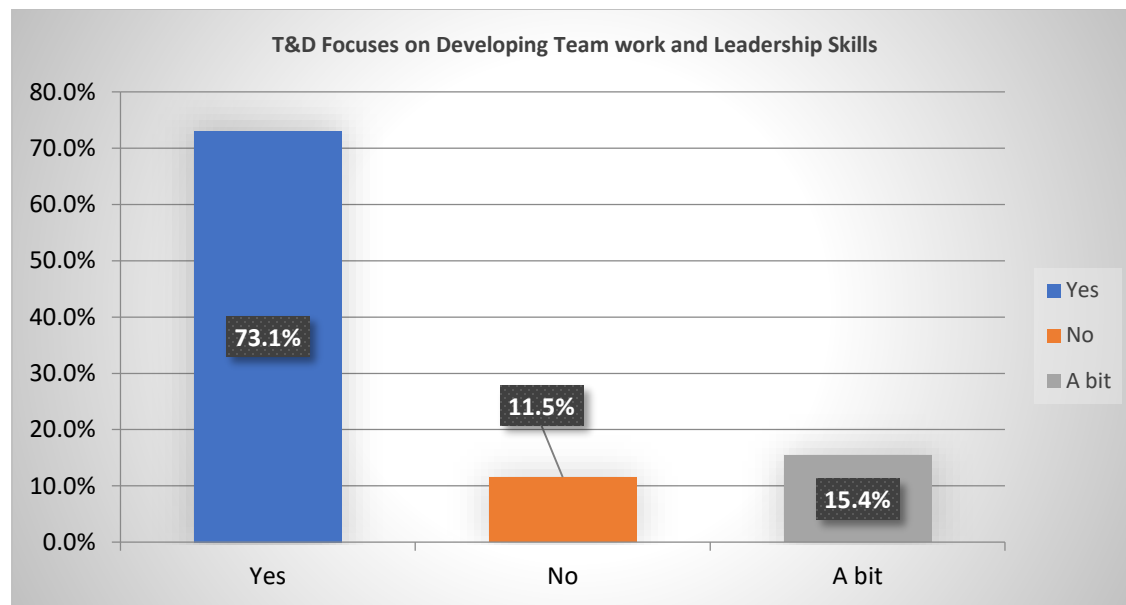


Chart 10

The above chart shows the responses as to whether training and development focuses on developing team work and leadership skills. The findings revealed that 73.1% of the respondents answered thought it does; while 11.5% thought it did not, with the remaining 15.4% being unsure. This revealed to the researcher that majority of the respondents thought training and development focuses on developing team work and leadership skills.

4.11. Does your organization have a training and development policy?

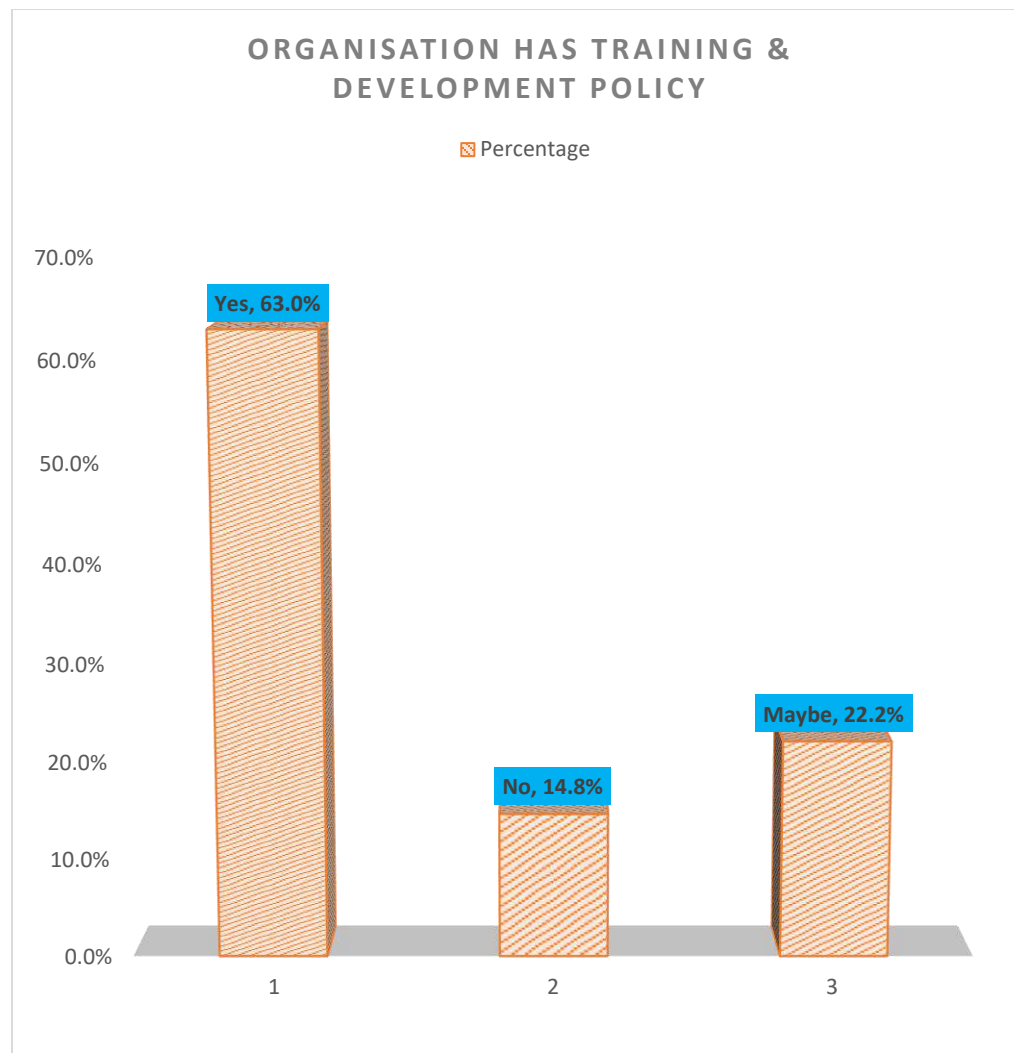


Chart 11

The above chart shows the responses as to whether the organization has a training and development policy. The findings revealed that 63% of the respondents thought it did, while 14.8% thought it did not with the remaining 22.2% being unsure. This revealed to the researcher that the organizations values training and development of employees due to the presence of a training and development policy, however, more effort is needed in disseminating information its existence and purpose as a considerable number of employees were not sure or aware about it.

4.12. Do you feel your organizations training and development policy is effective?

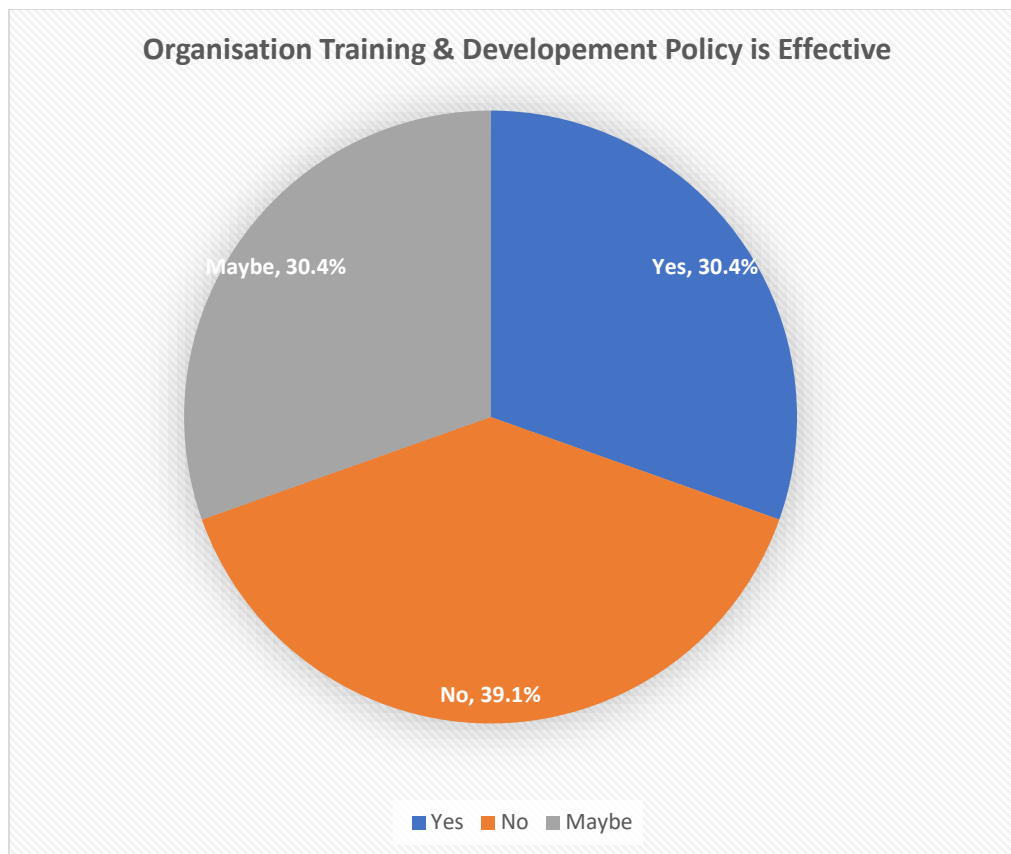


Chart 12

The above chart shows the responses whether they felt the Organisations training and development policy was effective. The findings revealed that 39.1% of the respondents thought it was with another 30.4% being not so sure if it was or not, leaving only 30.4% thinking it was. This revealed to the researcher that Organisations training and development policy was not effective from employee's perspective.

4.12.1 Please briefly explain why you feel so

When asked to briefly explain, respondents list the following reasons:

- Improvement can only happen if training is consistent.
- We do have a policy, but it's not been adhered to. Therefore, we may not get the intended goals in this regard.

- It's not been put in full use
- Some employees do not take training seriously and fail to apply the knowledge they gain to their practical environment
- It has helped more employees to go back to school
- It is barely implemented.
- It has no restrictions on who should attain the training.
- The policy is there but training does not happen due to financial challenges.
- It caters for all kinds of training, short and long term.
- it's not very effective.
- regional offices lag behind compared to head office.
- Maybe because those trainings come once in a while
- No access to statistics on the subject
- The organization allows employees to sponsor themselves for school and then refund them after successfully completing a stage, however refunds take long which makes it hard for employees to consistently continue with their school programs
- It is because, the education refunds to members of staff takes longer and that is discouraging.

4.13 Have you received any training and development recently?

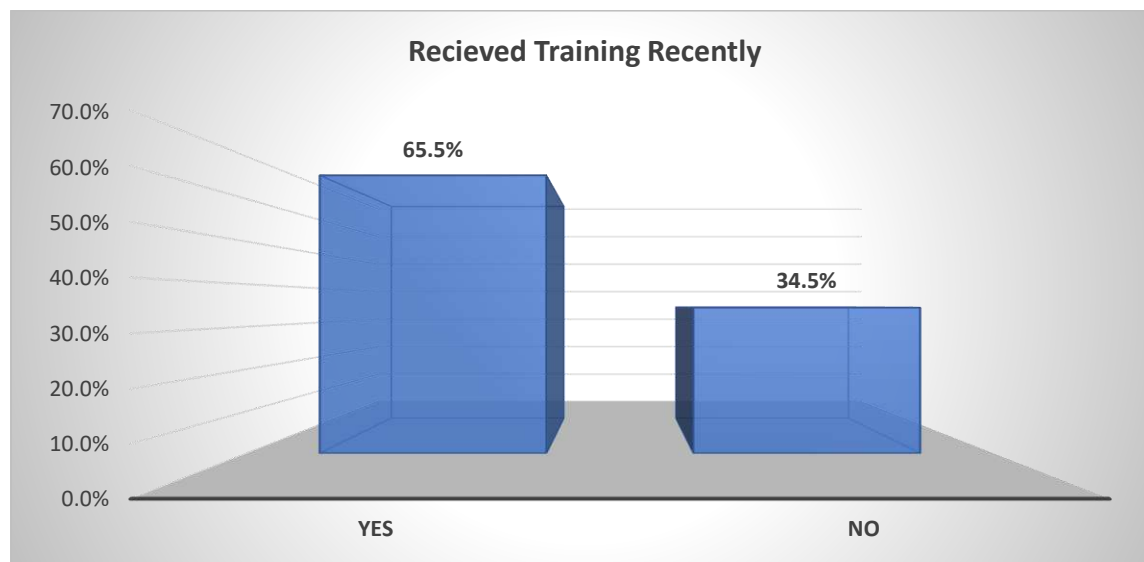


Chart 13

The above chart shows the responses whether one received any training and development recently. The findings revealed that 65.5% of the respondents indicated that they had while 34.5% indicated that they had not. This revealed to the researcher that the organization has recently conducted training and development as a good number of employees have recently received some form of training and development

4.14 What training and development did you receive?

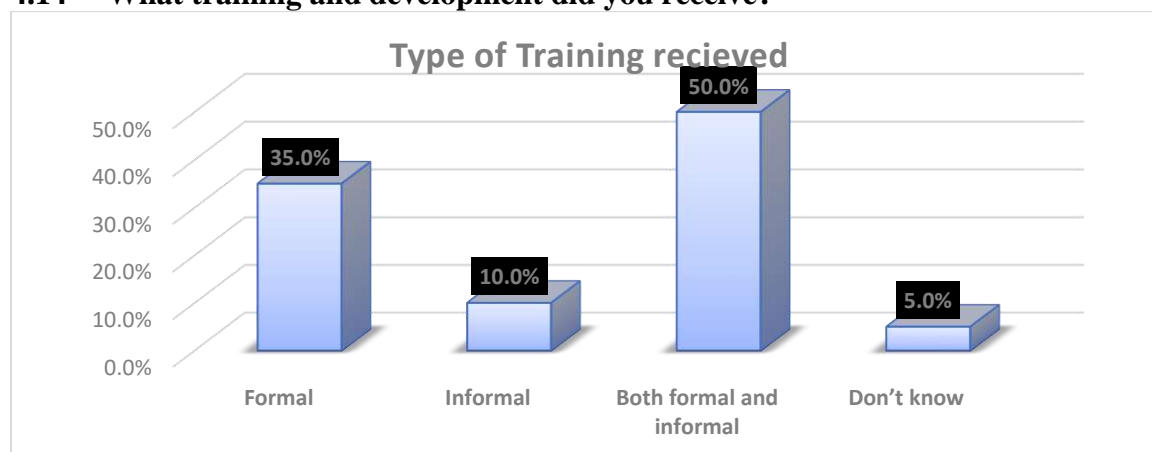


Chart 14

The above chart shows the responses to the type of training and development received. The findings revealed that 50% received a combination of formal and informal training. 35% received

formal. while 10% received informal while the rest (5%) where not sure of the type of training the received. This revealed to the researcher that the favored type of training and developed by the organization was a combination of formal and informal as represented by the 50%.

4.15. How satisfied were you with the quality of Training & Development received?



hart 15

The above chart shows the responses to how satisfied respondents with the quality of training and development candidates. The findings revealed that 45% of the respondents were satisfied (very satisfied 5% and 40% satisfied) while the other 35% were neutral, leaving the 20% either dissatisfied or very dissatisfied. This revealed to the researcher that the quality of training need improvement as only less than half (45%) of the respondents were satisfied with the quality of training.

4.16 How satisfied were you with the content of training and development received?

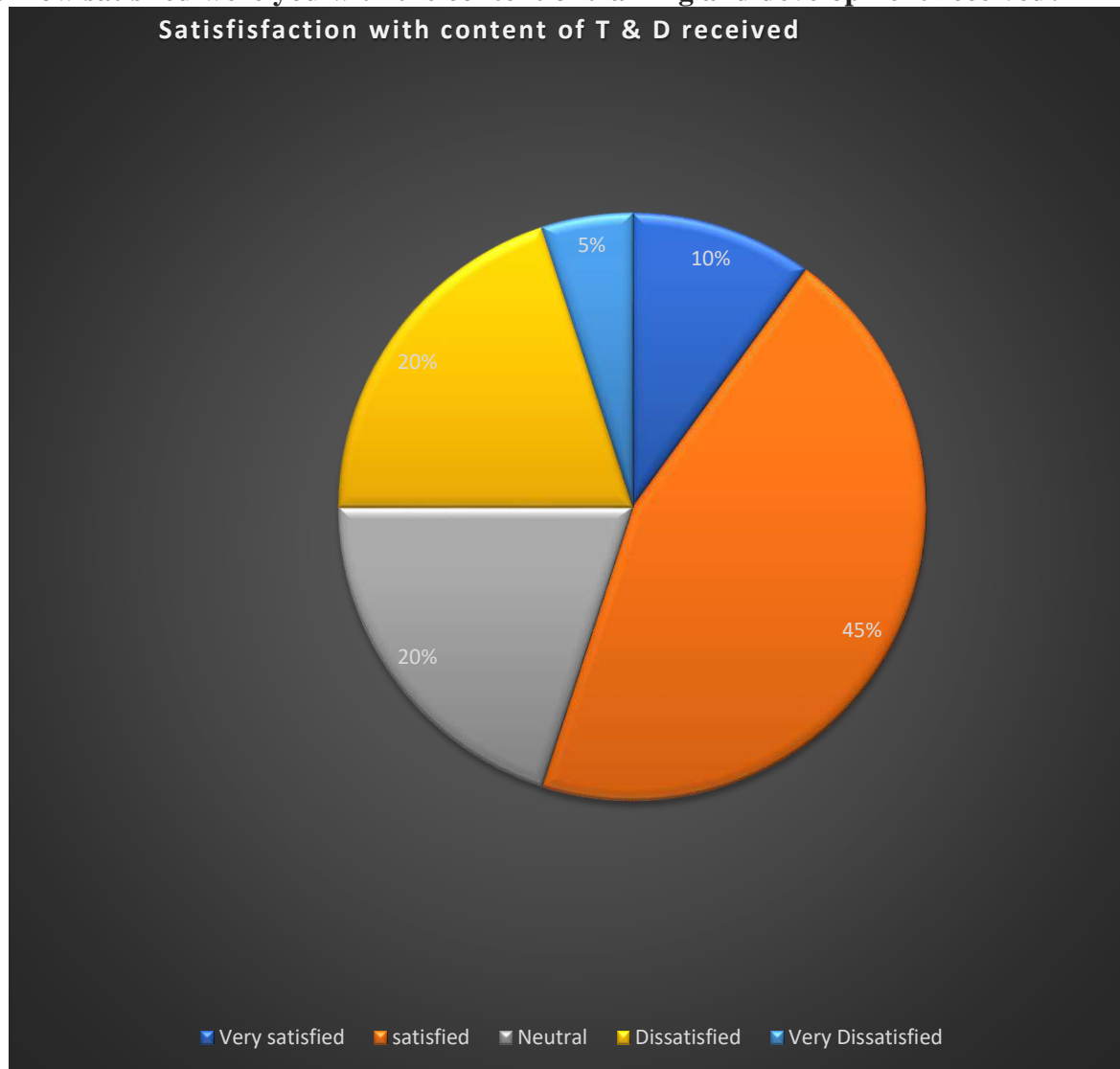


Chart 16

The above chart shows the responses to how satisfied respondents with the content of training and development received. The findings revealed that 55% of the respondents were satisfied (very satisfied 10% and 45% satisfied) while the other 20% were neutral, leaving the 25% either dissatisfied or very dissatisfied. This revealed to the researcher that the content of the training also needs improvement as only 55% of the respondents were satisfied with the quality of training leaving 45% which is very significant either neutral, dissatisfied or very dissatisfied.

4.17. Where your training and development needs met?



Chart 17

The above chart shows the responses if the respondents training and development needs were met. The findings revealed that only 45% of the respondents were satisfied (very satisfied 5% and 40% satisfied) while the other 45% were neutral, leaving the 10% dissatisfied. This revealed to the researcher that the general training and development approach needs improvement as only 45% of the respondents were satisfied leaving the other 55% either neutral or dissatisfied which is very significant.

4.18. Has training and development improved your performance?

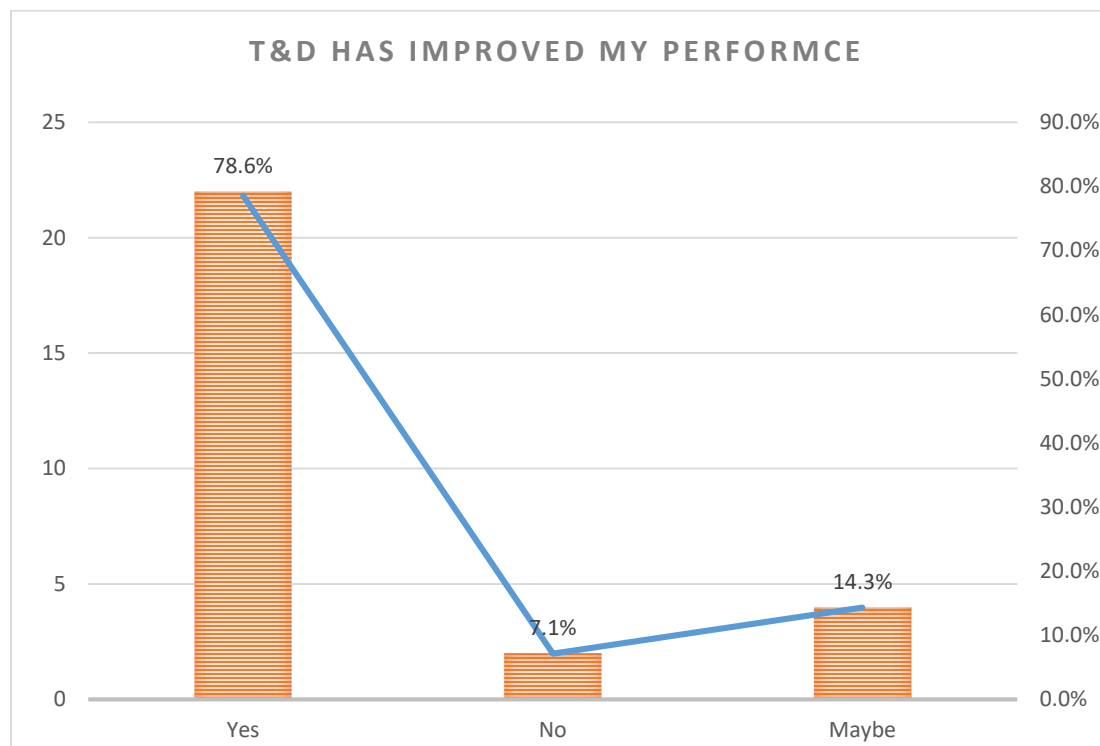


Chart 18

The above chart shows the responses as to whether training and development has improved their performance. The findings revealed that 78.6% thought it did, while 14.7% were not sure, leaving 7.1% saying it did not. This revealed to the researcher that despite a considerable number of respondents being dissatisfied with the content and quality of training and feeling it did not meet their needs, most believed that the training the received improved their performance.

4.19. Has training and development improved organization productivity?

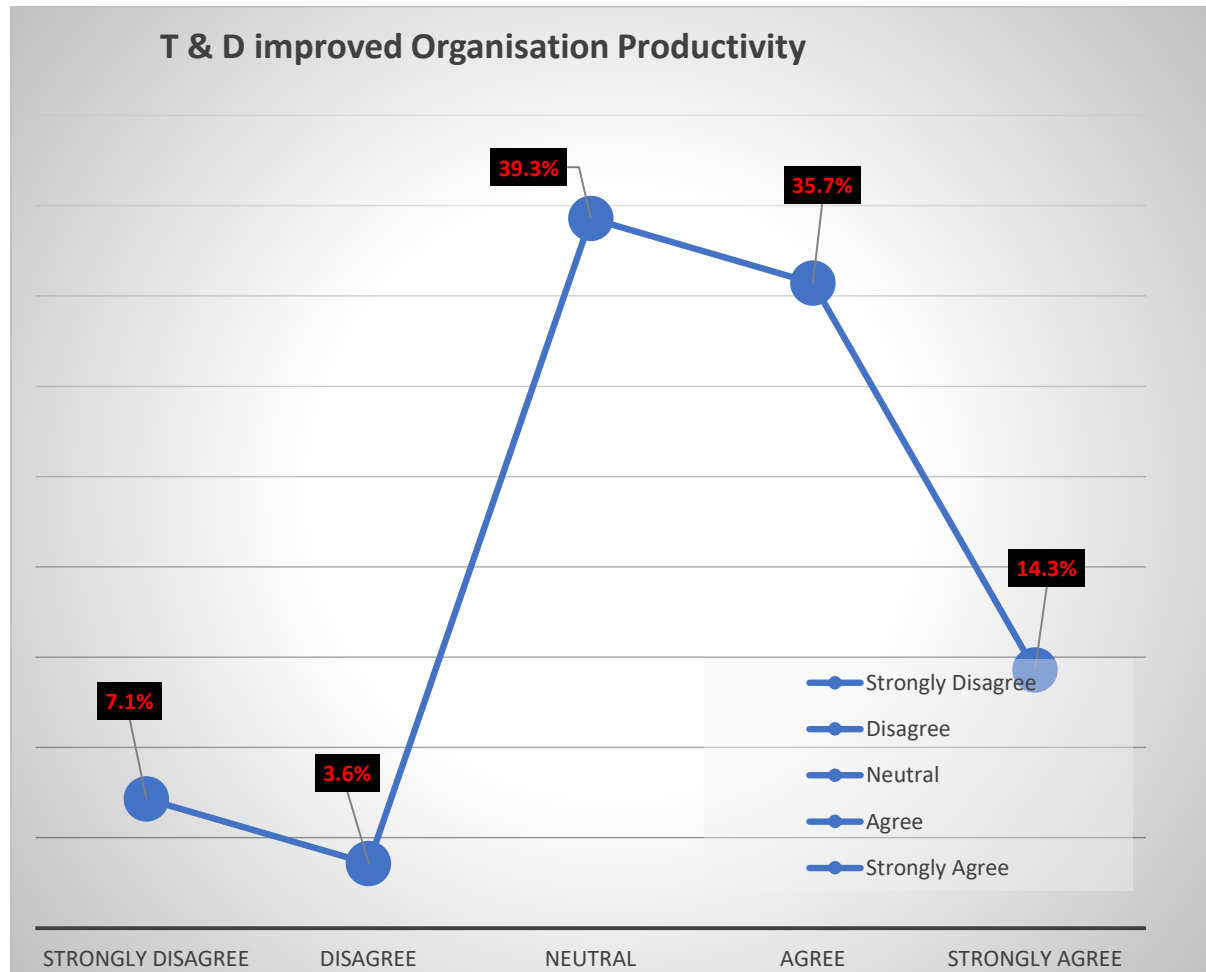


Chart 19

The above chart shows the responses as to whether training and development has improved organizational productivity. The findings revealed that 50% (35.7% agree and 14.3% strongly agree) of the respondents thought it did while only 10.7% (7.1% and 3.6% disagree) did not think it improved organization performance, leaving 39.3% neutral. This revealed to the researcher that training and development is vital to organizations as it improves their productivity. However, the number of those who were neutral was also significantly high thus also revealing the need for the Human Resource Department to emphasize the importance of training and development to employees.

4.20. Has training and development motivated you to perform better?



Chart 20

The above chart shows the responses as to whether training and development motivated them to perform better. The findings revealed that 85.7% of the respondents were motivated to perform better while the 14.3% were not. This revealed to the researcher that training and development motivates employees to perform better in the organization.

4.121 How often is training and development conducted?

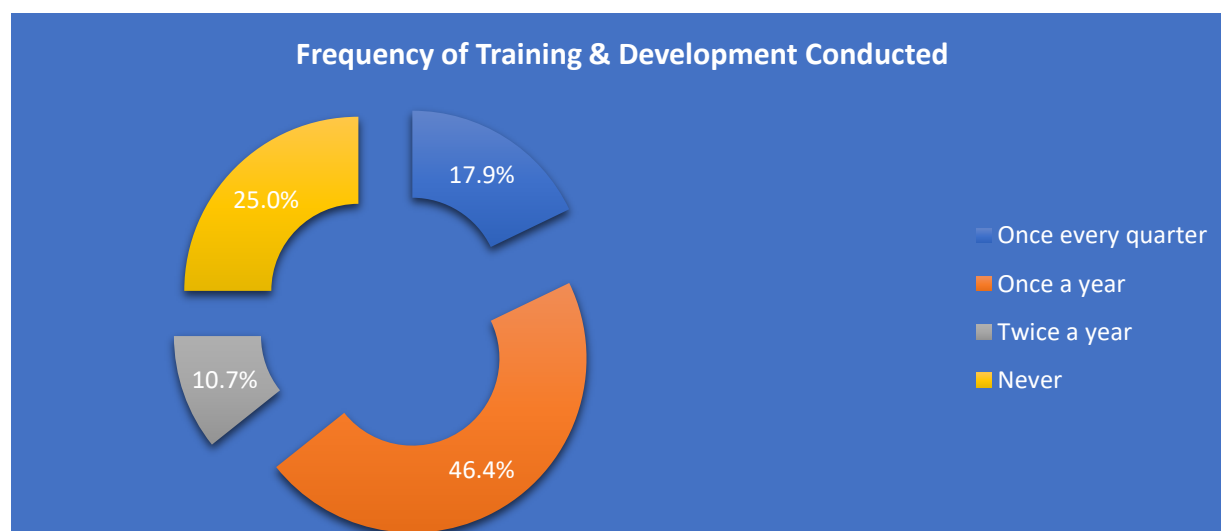


Chart 21

The above chart shows the responses to how often training and development is conducted. The findings revealed that 46.4% the respondents answered once a year, 17.9% of the respondents answered once every quarter and 10.7% answered twice a year and 25% answer it is never conducted. This revealed to the researcher that the organization considers training and development vital as it is conducted at least once a year as represented by 64.3% (46.4% once a year and 17.9% once every quarter).

4.22. What criterion is used in selecting candidates for training and development?

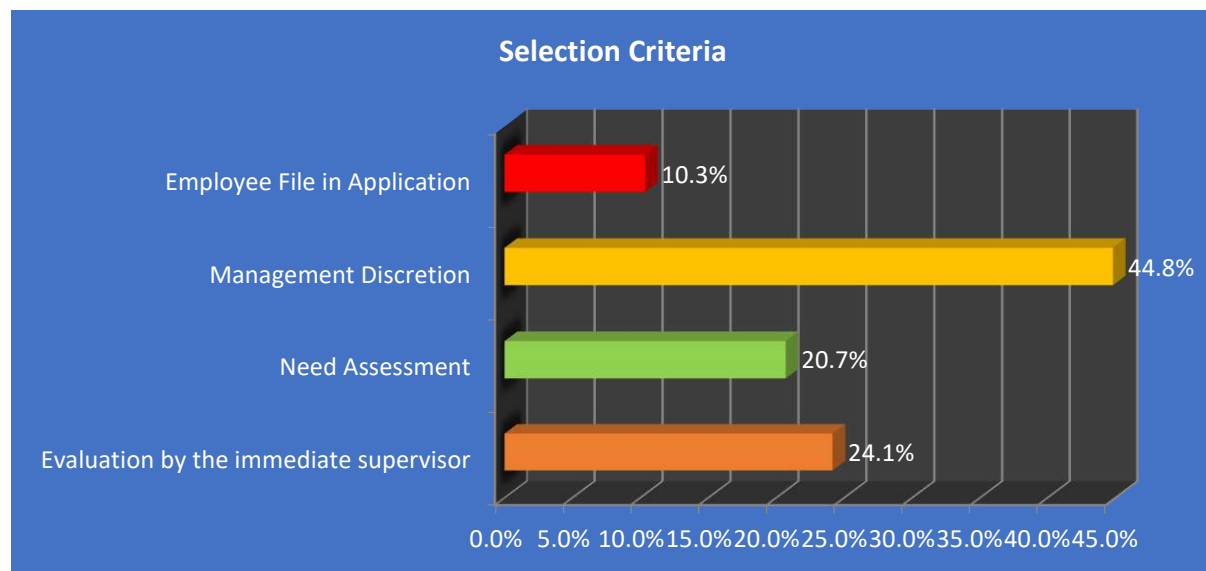


Chart 22

The above chart shows the responses to what criterion is used when selecting candidates for training and development. The findings revealed that 44.8% of the respondents believed it was management discretion, another 20.7 % answered need assessment, 24.1% of the respondent's answered evaluation by the immediate supervisor while the remaining 10.3% believed an employee had to file in an application. This revealed to the researcher that the most frequently used method of selecting candidates for training and development are management discretion seconded by evaluation by the immediate supervisor.

4.23. Are you satisfied with present methods of selection of candidates for training?

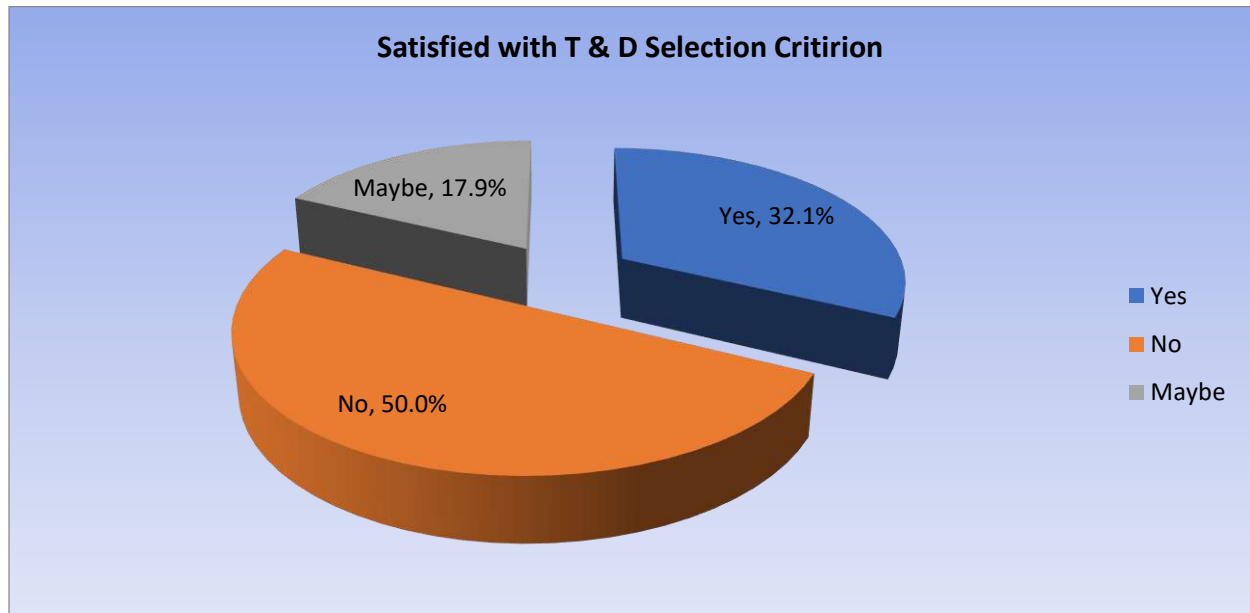


Chart 23

The above chart shows the responses to whether respondents were satisfied with the method of selecting training and development candidates. The findings revealed that 50% or of the respondents were not satisfied with the present methods while the other 32.1% were satisfied with the remaining 17.9% being not sure. This revealed to the researcher that the most frequently used methods of selecting candidates for training and development (management discretion) needed revising to reduce the number of unsatisfied employees.

4.1.23.1 Please explain your answer in the previous question

The following were the reasons as to why the respondents answered the previous question as they did:

- The same people are usually selected for training because it is at management discretion most of the time.
- Because of management discretion, dedicated employees are not considered.
- It is very selective and not objective sometimes.

- Because they only involve relative employees in training programs regional offices are usually not considered in most trainings.
- It gives chance to everyone.
- Technical candidates are selected for technical trainings.
- I feel it would be better for employees to be allowed to apply for training.
- The criteria are unclear.
- Supervisors are biased when selecting employees.
- There is no standard selection of candidates for training in my organization.
- Training is based on previous academic and professional qualification.
- They keep picking the same candidates for training.
- I feel it's always the same people attending workshops.
- Using needs assessment has always been the best for selecting of candidate for training. This is simply because employees are supposed to be trained on skills they need to deliver or perform.
- It is not very good method in that if the supervisor doesn't like you, he/she can leave out from the list.

The respondents provided arguably strong reason why the most frequently used methods of selecting candidates for training and development (management discretion) needed revising.

4.24. What type of training and development does the organization often provide?

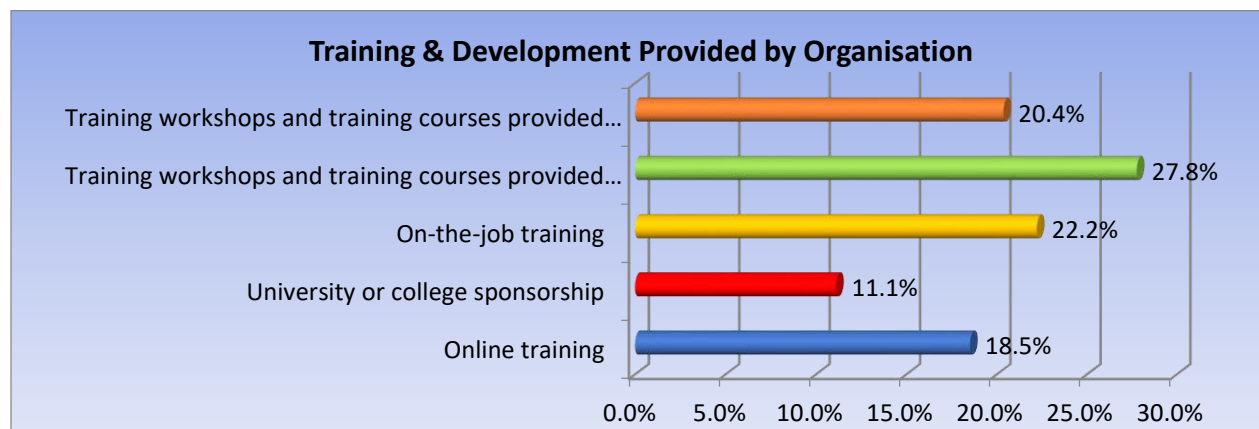


Chart 24

The above chart shows the responses to the type of training and development organisations provide. The findings revealed that organisations use various types of training and development methods which includes Online training University or college training, mentoring programs, Internal training program, On-the-job training, Outside companies that provide industry training, Training workshops and training courses provided by professional industry associations, with the most popular being online training as represented by 24% of responses.

4.25. what type of training and development do you prefer?

No.	Response	Frequency	Percentage (%)
1	Training Workshops provided by external professionals	7	28
2	Attachments Related to the job	1	4
3	University Training/Formal/University/College Sponsorship	9	36
4	Training Workshops	1	4
5	Short term for immediate results	1	4
6	Online Training	1	4
7	Sponsored professional certification	1	4
8	On-The -Job Training	1	4
9	All of the Above	3	12
	Total	25	100

Chart 25

The above chart shows the responses to the type of training and development respondents preferred. The findings revealed that the most preferred type was University or college training

with 36% seconded by Training workshops provided by external professionals with 28%. 12% of the respondent preferred various types of training while the remaining six received a 4% preference each. The the two most preferred types of training and development were University or college training/sponsorship and Training workshops provided by external professionals with a combined total of 64%.

4.26. What level of training is required when starting your current role?

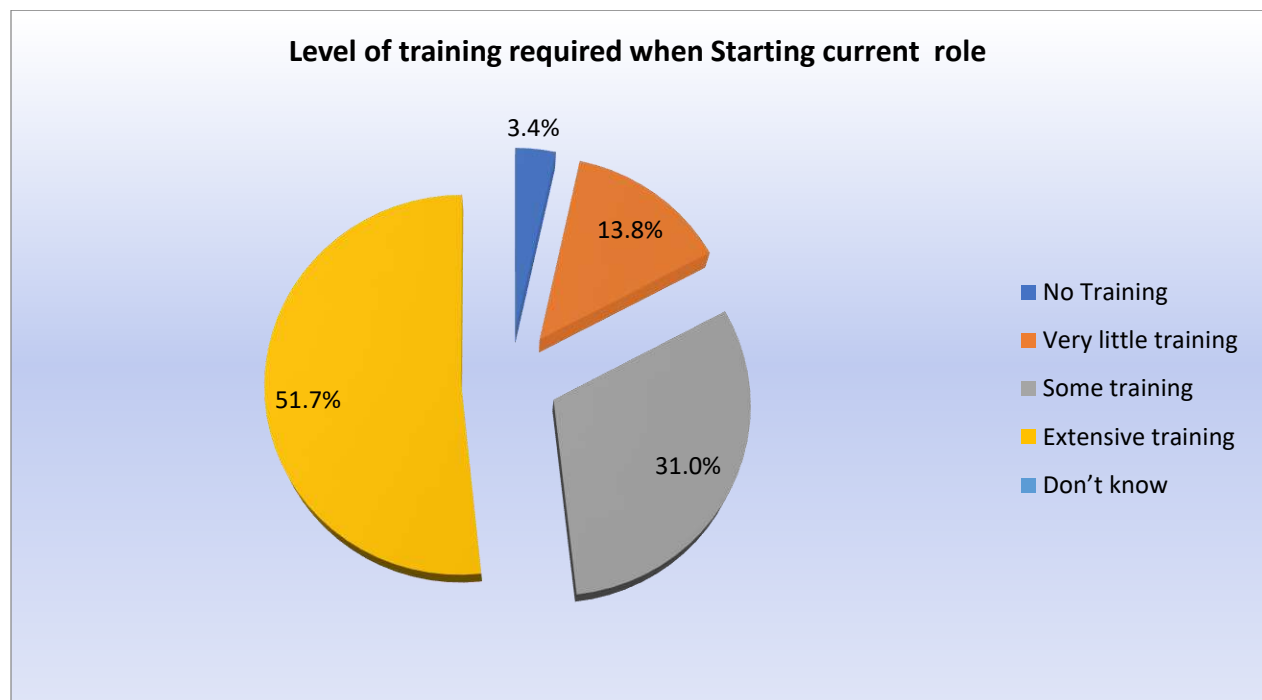


Chart 26

The above chart shows the responses to the level of training required when starting current role. The findings revealed that 67% majority required extensive training, 17% required some training while the other 17% required no training. This revealed to the researcher that the organization needs to provide training as most jobs require either extensive training or some training to be provided as the start of their current as represented by provided. Therefore, the organization needs to provide this training.

4.27. what are your expectations regarding training and development when starting your current or new role?

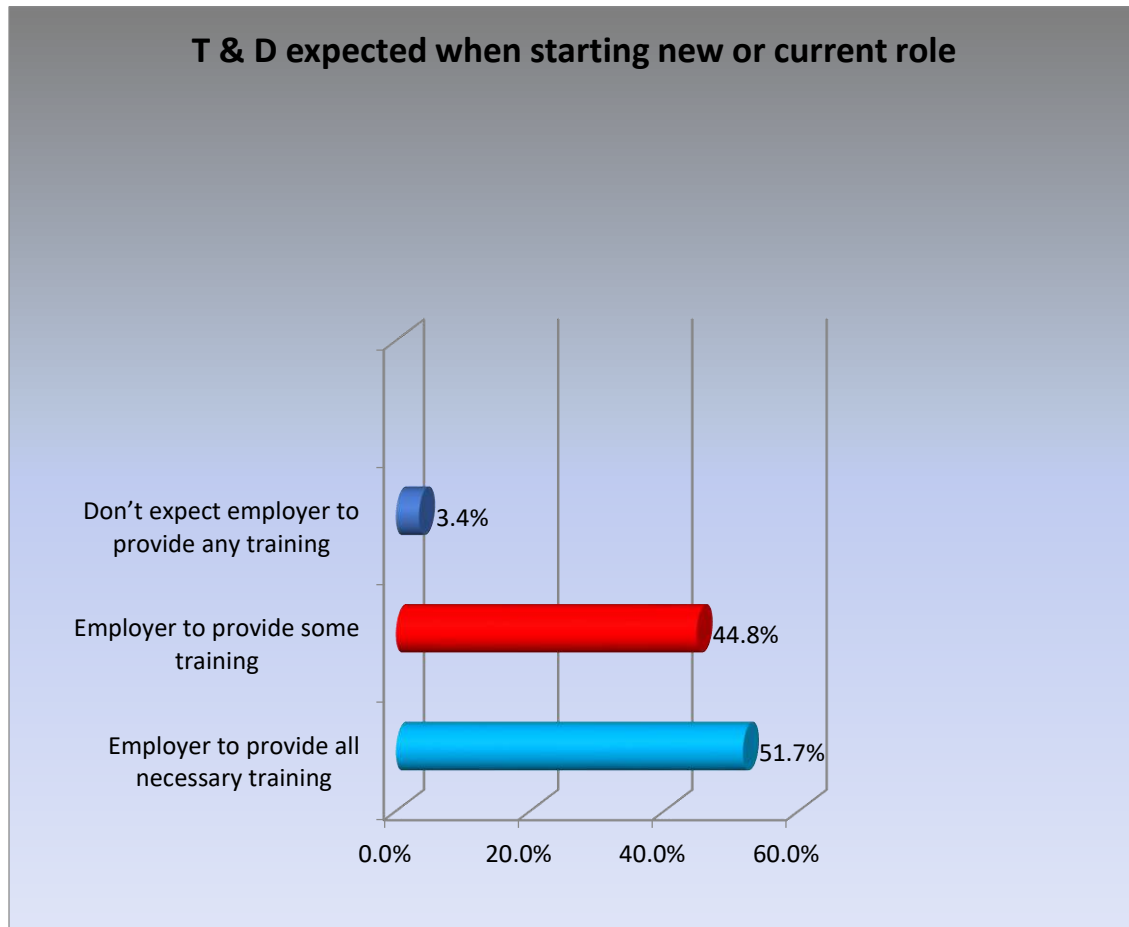


Chart 27

The above chart shows the responses to expectations regarding training and development when starting a current or new role. The findings revealed that 51.7% expected to the employer to provide all necessary training, 44.8% expected the employer to provide some training while 3.4% did not expect the employer to provide any training at all. This further revealed to the researcher that the organisations needs to provide training as represented by the combined total of 96.5% of those who expected either all necessary or some training to be provided at the start of their current or new role.

4.28. What are your final comments on the training and staff development issues?

The responses below were the final comments about training and development from respondents:

- Training and development is important in an organization, therefore it needs to be carried out frequently, continuously and unbiased.
- Training and development is a vital tool that fosters development, effectiveness and efficiency in an organization.
- Management needs to proactively guide what training its employees select to undertake.
- The training policy needs to be reviewed. Human Resource department should take the lead.
- Management must be non-selective as to who should go for training.
- Training and staff development should include all departments or offices of the said organization.
- If organizations are to grow and yield better results, they need to invest in training their staff.
- It's good when staff can use the knowledge gained in their practical environment as training is essential for good performance.
- It is vital in this global world to keep up with the trends as it will enable an organization better serve the clients which is very important in organization.
- Training and development is inevitable, unless the vision of the institution is blurred, otherwise, where the vision is crystal clear, training and development is an on-going exercise to sharpen personnel aptness to the ever dynamic global trends.
- It improves employee performance, encourages team work, increases motivation and increases productivity in an organization.

- All staff members in an organization new and old need training to improve work performance.
- Training and development are a recipe for development for both employees and organization at large. Therefore, it is important that it should be conducted from time and again in order to be able to compete favorably with other organizations. An in-house robust regular training program would greatly help to bridge the gaps that are there.
- Training of staff is very cardinal in an institution; it helps to grow the institution with the right people in the right positions.
- Refresher training is required due to the changing dynamics and business environment.
- There is need to pick different candidates as training and staff development is very cardinal to all employees.
- Training and development of all employees will lead to the avoidance of having a specialized officer but rather have a multi skilled officer to fill in any department allocated if need be.
- Training and staff development is very important and it should be encouraged in our organization, it helps the employee in so many ways.
- Selection of candidates for Training and Development should be more objective.

The final remarks revealed that the respondents understood and appreciated the role training and development plays in helping them improve their performance and productivity. They also revealed the concerns and expectations from the organizations as regards to training and development.

INFERENCE STATISTICS

Hypothesis 1

Table 1: Training and Development has motivated me to perform better

S/N	Response	Frequency	Percentage (%)
1	Yes	24	85.7
2	No	4	14.3
	Total	28	100

Most of the participant agree that training and development has helped them to perform better in their jobs. This means that T & D has contributed significantly to the performance of employees in the organization. Thus, it should be continuous and progressive.

Hypothesis 2

Table 2 : Has Training & Development has improved organizational productivity?

S/N	Response	Frequency	Percentage (%)
1	Strongly Disagree	2	7.1
2	Disagree	1	3.6
3	Neutral	11	39.3
4	Agree	10	35.7
5	Strongly Agree	4	14.3
	Total	28	100

Most of the participant agreed that training and development has improved the organizations productivity. This means that T & D of employees is essential as it ultimately leads to significant improvement in the productivity of the organization.

CHAPTER V

SUMMARY, CONCLUSION & RECOMMENDATION

This chapter gives a summary of the study with conclusions based upon the results of the study and recommendations for the way forward.

SUMMARY OF FINDINGS

The overall objective of the study is to determine the effect of training and development on employees' performance and productivity at the Patents and Companies Registration Agency of Zambia. The results of the study reveal that training and development of employees in an organization is very important. 96.6% of the respondents indicated that training of employees in an organization is very important. Another 78.6 indicating that it enabled them to performance better which can be attributed to acquired knowledge and skills during training and development of staff programs. This will consequently make the organization to perform better and survive in this competitive world. Training is one of the most profitable investments an organization can make. No matter what business or industry you are in the steps for an effective training process are the same and may be adapted anywhere.

CONCLUSION

The importance of training and development in the corporate world has been supported by large numbers of previous research and literature. The overall objective of the study was to determine the effect of training and development on employee performance and productivity at the Patents and Companies Registration Agency. Moreover, sub goals were developed to facilitate a clear achievement of the purpose of the study. These included (1) investigating how training and development needs of employees are determined, (2) to find out how training and development at the Patents and Companies Registration Agency contribute to the employee performance, (3) to find out how the training and development contribute to the achievement of goals of the Patents

and Companies Registration Agency and 94) to identify the organizational issues and challenges in the implementation of the training and development at the Patents and Companies Registration Agency.

The findings of the study reveal that Training and Development is an important aspect of HRM as it has an impact on the performance of employees with regards to their job. Not only do organizations need to get skilled and capable employees for better performance, but they also need to systematically conduct it to enable employees to be competent by gaining knowledge and skills needed to efficiently and effectively perform current and future tasks. This results are broadly consistent with prior management literature on training and development.

Based on the results of the study, it became clear that the organizations values training and development as seen from the existence of a training policy. However, even though a majority of the respondents indicated that training and development was important and part of the strategic business plan process and acknowledged the existence of this policy, only a few thought it was effective as a majority highlighted a number of major organizational issue constraining training and development which included a lack of funds for training and development programs, the need to review and improve existing training methods as well as the need to revise the methods for selecting candidates for Training and Development as they felt they were not objective but rather subjective as they were based on management discretion.

RECOMMENDATIONS

In order to make an organization perform better and increase productivity, the performance of its staff has to be improved first through training and development. After analysis of the findings the following recommendations have been put forth for PACRA to reap the benefits of training and development:

1. Further considerations are needed on how to take up training and development measures like selecting the right people with good qualifications for training and development.
2. Review already existing training methods and improve on them where necessary as well as develop new ones.
3. Training and development should be done by all the newly employed workers for efficiency work and ease production.
4. Organizations need to invest in training and staff development in order to enhance the performance of its staff.
5. Selection of candidates for Training and Development should be more objective as opposed to centering it more on management discretion. For instance, utilize the use of need assessments.
6. The Organizations should conduct Training and development regularly such as every quarter as continuous training programs are a source of motivation and reduce the cost of recruiting and training new staff members due to labor turnover.
7. The Organization should engage employees in what areas of their jobs they need training.
8. The Human Resource Department should avail the Training and Development Policy to all employees as a notable number of 14.8% thought the organization did not have one while another 22.2% were not sure about its existence.

9. Organizations should use different training and development methods to meet both individual and organizational needs.
10. Employees should take advantage of available training development opportunities in the organization by actively and enthusiastically participating in training and development activities as this will strengthen their skills and knowledge as well as open more opportunities for them.

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APPENDIX 1

Listed in this appendix is the data collection instrument used to obtain responses in the survey.

Structured Interview

Link: https://docs.google.com/forms/d/e/1FAIpQLSf9HAF9PHI41zB_V1Iq1xFhcHs9ynovBB3j-TObdqAlErjA0w/viewform?usp=pp_url

INSTRUCTIONS:

1. Kindly respond to all questions
2. The interview schedule consists of two sections (A and B)
3. Mark with an “X” where necessary.

PLEASE NOTE THAT ANY INFORMATION GATHERED DURING THIS PROCESS WILL REMAIN CONFIDENTIAL AND WILL BE USED FOR ACADEMIC PURPOSES ONLY. NO NAMES OF PERSONS AND/OR ORGANISATIONS WILL BE MENTIONED IN OUR REPORT.

Section A: Demographic Information

1. Please specify your gender.

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

2. Please indicate which age group you belong to.

18-23	<input type="text"/>
24-29	<input type="text"/>
30-35	<input type="text"/>
36-40	<input type="text"/>
41-46	<input type="text"/>
Above 46	<input type="text"/>

3. What is the highest level of education attained?

Grade Twelve (12) General Certificate of Education	<input type="text"/>
Tertiary Certificate	<input type="text"/>
Diploma	<input type="text"/>
Degree	<input type="text"/>
Master's Degree	<input type="text"/>
Doctorate	<input type="text"/>
Professor	<input type="text"/>

4. What is your employment category?

Management	<input type="text"/>
Non-Management	<input type="text"/>

5. How long have you worked for the organisation?

Less than 6 months	<input type="text"/>
6 months –Less than 1 year	<input type="text"/>
1 year to less than 2 years	<input type="text"/>
2 years to less than 5 years	<input type="text"/>
5 years to less than 10 years	<input type="text"/>
10 years to less than 15 years	<input type="text"/>

15 years to less than 20 years	
20 years or more	

6. How many times have you been promoted during your employment?

0	
1	
2	
3	
4	
5 or more	

Section B: Training and Development

1. Is training and development of staff vital in an organization?

Yes	
No	

Please briefly explain your answer in previous question

.....
.....

2. Does training improve employee's performance?

Yes	
No	
Maybe	

Please briefly explain your answer in previous question

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

3. Does training and development improve employee-employer relationships?

Yes

☐

No

☐

A bit

☐

4. Does training and development focus on developing team work and leadership skills?

Yes

☐

No

☐

A bit

☐

5. Does your organisation have a training and development policy?

Yes

☐

No

☐

6. If you answered yes to question 5, do you feel it is effective?

Yes

☐

No

☐

Maybe

☐

Please briefly explain your why you feel so

.....

.....

.....

.....

.....

7. Have you received any training and development recently (within 12 months)?

Yes

☐
☐

No

8. If yes, what kind of training and development did you receive?

Formal

☐

Informal

☐

Combination of formal and informal

☐

I don't know

☐

9. How satisfied were you with the quality of training and development received?

Very Satisfied

☐

Satisfied

☐

Neutral

☐

Dissatisfied

☐

Very Dissatisfied

☐

10. How satisfied were you with the content of training and development received?
below?

Very Satisfied

☐

Satisfied

☐

Neutral

☐

Dissatisfied

☐

Very Dissatisfied

☐

11. Where your training and development needs met?

Very Satisfied

☐

Satisfied

☐

Neutral

☐

Dissatisfied

☐

Very Dissatisfied

☐

12. What is the level of agreement with statements made on training and development
below?

(Level: Disagree strongly =1 Disagree slightly=2 Neither =3 Agree slightly =4
Strongly agree=5)

	Disagree Strongly	Disagree Slightly	Neither	Agree Slightly	Strongly Agree
Training and development opportunities are available in the organization					
There are areas of training and development that I believe I should have received by now but have not.					
A lack of training and development has held me back in my career					
I have received enough training and development to perform my current role efficiently and effectively.					

13. Has training and development improved your performance?

Yes

No

14. Has training and development improved organisation productivity?

Strongly disagree

Disagree

Neutral

Agree

Strong Agree

15. Has training and development motivated you to perform better?

Yes

No

16. How often is training and development conducted?

Once every quarter	<input type="text"/>
Once a year	<input type="text"/>
Twice a year	<input type="text"/>
Never	<input type="text"/>

17. What criterion is used in selecting candidates for training and development?

Evaluation by the immediate supervisor

Evaluation by immediate supervisor	<input type="text"/>
Need Assessment	<input type="text"/>
Management Discretion	<input type="text"/>
Employee File in Application	<input type="text"/>

18. Are you satisfied with present methods of selection of candidates for training?

Yes	<input type="text"/>
No	<input type="text"/>

Please explain your answer in the previous question

.....

What type of training and development does the organisation often provide?

Online Training	<input type="text"/>
University or College sponsorship	<input type="text"/>
On-The-Job Training	<input type="text"/>
Training workshops provided by external professionals	<input type="text"/>
Training workshops and training courses provided by internal staff members	<input type="text"/>

19. What type of training and development would you prefer?

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

20. What level of training is required when starting your current role?

No Training

Very little training

Some training

Extensive training

I don't know

21. What are your expectations regarding training and development when starting or current or new role?

Employer to provide all necessary training

Employer to provide some training

I don't expect employer to provide any training

22. What are your final comments on the training and staff development issues?

.....
.....

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE.

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