



Effects of Training on Organizational Performance in the Ethiopian Textile Industry: Interview based Investigation using MAXQDA

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ABSTRACT

Global competitiveness is based on the serious matter of the work attitude of employees because it is dependent on how well companies train their work force. With the advent of technology, it is important to investigate and improve the employee attitude towards work with the inclusion of technological upgrades for humans through training. Training may differ from one organization to the next in the form of on-the-job and off-the-job training. Training paved the way for the type of attitude employees have towards their work. Skill labor's positive view towards work is substructure on advanced training methods that make them differentiate in work place competition. Researchers first make thematic analysis in the form of code data segments with the help of MAXQDA 2020 software. After activation of all inserted interviews, researchers conducted the mixed-method analysis. A single-case analysis was framed for theme identification with the help of thematic analysis. After that, thematic coding was framed for content analysis. For identification, screening, and intent, PRISMA was employed. A coded frequency matrix was assimilated to depict the functionalism of training in the study area in the form of bibliographic analysis. Systematic evaluation of the interview text manifested that training is considered by most employees as the initial point of skill development and an extended part of positive work attitude development, resulting in enhanced organizational performance in textile industries. Study outcomes based on the positivism approach will inform policy recommendations because of its objectivity.



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1. Introduction

Due to the benefits of well-trained employees in terms of increased productivity and revenues, businesses might benefit from offering training to their staff (Tortia, Sacchetti, & López-Arceiz, 2022). Increasing the productivity and efficacy of both the organization's employees and its workforce makes training and development the most crucial aspect for organizational success in the current climate. Each team member's productivity may be impacted if there are skills gaps (such as a lack of knowledge in a certain area). By team training in communication skills, conflict resolution, and diversity and equity, it is possible to build employee trust and reduce the time lost to misunderstanding and conflict (Gupta, 2022).

Best fit training, which is viewed from a strategic skill-based viewpoint, is one of the key talents that will give organizations a competitive edge in the modern world. In particular, at least in terms of intensity, a fresh facet of competition has been incorporated into the contests between businesses striving for a bigger share of the market (Gobena & Kant, 2022). It's difficult to find and keep skilled recruits in this situation (Kant & Asefa, 2022). As a result, businesses need to be perceived favorably by both existing and potential skilled workers, as well as semi-skilled workers (Danilwan & Dirhamsyah, 2022). While seen from this perspective, it is obvious that worker behaviors and job attitudes influence prospective trainees (Asefa & Kant, 2022; Jashari & Kutllovci, 2020). For the study's conceptual framework, effective training has been put into motion. Business obligations to find suitable candidates are expressly mentioned in this section. The next part of the project will include the implementation processes for employee commitment (Otoo, Kuar, & Otoo, 2022). At the final stage, it will be explained how the working method, the outcome, and the workforce's commitment to HRM are related.

The interview took place in the middle of 2022. In less than a month, researchers finished all of their interviews at the textile factories in Addis Abeba, Ethiopia's Industrial Park (IPDC). HR managers were concentrating on gathering qualitative data. This study concentrated on the interpretation of two textile companies' interview data: Aston and Aravid Company, located in Addis Abeba, Ethiopia.

2. Literature Review

2.1. Employee Training

The oldest type of training that has been recorded dates back to the prehistoric period and involved "on-the-job training," or teaching young people how to conduct adult tasks like hunting and fishing. Training is the process of imparting knowledge and abilities that pertain to certain practical capabilities, either to oneself or to others (Boon et. al., 2019). HRM has a framework that is more focused on workers supervision during that time since it formerly had supplementary stationary tasks to do. J.L. Moreno established role-playing in training for adults in 1930.

Role-playing was first used in adult education in 1930 by J.L. Moreno as a technique for preparing the student for greater competency in predicted circumstances. World War 1 introduced Job Instruction Training (JIT) in 1939. A supervisor or a designated coworker will train a new employee step-by-step using the job instruction approach as a type of straightforward on-the-job training. For jobs needing manual skills, like factory labor, this type of training was effective. With the advent of the computer and the internet in the 1980s, the first Computer Based Training (CBT) programs were introduced, and new e-learning tools and delivery techniques were invented and rapidly extended (Tanova & Bayighomog, 2022).

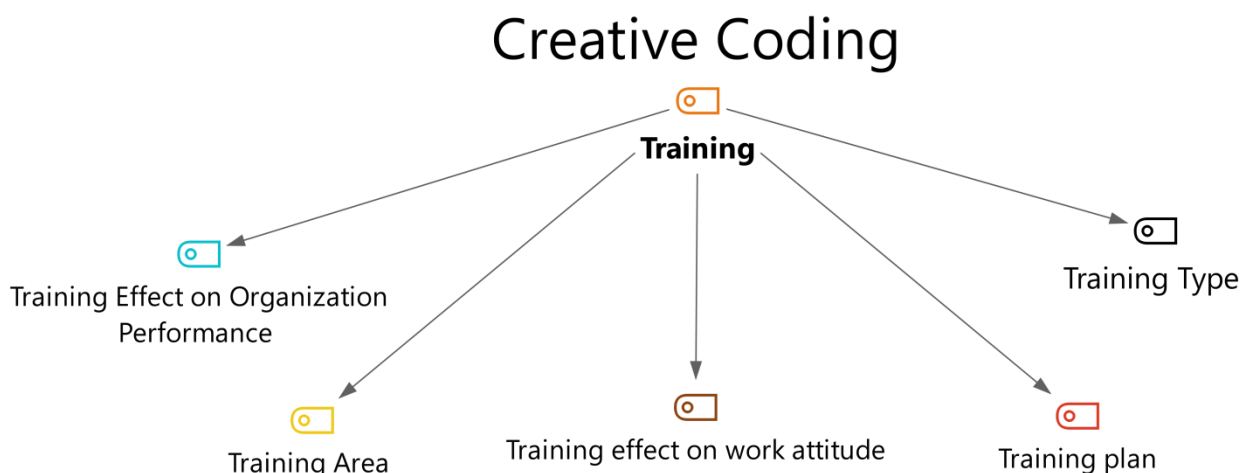


Figure 1: Source: MAXQDA 2020 Output 2023

When Job Support was established in the 1990s, companies started employing e-learning to teach their staff. The new standard was to instruct adult learners on where to go

for information to support their work performance (Saks, 2022). According to many definitions, training is an important part of modern business administration from this perspective. Cooke, Dickmann, and Parry (2022) A structured setting where individuals are instructed and taught technical knowledge relevant to their professions is referred to as training. It focuses on instructing staff members on how to operate particular equipment or do particular jobs in order to boost productivity. The process of giving a person the necessary abilities to perform their work efficiently, expertly, and effectively is known as training. Employee training is not ongoing but rather occasional. Employee training is not ongoing; rather, it is periodic and provided at predetermined intervals. Typically training will be offered by an expert or professional in relevant field or work (Aguinis, Jensen, & Kraus, 2022).

The effectiveness of a staff member's talents is not the only thing that is impacted by training in an organization; emotional intelligence, time management skills, and a better attitude toward assigned work are also impacted (Amrutha & Geetha, 2020). Employees of the company benefit from training and development in that they take a more sophisticated approach to their work since they are more competent, do better work with fewer mistakes, and need less supervision. This improves the workers' attitude toward their work (Mammadova, 2022; Mohiuddin, Hosseini, Faradonbeh, & Sabokro, 2022).

Employees can benefit from training if they want to understand how their work fits within the structure, mission, and accomplishments of their firm. Employees can thus become more motivated and enthusiastic about their work as they realize how important what they do is to the success of the company (Chowdhury et al., 2023). Work attitudes are influenced by a person's personality and organizational fit as well as the job's demands, how they view organizational justice and the psychological contract, how they interact with coworkers and managers, and how stressed out they are at work (Armstrong & Taylor, 2023). Professionals in training and development have a responsibility to create, implement, and assess the success of their programs in lowering conflicts over workplace performance. The association between training experiences and attitudes is investigated in this study. This study investigates the associations between training experiences, attitudes, and perceptions of work proficiency (Pramestari, Henni, & Novrigent, 2022). Faisal (2023) demonstrated that there is almost no direct evidence regarding firm training strategies based on representative samples of various employing organizations. Also, a number of scholars have argued that businesses that operate in competitive markets only provide the most complete training.

Organizations benefit from training and development by attracting and keeping top talent, increasing output and revenues, enhancing morale and job satisfaction, and boosting morale. Also, companies with engaged employees report 41 percent lower absenteeism rates and 17 percent higher production (Garcia, Huang, & Kwok, 2023). Employees that receive training gain better job-related skills and knowledge as well as increased self-assurance. They will perform better and operate more productively and efficiently as a result (Palmer et al., 1993). If courses, workshops, and self-study choices solve performance gaps, training improves organizational efficiency. Companies examine employee competencies using operational data, such as missed deadlines or product faults. This may involve collaboration, business acumen, or project management (Chapano, Mey, & Werner, 2023). Training appears to have a favorable impact on business outcomes through higher productivity, enhanced managerial abilities, decreased production costs, simple access to profits, and enlarged market (Collins, 2021; Garcia et al., 2023; Hamouche, 2021).

2.2. Work Attitude of Employee

Three steps lead to the development of employee work attitudes. It awakens the idea that it is the best location to work by making a tangible assurance plan in the initial stage. To attract the institution's top trainees, the second phase entails using external marketing strategies. An internal marketing study suggests that the final stage requires fostering loyalty and having confidence in the vow (Adula & Kant, 2022). A candidate's current and past attitudes toward the organization are referred to as their work attitude. In order to scale these perceptions, the employee's work attitude is examined in three aspects.

In the first aspect of becoming a well-known company, the inclusion of motivated employees that founded the success stone on base of skill development based on training.

The second factor is wise company choice. Companies having a strong selection are favored to those with a weak one. The third factor, or belief of job seekers, is employee image (Mammadova, 2022). A good image promotion can be achieved by leveraging these dimensions to make a sincere effort, building an effective training channel, developing trained manpower through this channel, and utilizing this feeling of trained manpower (Nurhasanah, Samsudin, Linuwih, & Sutrisna, 2022).

As a result, the company's choice will undoubtedly have an impact on the actions of educating potential candidates and recruiting and hiring staff (Kant & Asefa, 2022). One of the main components in the training factors for employee commitment is the fit between the individual and the business. It is precisely this that is one of the key goals of training. When people relate these qualities to the corporate image of the organization they are applying to, these businesses become more enticing to them.

From this perspective, job candidates appreciate organizations that offer a wide range of opportunities. An organization's appeal is influenced by its size, CSR efforts, and effective use of social media (Tilman, 2021). Some scholars assert that more qualified candidates for jobs will favor submitting their applications to businesses that place a high value on their personnel (Wata Dereso & Kant, 2022). Well-planned employee work attitude rules can also reduce trainmen expenses by enhancing corporate performance (Nurhasanah et al., 2022).

Hence, employee work habits and attitudes are vital in attracting customers to firms by encouraging a favorable public opinion. The Training plays a key part in educating and keeping clients by fostering a favorable selection and image among the general public (Kant et. al., 2023). Worker training and development help them develop the appropriate set of skills and talents, which improves their performance. In addition to improving performance, training programs help employees change their attitudes toward their employment (Hamouche, 2021; Sugiarti, Finatariani, & Rahman, 2021).

In general, employees with positive attitudes perform better, whereas those with negative attitudes perform less than optimally. According to Mira, Choong, and Thim (2019) managers are responsible for keeping an eye on staff attitudes and dealing with issues like negativity and laziness. Any higher education institution or company that wants to thrive in the diverse and complex economy of today has found it essential to engage in continual training and development in order to increase production proficiencies and get the best return on the investment of human capital (Capiña, 2021). Although training is a crucial component of the employer-employee relationship and although this aspect of training efficacy is seems very crucial (Ababneh, 2021). This suggests that an employee's work ethic and training methods.

Although performance of employees is one of the key metrics that the top management emphasizes, employees are more focused on their own productivity and are becoming more conscious of the information and abilities that are rapidly becoming obsolete in their volatile environment. According to the literature, good training and development will make employees better positioned for professional advancement since increased career possibilities increases personal motivation (Meijerink, Beijer, & Bos-Nehles, 2021). In this case, the corporation will teach highly skilled applicants by utilizing the worker worth intention through training as a tool to get better worker job performance (Ciobanu, Androniceanu, & Lazaroiu, 2019).

According to a survey conducted by Ababneh (2021) among 1,600 human resources professionals from various industries, worker obligation is at the peak of the list of novel methods to endow in training determinants trained people. According to human resources management, employee commitment comprises and integrates elements like skilled labor and training of skilled employees (Hamouche, 2021).

Mira et al. (2019) claimed that because these training are rare, precious, hard to reproduce, and hard to substitute, firms should be further flourishing at attracting and maintaining them. The Conference Board and The Economist performed research on 23 employee commitments, and the three main advantages they discovered were better trained workforce, retention, and training determinants (Meijerink et al., 2021).

3. RESEARCH AND METHODOLOGY

In-depth interviews were conducted with ten human resources managers from the Aston and Arvind textile company in Ethiopia's capital city of Addis Abeba for this exploratory and descriptive study. There has been consideration given to these studies' assessments. To evaluate how well company locations draw potential applicants to the institution, a variety of studies have been conducted.

As one of its qualitative statistical tools, the inquiry used content analysis. Due to their systematic design, focus groups are used for sampling since they allow for in-depth, one-on-one interviews with the members (Tilman, 2021). Use the pre-planned interview flow to carry out the semi-structured in-depth qualitative approach for this project. Because it allowed human resources managers to convey their views on the employee participation process in a more structured manner by using pre-made interview forms, the semi-structured conversation technique was used to collect data for the study. By granting the interrogator some predictability and discretion, this strategy has proven to be beneficial (Gaber, 2020).

Meetings that take place in person between august and November of 2022. In accordance with the firm protocol to prevent data loss, interview forms were produced and recorded over paper. MAXQDA 2020, was used to assess the data. The interview texts adhered to a predetermined framework thanks to the computer. Using several texts at once is made simple by the MAXQDA 20 application, which systematizes content analysis. The program was praised for its relevance, in-depth research of the texts, effective statistics management, methodical investigation of the subject, and systematic analysis of the connections between concepts.

| Code System | Arvi... | Arvi... | Arvi... | Arvi... | Arvi... | Ash... | Ash... | SUM |
|--------------------------------------|---------|---------|---------|---------|---------|--------|--------|-----|
| Training | ■ | ■ | ■ | ■ | ■ | ■ | ■ | 7 |
| Training Area | ■ | ■ | ■ | ■ | ■ | ■ | ■ | 8 |
| Training Effect on Organization Perf | ■ | ■ | ■ | ■ | ■ | ■ | ■ | 7 |
| Training Type | ■ | ■ | ■ | ■ | ■ | ■ | ■ | 7 |
| Training effect on work attitude | ■ | ■ | ■ | ■ | ■ | ■ | ■ | 7 |
| Training plan | ■ | ■ | ■ | ■ | ■ | ■ | ■ | 7 |

Figure 2: Code Matrix Browser
 Source: MAXQDA 2020 output (2023)

The application was praised for its relevance, in-depth analysis of the texts, effective data management, in-depth investigation of the research topic, and in-depth connection between ideas. By coding the conversations with people management managers, tables and data for the analysis were generated. Programmatically evaluating and classifying documents with care is called "coding" (MAXQDA, 2020).

4. Implications

The MAXQDA 2020 program was used to decode and feed the information from the face to face interviews with HR executives in order to detect themes and group themes. Professional guidance dictated that coding be built using the code key and provided in the program. Each interview material, including each word, sentence, and paragraph, had its meanings examined and coded. To enable coding, the interview conclusions were separated into thematic codes. The variances between the same codes across people or between industries were then determined by taking into account the links between the codes. With the help of the discovered partnerships, the coding groups and subsequently the data were developed. It was decided to use the MAXQDA 2020 package software for the interviews with human resources managers. Each interview's words, phrases, and paragraphs served as the units of analysis for the codes encapsulating the elements in each interview. Code-based analysis was used to examine the interviews in figure 3.

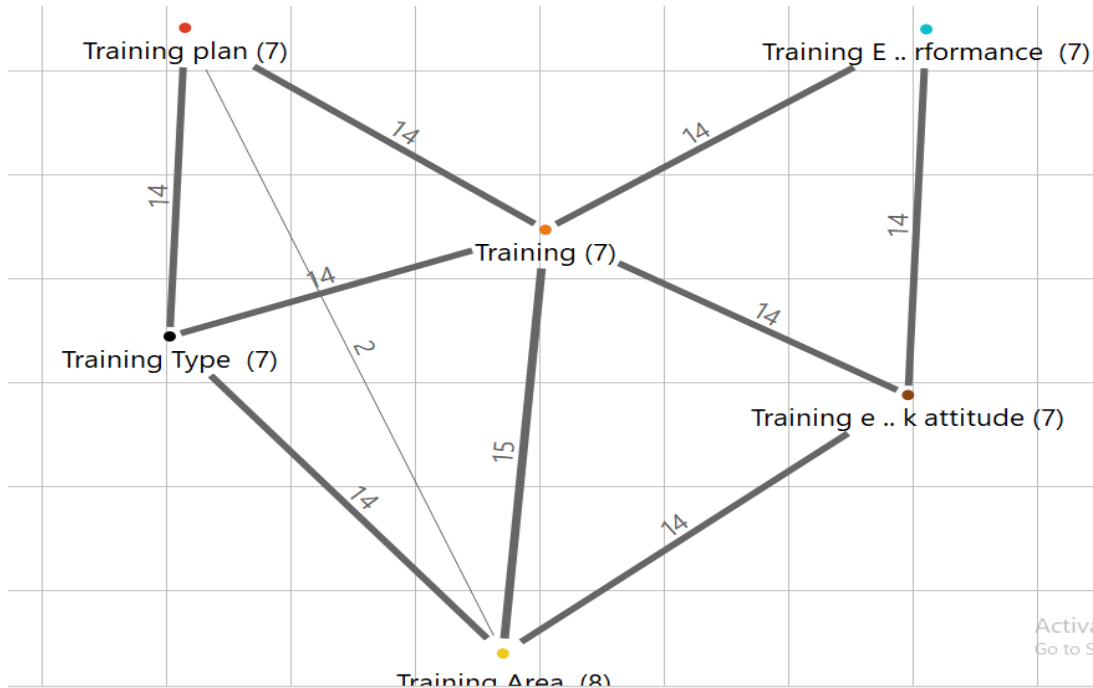


Figure 3: Code Map for staff Training
 Source: MAXQDA 2020 output (2023)

The scripting MAXQDA case model code map has been developed, as shown in Figure 4. To develop the codes, the interview documents that were gathered as a result of the interviews were examined. Subsequent to the standards and interview records were downloaded to the MAXQDA descriptive examine enclose program, a single case model map was created utilizing the basic codes that the words, phrases, and paragraphs in the text were connected with during reading. As a result of the interviews carried out in line with the single case model map revealed below, it was manifested that "training" along with "work attitude" coding dominated. It showed the codes' ordering for the two distinct employee training programs covered by the inquiry.

Question 1: What kinds of training programs have been designed for employees based on ET1?

Single-Case Model (Code Hierarchy)



Figure 4: ASTOM Model
 Source: MAXQDA 2020 output (2023)

Response review: For newly hired employees, the corporation offered training on the subject. The induction training it offered included information on different work groups and the degree of internal cooperation. The team leader prepares a need analysis and a skill gap analysis for each employee. Also, some training in areas like personal hygiene, compliance handling, and health and safety was provided in conjunction with an NGO.

Question 2: What factors were considered while selecting workers for a specific training course?

Single-Case Model (Code Hierarchy)

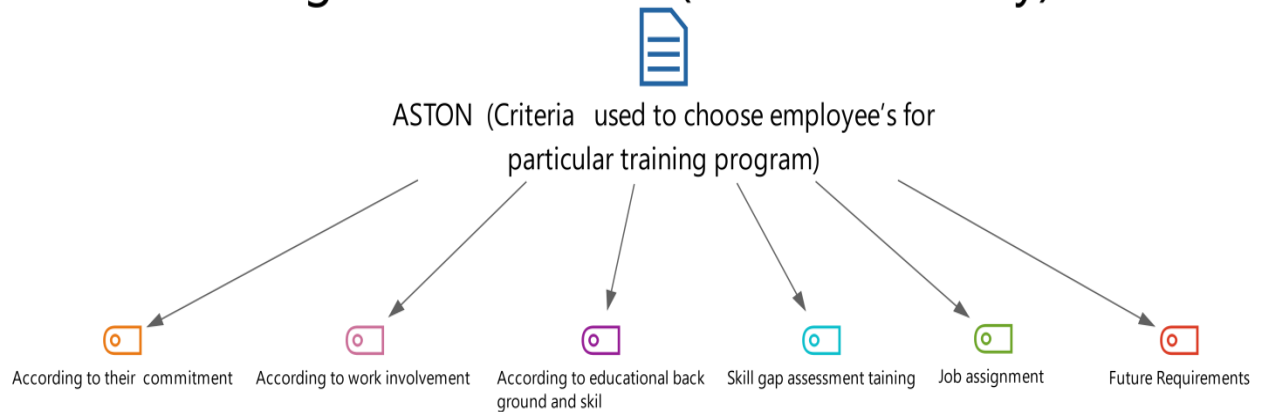


Figure 5: ASTON Model

Source: MAXQDA 2020 output (2023)

Response Review: Training is given in accordance with the job that an employee is assigned, so after hiring, the individual receives induction training on the position, the company's policies, and the working environment. Employees benefited from the second base of training based on skill gap assessments. The organization also develops a training program for machine operators based on their educational backgrounds and skills. Yet, based on their engagement and commitment, the supervisor chooses which employees to train.

Question 3: How the provided training for employees improves employee's work attitude?

Single-Case Model (Code Hierarchy)

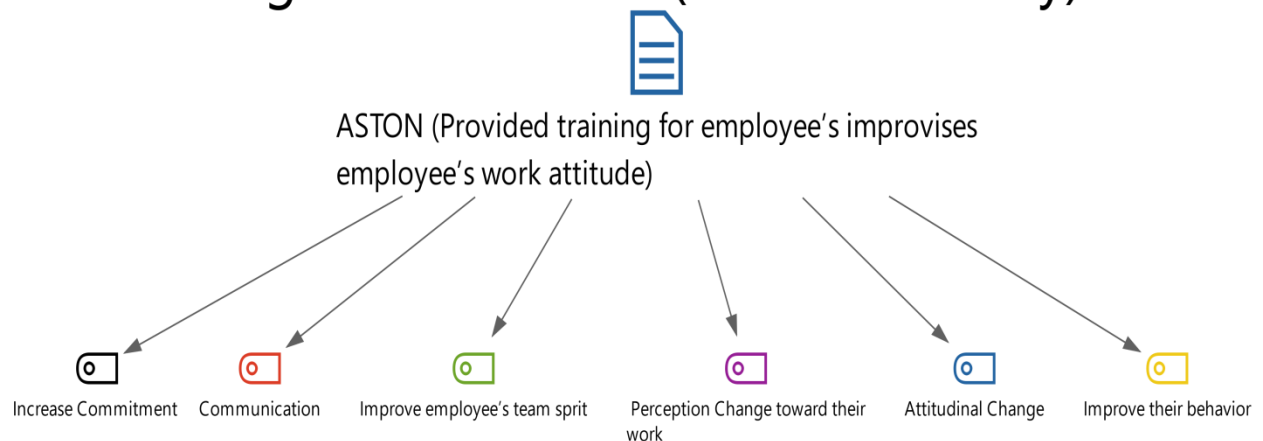


Figure 6: ASTON Model

Source: MAXQDA 2020 output (2023)

Response review: Training does indeed boost productivity and cultivate a better work ethic among employees. Employee motivation and dedication have increased following training. Training at a company has an impact on a staff member's emotional intelligence, time management abilities, and a better attitude toward the work they are assigned, among other things.

As they are more competent, produce better work with fewer errors, and require less supervision, employees of the organization profit from training and development in that they adopt a more sophisticated approach to their work. Aiming to persuade or influence a decision within the preferred trend, attitude training attempts to change someone's behavior. It might require changing attitudes along with accompanying emotions, ethics, inspiration, and attitude. Training at a company has an impact on a staff people's emotional awareness, time management abilities, and attitude toward given job, among other things.

This is in addition to how effective their capabilities are as a staff member. The both employee and the company benefit from positivity coaching and a good work environment. As a result, people are more happy, content, and productive. Although businesses should encourage and support positive outlooks among their employees, it is ultimately up to each employee to bring a positive outlook to the workplace.

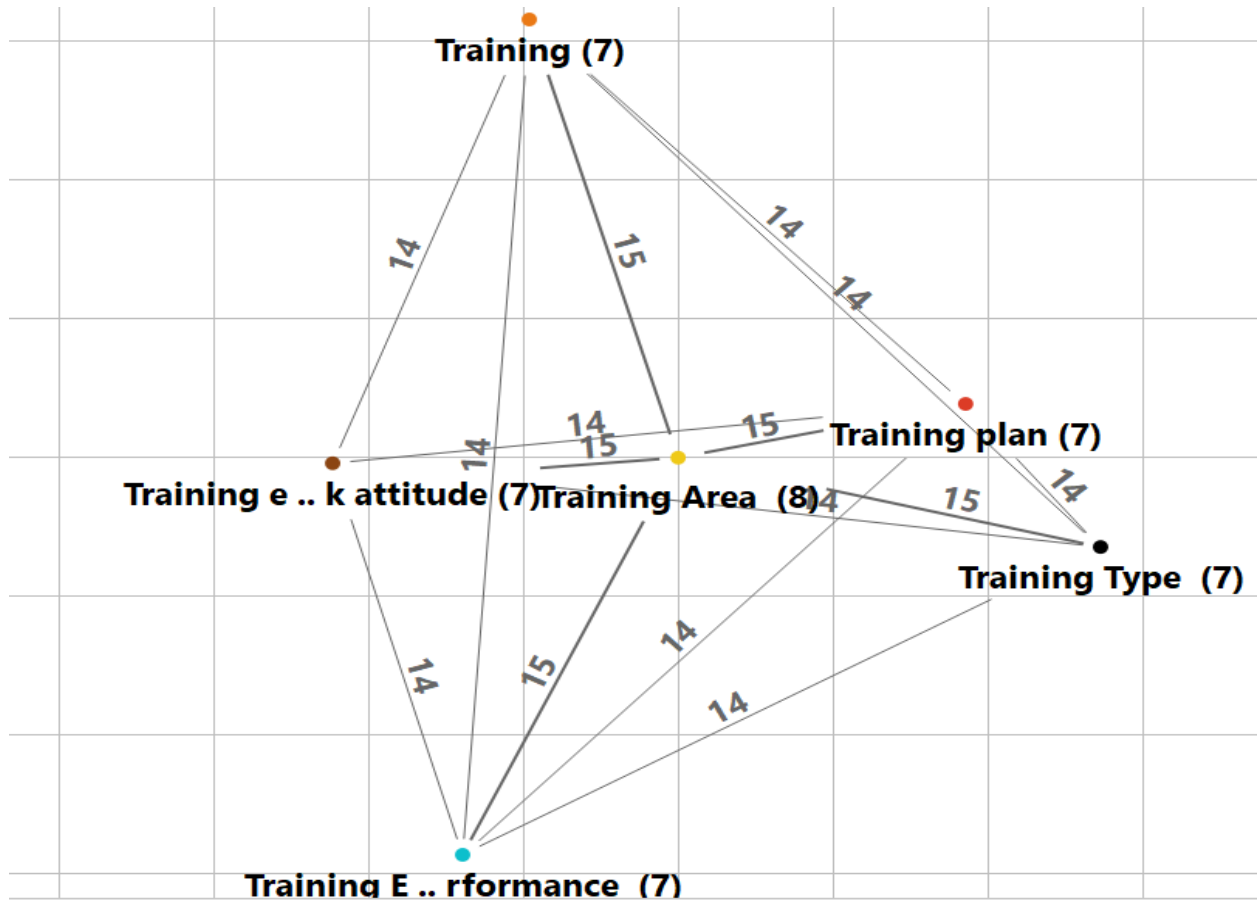


Figure 7: Training Model
Source: MAXQDA 2020 output (2023)

Question 4: How does training improve an organization's performance?

Single-Case Model (Code Hierarchy)

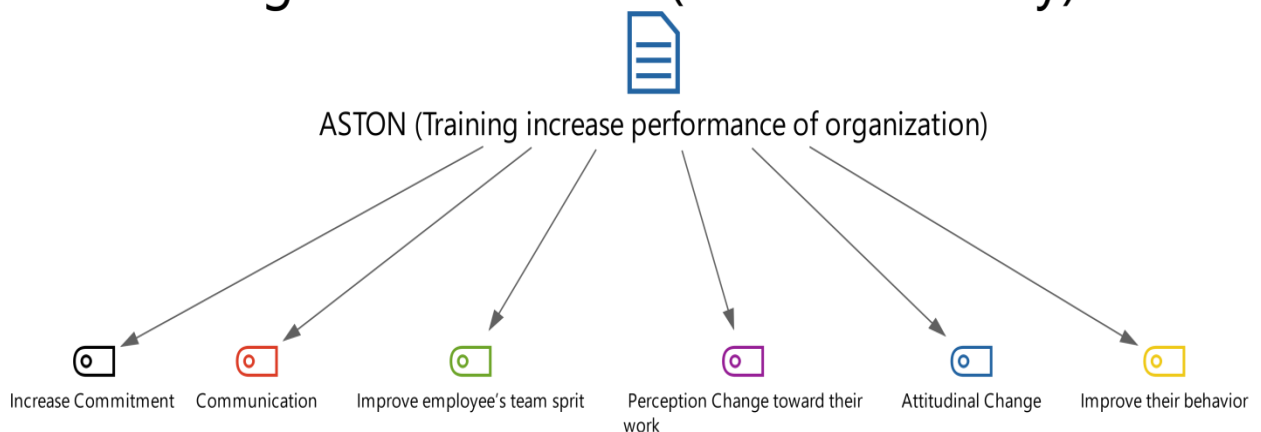


Figure 8: Training Performance
Source: MAXQDA 2020 output (2023)

Response review: Because training increases employee expertise and helps them comprehend their problems, it also improves employee behavior, attitude, and perception of their work. Enhance team spirit, communication, and dedication among employees. Through training, employees can hone their current abilities, learn new ones, perform better, increase productivity, and improve as leaders. Because a company is the conclusion of what each

employee does on an individual basis, organizations should make every effort to guarantee that people perform at their peak levels.

4.1. Coded Frequency Path

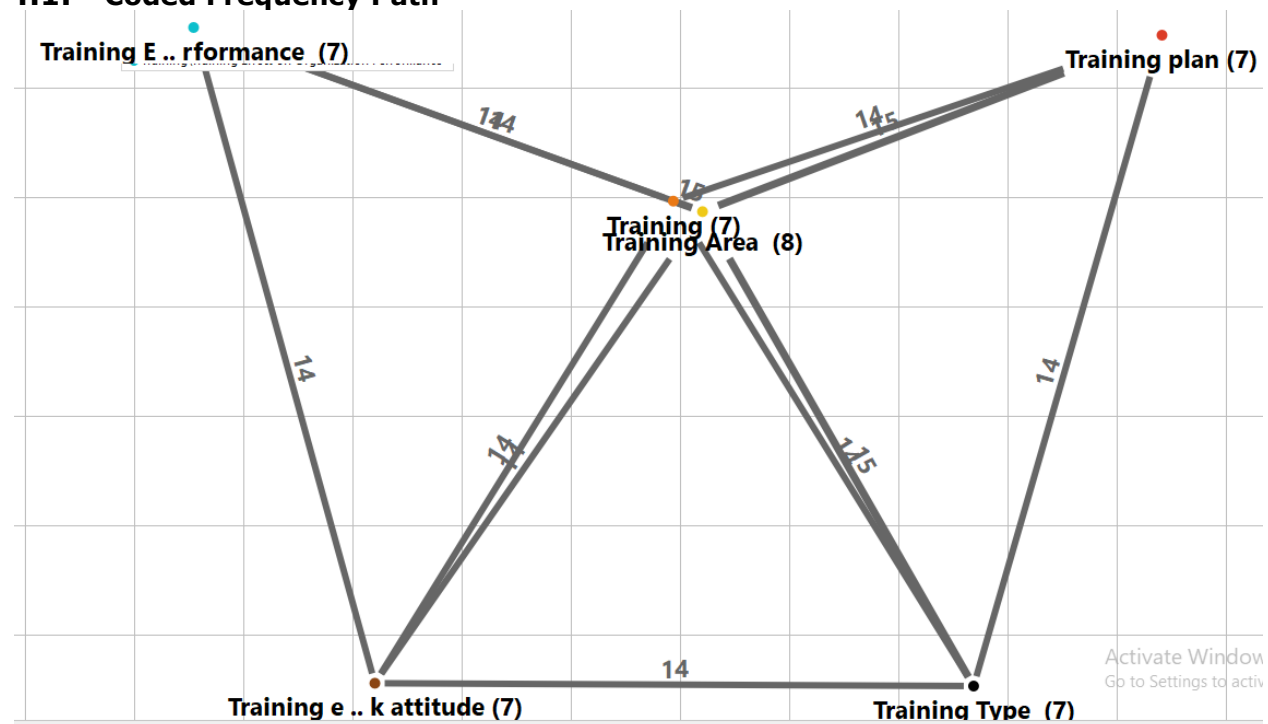


Figure 9: Coded Frequency Path

Source: MAXQDA 2020 output (2023)

A coded frequency path chart was created by researchers as part of the MAXQDA 2020 output. The output of the coded frequency chart showed that, among the other codes with the highest frequency, work attitude was the most significant determinant. This showed how the relationship between training and organizational performance is intensified by the presence of a work attitude. Work attitude may therefore act as a mediator in the relationship between organizational performance and training.

5. Conclusion

According to the study's findings, employee work attitudes and training intentions inside a company are highly correlated. One of the most important elements to consider when implementing training techniques is the work attitude of the employee because it has a big impact on how well-trained and skilled of a workforce a firm chooses to hire. The results of the study have helped researchers better understand how businesses may recruit qualified workers by using employee loyalty and strong external communication. It was founded that this association fosters commercial assortment that has greatly boosted the company's compliance with labor laws and invested more money in training.

The emphasis on getting employee commitment from motivated individuals is seen as an important consequence in addition to providing long-term excellent corporate performance of organizations. The qualitative quality of the research might be taken into consideration within its limitations in terms of generalization. The research's focus on a particular time period can be seen as a limitation, too. In order to give businesses competing in the people management market a competitive edge, this research makes a serious prediction about the training variables that candidates will take into account when choosing an employer.

Even though their human resources strategy frequently emphasizes internal on the job training, companies must utilize outside personnel for specialized training. These on-the-job training cadres are frequently where strategic decisions are made and management-level expertise is required. It is possible for these and similar roles to have an urgent vacancy that has to be filled immediately. They now have to make use of the external assignment method. Companies can keep their viable return by promptly retraining key managing

position shortfalls to the foundation with efficient worker training and job approach practices. Economic development, process continuity, and the efficacy of adopted strategic decisions will all be impacted by this study. As a consequence of this study, it is suggested that real sector businesses focus on staff training procedures in order to attract qualified human resources to the company. It is recommended in academic research to apply quantitative methodologies to fill in any potential weaknesses in order to make the learning widely applicable.

5.1. Future Research Agenda

With the purpose of paving the ways for prospect investigate, present study way forward to the qualitative interview psychoanalysis provide a succinct interview psychoanalysis of HR managers from the training department. Each thorough interview on training techniques identifies the research knowledge's advantages and disadvantages, lays out the main intellectual boundaries of the subject, and outlines the existing and prospective research objectives. The existing study offers a clear and in-depth analysis of the principal interview facts that is at present available for educating new researchers. Also, a qualitative analysis of the interviews reveals gaps in training practices research implications.

5.2. Limitations

Just the initial 1,000 parameters and codes from a MAXQDA project file will be imported into Stats when you start it. A maximum of 1,000 parameters will be imported if an external file is opened. Many restrictions apply to qualitative research, such as possibly little sample sizes, potential bias in answer reviews, self-selection bias, and potentially inadequate study questions. Rigor is more challenging to uphold, gauge, and prove. Analysis and interpretation take a lot of time because of the volume of data. In qualitative research, the researcher's presence during data collection, which is frequently unavoidable, can influence the respondents' responses.

Authors Contribution

Metasebia Adula: contributed to the writing of this manuscript and thesis

Shashi Kant: contributed to the writing of this manuscript and assistance to Metasebia Adula in thesis

Zerihun Ayenew Birbirsa: contributed to the writing of this manuscript and assistance to Metasebia Adula in thesis

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest w.r.t the research, authorship and/or publication of this article.

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