



# **HOW ORGANIZATIONAL PERFORMANCE IS IMPACTED FROM THE STAFF TRAINING AND DEVELOPMENT? CASE OF THE BANKING SYSTEM**

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## **Abstract**

*The article focuses on the impact of the training and development in the overall organizational performance for the banking system in Albania. Organizations nowadays have realized the impact the investment in training has for their staff. It impacts the employees' motivation, their individual and team performance resulting in a better overall performance for the organization. The case study methodology has been used in conducting this research study. The data are collected for the banking industry operating in Albania and in total 11 out of 16 banks have been taken into consideration. The study identified the investment in training the companies have done so far, both in terms of expenses and training hours per employees. The regression analysis, build to define the relation among training investment and organizational profits, did not resulted with statistical significance. One of the main reasons to explain this result, might have been the huge fluctuations in banks' profits and the training investments over the years.*

*Keywords: Staff Training, Staff Development, Training Expenses, Organizational Profitability, Albanian Banking System*

## **INTRODUCTION**

Globalization nowadays has impacted to a great extent the businesses. The business is increasing while the world is becoming smaller and smaller in terms of business perspective. So companies competitive advantage depends to a large extend on the quality of their employees as well as their knowledge and skills (Drucker, 1999; in Karim, Choudhury and Latif 2019).

The quality of the employees for an organization do not depend solely on the existing knowledge the staff have received prior joining the organization, neither solely on the on the job experience that the staff has gained over the years of their professional experience. There are many factors that impact on the improvement of the quality, knowledge and skills of the staff, and staff training has been considered as an important factor among them.

Training has been considered as the crucial element impacting the development of the business organizations, the lack of knowledge and skills of the employees can be overcome only through their training and development in order this way to avoid failure in task accomplishments and delays (Abbas Z. 2014; in Karim, Choudhury and Latif 2019).

The latest technological changes happening in a very fast pace, have increased even more the impact the training of the employees should have for the business organizations. So staff training and development have become a very crucial factor for a business in order to reach a competitive advantage in the market.

Considering the importance of the training and development the authors decided to conduct a research on the impact the staff development has for the business organizations.

### **Statement of Problem**

For the organizations competition is becoming tougher and tougher each day on one side while on the other side the technology is developing/changing with a fast pace and the business environment as well. The challenges are increasing for the companies nowadays due to the globalization and continuous changes of customer needs. And in such regard companies have realized that they can reach the targeted business results through the training and development of their employees. According to (Elnaga and Imran, 2013; in Karim, Choudhury and Latif 2019), the employees are of such a great importance for an organization such that they can even destroy the reputation of the organization which can impact immediately its profitability.

As above stated the importance of staff training and development is immense and in such regard this study seeks to assess the impact of the staff training and development for the organizations.

### **Objectives of the Study**

The research aims to achieve the following objectives:

1. To identify the training expenses per employee in the banking system in Albania
2. To identify the training hours per employee in the banking system in Albania
3. To determine the impact of the training expenses in the organizational net profit.
4. To determine the impact of the training expenses in the organizational return on assets.

## LITERATURE REVIEW

### Definitions

#### *Training*

Many studies have been conducted with the main focus in the training performed from the organizations for their employees, and there are many authors that have provided their definitions in regard to the staff training and development.

Saleemet. al. (2011), for example, define training as what businesses organize in order to increase the know-how of their staff and what the staff need in order to properly perform their assigned jobs. Training is considered as an important factor that increase the staff motivation for a better performance and better behavior toward the organization successful ultimate results. (Saleem et. al. 2011; in Karim, Choudhury and Latif 2019)

Laing (2009) has defined training as an element that impact in the increase of the so called superior skills, abilities, knowledge for the employees in the business organization which impacts in the better performance and effective results of the staff. According to him the training efforts, the company put toward the staff, results in better production for the business. (Laing 2009; in Karim, Choudhury and Latif 2019)

Another definition of training comes from McNamara (2008), which considers it as part of the development of the staff with the aim of bringing the staff to the next level of performance for their future progress. (McNamara, 2008; in Karim, Choudhury and Latif 2019)

Karaxha et.al (2018) defines training as the company programed activities in supporting their workforce in learning the job competences such as skills, knowledge, behaviors that are of great importance in performing the job successfully. They consider the training and development of such a great importance such as it increase the company value toward the competition, through the direct increase of the organization value through direct contribution on the intangible and material assets. (Karaxha, Hidajet., Karaxha, Halit, and Ramosaj, B. 2018)

Authors such as Singh and Jain (2017), distinct training from the formal education, According to them, training and the formal education are different from each other due to their purpose and approach as well. While education focuses mainly on the enhancement of the knowledge developed within a specific framework, training focuses on the improvement of the knowledge and skills with the purpose of improving the staff attitude which is not developed within a defined framework. (Singh, C. and Jain, K. V. 2017)

Despite the fact that each author provides its own definition for the training, they all converged to the same message which is the importance the training has both for the employees and the organization.

## ***Development***

As training and development are used interchangeably, there are authors that distinct these concepts from each other, providing different definition for each term as well.

Karim, Choudhury and Latif (2019) define the development as an education on the long-term of the staff aiming to systematically improve the general theoretical knowledge of the company managerial staff. These authors have emphasized that the training and development are the proper means to increase the profitability of the organizations. The changes in the technological innovation; market competition, organizational structuring are properly overcome through the training and development of the workforce. The training and development of the staff plays an important role on the employee performance as well.

The main purpose of staff development is not mainly related to the skills development. Instead it provides broad knowledge and attitudes which are needed for the future career growth of the staff. The programs prepared for the staff development are designed based on a specific framework aiming on the support of the staff in developing of both their personal and professional skills, knowledge, and behaviors which would result on the improvement of their abilities in performing specific tasks in the company. The development programs are focused on knowledge and skills on the fields such as: Business environment, principles and techniques of management, human relations, analysis of the specific business sector etc., which aims for a better management of the business organization. (Drucker, 1999; in Karim, Choudhury and Latif 2019)

## **Distinction of training with development**

As the main focus of both training and development is on the enhancement of staff knowledge, skills, abilities etc. we might be questioning what really distinct training from development?

In fact from the specification provided from different authors, it comes clear why training and development are differing from each other.

Training is related to the present development of an employee in his/her current occupation and provide the staff with the related job specific skills and knowledge. While on the other hand development is related to the enhancement of the employees' behaviors, attitudes and hence improve the performance of an employee in the organization. (Stone, 2002; in Karim, Choudhury and Latif 2019)

The staff development is linked to the initiatives and activities which enhance the skills and future endeavors of the staff in an organization. The training is related mostly to the improvement of the technical skills including as for e.g. the software training, managerial training, and other training alike. (Karim, Choudhury and Latif 2019).

Nunvi (2006), provides definition on the distinction among training and development. He opines that training is related to the increase of knowledge and skills related to the performance of the actual job of the staff. On the other hand the development is linked to preparation of the staff for their future job through the improvement of their knowledge and skills. (Nunvi 2006; in Karim, Choudhury and Latif 2019)

The training focuses on the improvement on the short-term skills and knowledges of the organization technical staff. The development is a mean of improving the skills and abilities of the managers for their long-term career growth and improvement. (Cambell, 1971; in Karim, Choudhury and Latif 2019)

Some authors such as Sims (2002) distinct training as it related to the actual job of an employee, with the development which is related to the preparation of the staff for potential future jobs. (Sims, 2002; in Tahir et. al., 2014)

Adamu (2008), has adopted a very clear distinction among training and development, as provided in Table 1, where it has been clearly stated each difference of training with development.

Table 1: Comparison of principal characteristics of training and development

No.	Characteristics	Training	Development
1	Primary target group	Rank and file	Managers and professionals
2	Usual location	Local	Dispersed
3	Pay off	Right away or soon	Long term
4	Application	Current job	Future Job
5	Specificity	Narrow	Broad
6	Objective	Improved performance	Improve potential
7	Linkage to performance	Immediate	Distance sometimes uncertain
8	Number of target employees served at a time	Large	Small
9	Transferability	Narrow	Broad
10	Scope	Single level	Across levels
11	Variations required	Comparatively uniform	Many special requirements
12	Duration	Short term	Extended
13	Participants gain or reaction	Sense of competency	Meaningful overview, sense of satisfaction
14	Anticipated	Specific, definite and measure	General and uncertain and difficult to measure.

Source: Adamu (2008) as adopted from Crawford, (1984) and Folayan, O. (1997), p. 31

## Importance of training and development

Karim, Choudhury and Latif (2019) in their study identified that training impact the improvement of the skills, knowledge and abilities which impact the satisfaction of the staff with their job. In the same conclusion came also Ewuim and Ubochi (2007). So proper training brings better productivity for the respective staff and the staff performance is strongly impacted from their training and development in the business organization. (Karim, Choudhury and Latif 2019).

The training and development despite the impact on a better profitability to the business result on a better and positive attitude of the staff toward the profit orientation of the business. The employee through the training and development programs improve the knowledge of the job and impact on the goals of the organization as well. (Tahir, Yousafzai, Jan and Hashim, 2014)

Training and development is crucially linked to organizational performance. Authors such as Karim, Choudhury and Latif (2019) underlines the importance of training by even suggesting that companies nowadays should follow dynamically the training of their staff and also make the training obligatory.

The main purpose of the business nowadays is the increase of their performance and such can happen through the staff training and development as well. A study conducted by Abbas and Yqoob (2009) have identified a positive correlation of statistical importance among training and development and employee performance and effectiveness. (Abbas Q. and Yqoob 2009; in Karim, Choudhury and Latif 2019).

According to Mahbuda, (2013), the activities of the management of Human Resources in an organization have been considered from the employees as a gift to them, and within this category the training and development has its own part. (Mahbuda, 2013; in Karim, Choudhury and Latif 2019)

Tahir, Yousafzai, Jan and Hashimc (2014) define training and development as a learning experience programed within an organization which helps the staff to learn how to perform their actual and also the future job. Its main purpose is the improvement of the staff performance within the company. Staff training and development impacts on the learning increase and as such it can be considered as a resource for the company through which the staff receive, gather and utilize. (Tahir, Yousafzai, Jan and Hashim, 2014)

A programed experience of learning for the employees to learn performing actual and future job in an effective manner, is considered training and development from Tahiret. al., (2014). The study performed by Tahir et. al. (2014), revealed the significant relationship among the training and development and the performance and productivity of the staff.

Another definition in regard to the training and development comes more holistic from Sims (1990) as it considers it strongly impacting many aspects within the organization such as:

- Staff profit orientation
- Job knowledge
- Skills in all the organizational aspects
- Improved staff morale
- Employee identification with organizational goals

Staff motivation is impacted when training is involved. When employees are trained, they feel better motivated to perform their assigned jobs/tasks.

Training and development is costly and time consuming as well, but despite that it has resulted to be very beneficial for both the individual and the organization, as it enhance the employees' knowledge base. (Singh, C. and Jain, K. V. 2017)

There have been identified many reason why the training has been considered of such great importance for all the stakeholders, as presented in the following list:(Singh, C. and Jain, K. V. 2017)

1. Keep up with industry change
2. Be in touch with all the latest technology developments
3. Stay ahead of competitors
4. Be able to see weakness and gaps
5. Maintain knowledge and skill
6. Advance employee skills
7. Provides an incentive to learn
8. Increase job satisfaction levels
9. Provide internal promotion opportunities
10. Attract new talent

### **Organizational Performance**

Staff training and development has been considered of such a great importance, such as it is not impacting only the performance of an employee but it goes much beyond that, it impacts the performance of the entire organization. Many authors in their studies in this field have come to this conclusion.

(Naveed, 2014; in Karim, Choudhury and Latif 2019) emphasize the link among training and development of the staff with the staff performance in a business organization.

It has been considered as the main objective of the training, is the increase of staff knowledge and skills having an immediate outcome on the staff adaptation to the new

technological and organization requirement. This results in the decrease of the staff turnover and absenteeism ratio. If the employees are well trained they will increase both the quality and the quantity of their performance. The proper training of the staff results in a reduction of waste, money and resources for the organization. (James, et. al. 2014; in Karim, Choudhury and Latif 2019)

The understanding, know how, techniques and practices are acquired through the training and development. Organizations considers the training and development as a necessity of the business human resources management, it leads to the improved individual, collective and organizational performance. Tahir et. al. (2014) have also defined the organizational learning, which according to them should be linked to the “efficient procedure to process, interpret, and respond to both internal and external information of a predominantly explicit nature” (Tahir et. al., 2014)

It has been considered that training and development is a mean which can help and support the staff toward a better career and a better position within the company, and this consequently can impact the increase of the overall organization efficiency. (Tahir et. al., 2014)

Authors such as (Singh, C. and Jain, K. V. 2017), considers the training of the staff as the most important fact for an organization and the reason it is very clear, it simply increases the efficiency and the effectiveness of the organization staff on one side and on the other side of the entire organization as well. There are many factors which impact on the employee performance, and training has been considered the one with the most important impact. The investment in staff training is crucial in increasing their skills to perform the job. For example the staff who possess higher experience perform better than the others, and this is linked with their skills and competences due to their job experience. The training impacts the organization return on investment as well. Human resources performance of a company plays an important role of the overall organizational performance. In such regard the main reason why the companies invest in training of their staff is because training improves employee performance and as a result the organization performance will be improved. (Singh, C. and Jain, K. V. 2017)

According to (Page et. al. 2006; inChinomnso 2014), in general the performance of the organization is measured using the following core measurement indicators, which vary according to the organizations, industry they operate, etc.:

1. Productivity: the measurement of the productivity can be the net added value per hour or net added value per worker. This performance measurement criteria might be impacted by other investments in skills and training.



2. Profitability: In measuring the profitability of organization the most useful criteria is considered Return on Assets, as it measures the well usage of the company assets to generate profits. The values in the Return on Assets performance indicator might hugely vary between companies and between sectors as well and in such regard it is recommended for a much wider benchmarking the usage of profit per employee.
3. Quality: The quality of a certain business products/services can be used as a performance measurement criteria as well. It measures the number of defects for a certain number of produced products. While as a measurement of the quality of the customers, the customer satisfaction measurement criteria can be used, and the measurement of the satisfaction of the customer vary from business to business and from sector to sector.
4. Innovation: The number of new or adopted products/services sold from the company can be a measuring factor or to benchmark the innovation success for a certain business or sector.
5. Staff performance: The performance of the employees on a certain company is measured as per the targeted settled internally within the organization.

## METHODOLOGY

The case study approach has been used for this research. In such regard Yin (2009) recommends six sources- Documentation, Archival Records, Interviews (or surveys), direct observation, Participant observation and Physical artifacts, in order to run the case study research in the proper way.

In this study has been analyzed the impact of the training in the banking system in Albania for three consecutive years and in the meantime has been analyzed the profitability of these banks.

The data has been collected from the Albanian Association of Banks both in relation to the training expenses and training hours spent per each employee and for the organizational profitability in terms Return on Assets (ROA) or Net Income of each bank.

Despite the fact that the Banking System operates with 16 banks, we were able to collect the entire data for 11 banks only. Some of the banks have not provided the data at least for one year, so in such regard the analysis of the data have been performed for 11 banks out of 16 in total that have been operating in the banking market in Albania as of December 2017.

Taking into consideration the literature review performed on the topic, which frequently emphasize a strong connection among staff training and development impacting profitability of an organization, the purpose of the study has been to test whether there is such a relation

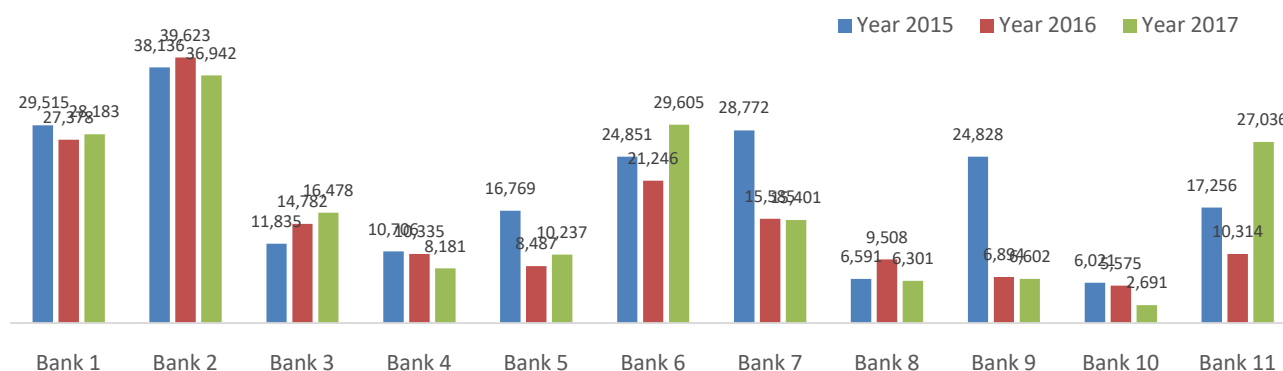
existing for the banking system, using training expenses/training hours per employee for the selected banks and the their respective profitability both ROA and Net Income. In such regard a linear regression model has been built with the data received.

### ANALYSIS AND RESULTS

The author has been able to collect the data related to the training expenses and training hours per each employee from 11 banks out of 16 operating in the Albanian market. The source of the data gathers has been the Albanian Association of Banks, through their periodical reports published in their official website or through reports provided to the banks related to the Human Resources KPIs.

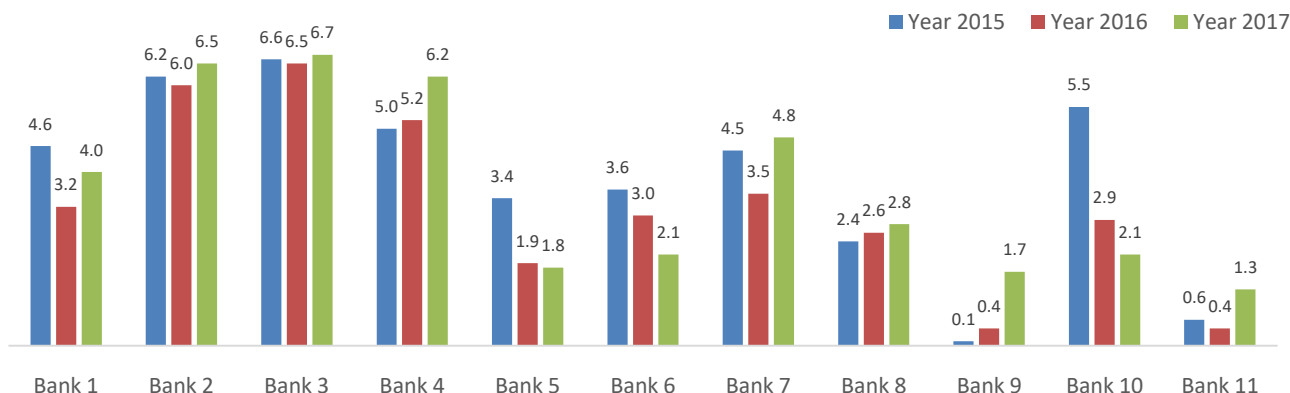
The data have been gathered for a period of three consecutive years i.e., year 2015, year 2016 and year 2017. There has been a lack for some of the data related to the year 2018, and as such the figures for the year 2018 have not been included for the purpose of this study.

Figure 1: Training Expenses/Employee of Banks in Albania (2015-2017)



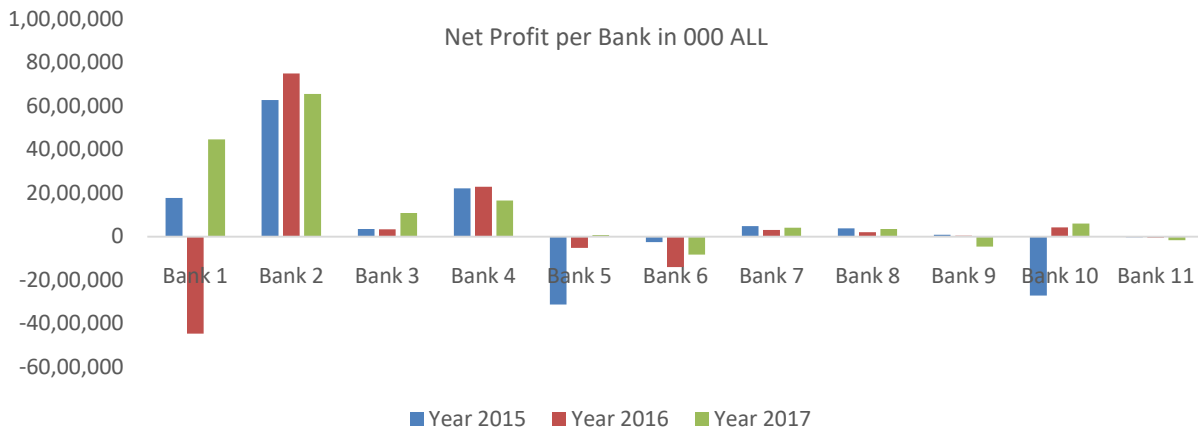
Source: Own adjustment based on AAB (Albanian Association of Banks) data

Figure 2: Training Days/Employee of Banks in Albania (2015-2017)



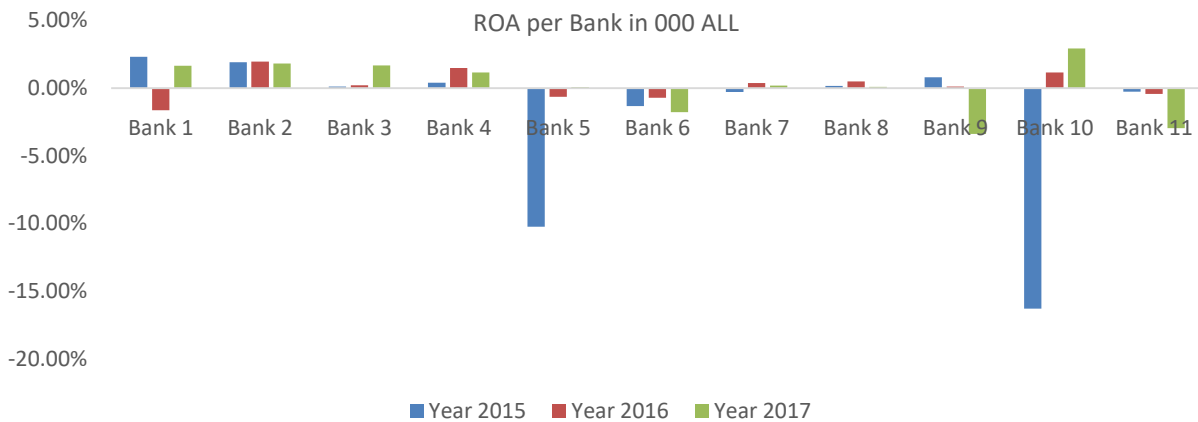
Source: Own adjustment based on AAB (Albanian Association of Banks) data

Figure 3: Net Profit of Banks in Albania (2015-2017)



Source: Own adjustment based on AAB (Albanian Association of Banks) data

Figure 4: ROA of Banks in Albania (2015-2017)



Source: Own adjustment based on AAB (Albanian Association of Banks) data

**The empirical model**

Our aim was to calculate the impact of the training expenses per employee on the financial performance of the banks. In order to understand the impact of the training on the financial impact of a banking institution in Albania, was build the following regression model to test the hypothesis:

$$Y = a_0 + a_1X_1 \tag{1}$$

Where independent variable is:  $X_1 =$  Total training expenses per employee

And Dependent variable is:  $Y =$  Financial performance of the business Net Profit/ ROA

This way we aim to test the impact of the training expenses per employee on the financial performance of the business. The hypothesis of the theoretical model are as follows:

$H_0 : a_1=0$

$H_a$  : The variable is different than 0.

As shown in the following table where the regression model is not statistically significant when tested this hypotheses for the data of the year 2015, while the same scenario has been observed when tested for the years 2016 and 2017.

Table 2: Regression Statistics (Year 2015) Training Expenses vs Net Profit

<i>Regression Statistics</i>	
Multiple R	0.59933992
R Square	0.35920834
Adjusted R Square	0.28800926
Standard Error	8799.14177
Observations	11

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	390618397.3	390618397.3	5.04512654	0.051326252
Residual	9	696824063.6	77424895.95		
Total	10	1087442461			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	18337.2807	2709.293685	6.768288275	8.1935E-05	12208.43257	24466.1288
Variable X 1	0.00250342	0.001114543	2.246135913	0.05132625	-1.78564E-05	0.005024689

While in order to determine the impact of the training expenses on the Return on Assets (ROA) for the banks under the study, we have tested the above linear regression model for the three consecutive years as well, 2015, 2016 and 2017.

Even this model does not show a statistical importance.

**Table 3: Regression Statistics Training Expenses vs ROA ( Year 2015)**

<i>Regression Statistics</i>	
Multiple R	0.4912535
R Square	0.24133001
Adjusted R Square	0.15703334
Standard Error	9574.32891
Observations	11

## ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	262432495.1	262432495.1	2.86286536	0.12489918
Residual	9	825009965.9	91667773.98		
Total	10	1087442461			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	21404.8566	3083.546364	6.941636048	6.747E-05	14429.3901	28380.323
Variable X 1	88479.9236	52293.08661	1.692000403	0.12489918	-29815.257	206775.1

The regression model built with the data of the year 2105 still did not resulted of statistical importance. The same conclusion has resulted even when tested for the data of the years 2016 and 2017.

**DISCUSSION**

- Objective one was to find out the training expenses made from the second level banks for the development of their employees. The study found out as indicated in Figure 1 that the banks under the study invest in the training and development of their employees. For some of the banks the investments in such regard are at a higher amount than the others. However it is worth mentioning that over the years there is a volatility in the training expenses performed from the banks, some have a decreasing trend and some others have an increasing trend. But at the end there is not a very clear trend, increasing or decreasing, in terms of the training expenses per employee for the banks considered for this study.

- Objective two was to determine the training hours in the banking system in Albania. As shown in Figure 2, the banks give a certain importance to the time each employee spent in training. Some banks have higher training hours per employee compared to the others. If compared to the training expenses Figure 1, it should be mentioned that some banks have found a way to better invest their training budget, i.e. lower training costs and higher number of training hours. Such as the cases of Bank 3 and Bank 4.
- Objective three was to determine the impact of the training expenses in the organizational net profit. The study found out that as specified in the regression analysis Table no. 2. The regression model was not of a statistical importance.
- Objective four was to determine the impact of the training expenses in the organizational ROA. The study found out that as specified in the regression analysis Table no. 3. The regression model was not of a statistical importance.

## CONCLUSION

There might be many reasons impacting the final results in this study. The data received from the banks related to their profitability have not have a clear trend over the years. There are banks that go from loss making to immediate profits and then to losses again for a period of three years. While on the other side there are banks that go to profits after periods of high losses. These data to a certain extent might hinder the final results of this study. On the other hand there is a volatility in the training expenses per employee. There are banks that are increasing their training expenses while they continue having loses and there are others that are decreasing their staff training expenses while they are continuing having profits. We can easily draw the conclusion that in the banking system in Albania for the years under the study 2015-2107 there is no clear trend both of the banks performance results (Net Profit and ROA) and also the training efforts made for their employees both in terms of training expenses and training hours per employee.

The author is at the opinion that considering the fact that training expenses per employee rage from a min. amount of 2.691 ALL or equivalent to 21.87 Euro/year to a max. value of 39.623 ALL or equivalent to 322.13 Euro/year if such valued are multiplied with total the number of employees for each of the banks under the study, the total value of the yearly training expenses for each of the banks can reach a considerable amount. If such amounts impact over the Net Profits or ROA for the respective banks is tested via the regression analysis the results might come with different conclusions.

On the other hand despite the fact that the study did not prove the relation among the training expenses and organizational profitability for the period under the study, we are also at the opinion that a connection might be found if considering further studding the topic for an extended period of time, five or more consecutive years, in order to see the relation in a longer period than three years. The topic might also be further studied in sectors/industries other than the banking system for the local market. On the other hand some further studies might be extended even within the banking system for the Balkan and Euro region.

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## ANNEXURE

**Table 4: Regression Statistics (Year 2016) Training Expenses vs Net Profit**

<i>Regression Statistics</i>						
Multiple R	0.35925641					
R Square	0.12906517					
Adjusted R Square	0.03229463					
Standard Error	10164.8232					
Observations	11					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	137805190	137805190	1.33372384	0.27788471	
Residual	9	929912682.2	103323631.4			
Total	10	1067717872				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	14879.0605	3101.679587	4.797097846	0.00097767	7862.57377	21895.547
Variable X 1	0.00129778	0.001123744	1.154869619	0.27788471	-0.0012443	0.0038399

**Table 5: Regression Statistics (Year 2017) Training Expenses vs Net Profit**

<i>Regression Statistics</i>						
Multiple R	0.35925641					
R Square	0.12906517					
Adjusted R Square	0.03229463					
Standard Error	10164.8232					
Observations	11					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	405416248	405416247.5	3.92097402	0.07904116	
Residual	9	930571387	103396820.7			
Total	10	1335987634				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	13553.7181	3540.43385	3.828264753	0.00403844	5544.70033	21562.736
Variable X 1	0.00281642	0.00142233	1.980144948	0.07904116	-0.0004011	0.006034

**Table 6: Regression Statistics Training Expenses vs ROA ( Year 2016)**

<i>Regression Statistics</i>						
Multiple R	0.06432119					
R Square	0.00413721					
Adjusted R Square	-0.1065142					
Standard Error	10869.4296					
Observations	11					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	4417378.325	4417378.325	0.03738962	0.85096739	
Residual	9	1063300494	118144499.3			
Total	10	1067717872				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	15298.6043	3346.677308	4.571281559	0.00134443	7727.89422	22869.314
Variable X 1	63261.1009	327160.7541	0.193363966	0.85096739	-676827.94	803350.14

**Table 7: Regression Statistics Training Expenses vs ROA ( Year 2017)**

<i>Regression Statistics</i>						
Multiple R	0.07018163					
R Square	0.00492546					
Adjusted R Square	-0.1056384					
Standard Error	12153.6793					
Observations	11					
<i>ANOVA</i>						
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	6580354.73	6580354.73	0.04454857	0.83753795	
Residual	9	1329407279	147711919.9			
Total	10	1335987634				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	17109.1556	3671.947582	4.659422624	0.00118619	8802.63311	25415.678
Variable X 1	-39687.009	188031.8815	-0.21106532	0.83753795	-465044.68	385670.66

**Table 8: Regression Statistics Training Hours vs Net Profit ( Year 2015)**

<i>Regression Statistics</i>						
Multiple R	0.30281016					
R Square	0.091694					
Adjusted R Square	-0.0092289					
Standard Error	2.13358215					
Observations	11					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	4.13589935	4.13589935	0.908555	0.36539514	
Residual	9	40.9695552	4.5521728			
Total	10	45.1054545				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	3.73669797	0.65693914	5.68804282	0.0002988	2.250598384	5.22279756
Variable X 1	2.576E-07	2.7025E-07	0.95318151	0.36539514	-3.53751E-07	8.6895E-07

**Table 9: Regression Statistics Training Hours vs Net Profit ( Year 2016)**

<i>Regression Statistics</i>						
Multiple R	0.47279133					
R Square	0.22353164					
Adjusted R Square	0.13725738					
Standard Error	1.87306756					
Observations	11					
<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	9.09001572	9.09001572	2.59094234	0.141936993	
Residual	9	31.5754388	3.50838209			
Total	10	40.6654545				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	3.09493465	0.57154515	5.4150309	0.00042458	1.802009694	4.3878596
Variable X 1	3.3331E-07	2.0707E-07	1.60964044	0.14193699	-1.35118E-07	8.0174E-07

**Table 10: Regression Statistics Training Hours vs Net Profit ( Year 2017)**

<i>Regression Statistics</i>						
Multiple R	0.6272124					
R Square	0.3933954					
Adjusted R Square	0.3259948					
Standard Error	1.7151461					
Observations	11					

<i>ANOVA</i>						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	17.169919	17.169919	5.8366818	0.0388697	
Residual	9	26.475535	2.9417261			
Total	10	43.645455				

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P value</i>	<i>Lower 95%</i>	<i>Upper 95.0%</i>
Constant	2.9148466	0.5971783	4.8810324	0.0008701	1.5639354	4.2657577
Variable X 1	5.796E-07	2.399E-07	2.4159226	0.0388697	3.689E-08	1.122E-06