Employee Training and Organizational Performance: A Case Study of African College of Commerce and Technology in Kabale District, South Western Uganda:

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*Abstract: The study was to investigate Employee training and Organizational performance at African College of Commerce and Technology in Kabale district. The study was guided by the objectives which were; **to** establish the employee training programmes and to establish the levels of organizational performance. The study adopted a case study design which incorporated both qualitative and quantitative design approaches. The study used a population of 80 who were staff and clients. The researcher used a sample of 40 respondents because it was affordable by the researcher during data collection. Interview guides, documentary review and questionnaires were used in data collection. Frequency counts of the responses were obtained to generate descriptive information about the respondents that had participated in the study to generate trend of findings. This involved the use of descriptive statistics such as frequencies and percentages. Findings indicated that **a** number of programmes that were employed during training were presented in the table above. These were important in understanding the different training trainees receive. From table 4.5, 4 (10%) of the respondents strongly agreed, 6 (15%) agreed while 30 (75%) disagreed that there is mentoring. Furthermore, 26 (65%) of the respondents strongly agreed while 14 (35%) agreed that, there is job rotation as another training programme that was used to train employees. As noted in the table 4.5, 32 (80%) of the respondents strongly agreed while 8 (20%) agreed with orientation training as a method of training that was used to train staff. Special assignment was also strongly agreed by 5 (12.5%) followed by 8 (20%) agreed while 27 (67.5%) disagreed as another method of training used. This implies that special assignment is not commonly used to train employees. In table 4.5, 10 (25%) of the respondents strongly agreed, 13 (32.5%) agreed with lectures and conferences as another programme for training employees while 17 (42.5%) disagreed. As noted in the table, 8 (20%) strongly agreed, 13 (32.5%) agreed while 19 (47.5%) disagreed with demonstrations and examples as other methods of training. Results also indicated that 9 (22.5%) of the respondents strongly agreed, 13 (32.5%) of the respondents agreed, 13 (32.5%) disagreed while 5 (12.5%) of the respondents strongly disagreed that there was operating efficiency and effectiveness. From the findings there was to some extent improved operating efficiency and effectiveness. The organization should improve on its training programmes to enhance the performance of staff so that they can contribute to efficiency and effectiveness of organsational performance. The goals of the organization were being achieved and there was high growth rate was strongly agreed by 10 (25%) of the respondents, 15 (37.5%) agreed 11 (27.5%) disagreed while 4 (10%) strongly disagreed. The findings indicated that the bank was to some extent achieving goals and high growth rate was being realized. Retention of customers and workers was strongly agreed by 9 (22.5%) of the respondents, 14 (35.0%) of the respondents agreed, 14 (35.0%) while 3 (7.5%) strongly disagreed. Training programmes are vital issues of career progression of every employee in an institution. In order to provide quality services to the clientele, staff needs to commit themselves to continuous learning and for that matter training is necessary. Therefore, it is important for the organization to engage their staffs in the training activities on regular basis to enable them acquire knowledge and skills that will enhance staff performance. From the study, it was established that training is used to fill identified gaps in competence and so it helps to improve the competency of the beneficiary and so his or her performance on the job is improved. It was also concluded that training is an important factor that motivates and inspires workers and makes them value their jobs and perform better for increased productivity. Training generates performance improvement related to benefits for the staff and influences staff performance through the development of staff knowledge, skills, ability, competencies and behavior. The study recommends that the organization should **provide** training programs to the workers to improve their skills as well as their capabilities and the employees should also be more committed to the training and give off their best after the training. Therefore, identification of training needs should be done more professionally and the modalities for selection made known to staff. It is also very important to evaluate training in order to assess its effectiveness in producing the learning outcomes specified when the training intervention is planned, and to indicate where improvements or changes are required to make the training even more effective. All staff members must participate in both on-the-job as well as off-the-job training to enhance their knowledge for improved performance.*

Keywords: Employee Training, Organizational Performance

CHAPTER ONE

INTRODUCTION

Background to the study

Employee training is a learning experience which seeks a relatively permanent change in the individual that will improve his ability to perform his job well (Torrington, 2010). Employee training is a very important aspect of human resources management which must be embarked upon either proactively or reactively to meet any change brought about in the course of time. The rationale behind it is to web the job and the job-holder together to achieve the organizational objectives.

In an ever-growing competitive world, where organizations are always at competition with one another in terms of goods and services, there should be a link between the organizations business strategy and the training and development that it undertakes (Wilson, 2009). Therefore, an organization which combines its strategy and employee training is regarded as having a good business sense. Recruiting, retaining, training and developing the right and talented people give an organization a competitive edge over its competitors: this is what human resource management is about. It is therefore a great strategic concern to the organization how it manages its people in order to develop their commitment and produce the best out of them for its benefit. This therefore calls for all managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialists' departments or management positions (Afshan et al., 2012).

The question that may arise in many circumstances is why human resources are important. Bearing in mind that human resources are intellectual property of the firm, employees prove to be a good source of gaining competitive advantage (Houger, 2006), and training is the only way of developing organizational intellectual property through building employees' competencies in order to succeed. Organizations have to obtain and utilize human resources effectively in order to improve on organizational performance.

The core strength of any organization comes from its employees. To develop and strength them, leads to a solid foundation for the organization's future, therefore a manager must continue to develop himself and also have a commitment to help his employees develop their full potential (Mathis and Jackson, 2010). The employees depend on the managers, and the organization depends on all of them for its success.

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, 2012) and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is therefore important not to ignore the prevailing evidence on growth of knowledge in organizations in the last decade. This growth has not only been brought by improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources. It is therefore every organization's responsibility to enhance productivity of employees and certainly implementation of on-job training is one of the major steps most organizations need to achieve employee productivity. As it is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the organization aims and goals as a means of sustaining productivity and performance. This therefore calls for all managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialists' departments or management positions (Afshan et al 2012).

For these reasons organizations are now focusing more on improved performance from optimal human resource utilization and thus, investment in training and development with the ultimate goal to improve human productivity at both the macro and micro levels. Thus, employee training is becoming a necessity to every organization; training enabled them to carry out their roles and responsibilities efficiently and also learn new things, which prepared them to take up higher responsibilities efficiently and also learn new things, which prepared them to take up higher responsibilities in the future. The amount and quality of training carried out varies enormously from organization to organization due to factors such as the degree of external change, for instance, new markets or new processes.

Most organisations have embarked on employee training both on job and off job in order to enhance their performance for improved organizational development. Employee on-job and off job training are becoming necessities to every firm in Uganda as it enables them to carry out their roles and responsibilities efficiently and also learn new things which prepare them to take up higher responsibilities in the future. However, there are always complaints of lack of customer satisfaction which is an indicator that the entities are not performing well. It was against this background that the researcher intended to carry out a study to examine the contribution of employee training on organizational performance of organisations.

Statement of the problem

Training and development play an important role in the effectiveness of organizations and to the experiences of people at work. Training has implications for productivity, health and safety at work and personal development and staff performance, therefore all organizations employing people train their staff for improved organizational performance. Every organization needs to have well trained and experienced employees to perform their duties efficiently. African College of Commerce and Technology had training programs for its employees whose objective is to improve both individual and organizational performance. Every employee no matter their educational background or level within the organization is trained. However, it appears that even though there are training programmes such as on job and off job trainings for its employees, there seems to be poor organizational performance. It was against this background that this study was conducted to examine the contribution of employee training and development on organizational performance.

Purpose of the study

The purpose of the study was to examine the contribution of employee training to the organizational performance.

Objectives of the study

i. To establish the employee training programmes.
ii. To establish the levels of organizational performance.

SECTION TWO

RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive research design with both qualitative and quantitative approaches. Quantitative approach was used because it helps to build a broader picture by adding depth and insights to numbers through inclusion of dialogue and narratives; add precision to words through inclusion of numbers tallying; offer more than one way of looking at the situation; facilitate capturing varied perspectives, facilitate planned minimum statistical analysis to enable quantitative summary of findings to add breath to the study and may even work towards making it more representative. Qualitative will be preferred because it will help in describing events.

Study Population

The study used a population of 80 who were staff and clients of African College of Commerce and Technology.

Sample Size Determination

The researcher used a sample of 40 respondents because was affordable by the researcher during data collection.

Table 2.1: Sample Size Distribution

Category	Population	Sample size
Staff	20	20
Customers	60	20
Total	**80**	**40**

Sample Selection Strategies

This study used the following sample selection strategies;

Purposive Sampling

This is a technique where sampling units are selected according to the purpose. In this study, purposive sampling technique was applied to select subjects that will be considered to be relevant for the study. Purposive sampling was used to select 20 staff.

Simple Random Sampling

The researcher used simple randomly sampling technique to select 20 other staff. Simple random sampling technique is method where some elements of the population have chance of being included in the sample.

Data Collection Methods

Questionnaire Method

A questionnaire is survey method that utilizes a standardized set or list of questions given to individuals or groups, the results of which can be consistently compared and contrasted. On the other hand, structured and self -administered questionnaires will be used to collect primary data in order to ensure organized procedures and control of the scope of responses within the objectives and research questions of the study.

Interview Method

An interview is a conversation in which the researcher gets information from an interviewee. Interviews were used because they helped the researcher in getting first-hand information, clarify the questions by using the appropriate language, clear doubts, and establish rapport and probe more information from the respondents.

Documentary Review

A documentary review is a systematic process in which a researcher analyses the available literature in form of reports and files for the purposes of retrieving the necessary information relating to the subject matter. Secondary data was collected through documentary review and analysis. Documentary analysis technique was used to obtain an insight into the topic of study. Such documents included development plans, programme reports, websites, published journals and research report and internet among others.

Data Collection Instruments

Questionnaire

The questionnaire tool was used and this consisted of both close and open-ended questions with a five-point Likert scale. The tool was used to collect data from all the respondents. The questionnaire tool was used because of being cheap and that the instrument collected responses with minimum errors and high level of confidentiality.

Interview Guide

A structured interview guide was used to stimulate them into a detailed discussion on the study topic.

Documentary Guide.

The researcher developed a checklist to guide the reading.

Data Analysis.

Frequency counts of the responses was obtained to generate descriptive information about the respondents that had participated in the study to generate trend of findings. This involved the use of descriptive statistics such as frequencies and percentages. Descriptive statistics helped to summarize large quantities of data whilst making the report reader friendly. The data from the interviews on the other hand was read carefully. Thereafter, the responses were edited for grammatical correctness, coherence, chronology and precision and presented as quotations so as to triangulate the data obtained through the administration of the close ended instruments which was quantitative in nature.

<center>SECTION THREE</center>

<center>**DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**</center>

Empirical results.

Training Programmes.

Table 3.1: Training Programmes

Statement	Strongly agree		Agree		Not sure		Disagree		Strongly disagree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Mentoring	4	10	6	15	0	0	30	75	0	0
Job rotation	26	65	14	35	0	0	0	0	0	0
Orientation training	32	80	8	20	0	0	0	0	0	0
Special assignments	5	12.5	8	20	0	0	27	67.5	0	0
Lectures and conferences	10	25	13	32.5	0	0	17	42.5	0	0
Demonstrations and example	8	20	13	32.5	0	0	19	47.5	0	0

Source: Primary data, 2016

. From table 4.5, 4 (10%) of the respondents strongly agreed, 6 (15%) agreed while 30 (75%) disagreed that there is mentoring. Furthermore, 26 (65%) of the respondents strongly agreed while 14 (35%) agreed that, there is job rotation as another training programme that was used to train employees. As noted in the table 4.5, 32 (80%) of the respondents strongly agreed while 8 (20%) agreed with orientation training as a method of training that was used to train staff.

Special assignment was also strongly agreed by 5 (12.5%) followed by 8 (20%) agreed while 27 (67.5%) disagreed as another method of training used. This implies that special assignment is not commonly used to train employees. In table 4.5, 10 (25%) of the respondents strongly agreed, 13 (32.5%) agreed with lectures and conferences as another programme for training employees while 17 (42.5%) disagreed. As noted in the table, 8 (20%) strongly agreed, 13 (32.5%) agreed while 19 (47.5%) disagreed with demonstrations and examples as other methods of training.

Level of Organizational Performance

Descriptive statistics were also used to present the findings in relation to the level of organizational performance. The findings are thus indicated in the table below;

Table 3.2: Level of Organizational Performance.

Statement	Strongly agree		Agree		Not sure		Disagree		Strongly Disagree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
increased profitability	10	25.0	15	37.5	0	0	11	27.5	4	10.0

operating efficiency and effectiveness	9	22.5	13	32.5	0	0	13	32.5	5	12.5
The goals of the Organization are being achieved and there is high growth rate	10	25.0	15	37.5	0	0	11	27.5	4	10.0
customers have increased	13	32.5	15	37.5	0	0	8	20.0	4	10.0
Retention of customers and workers is high	9	22.5	14	35.0	0	0	14	35.0	3	7.5

Source: Primary Data, 2016

The analysis in table 4.6 showed that 10 (25.0%) of the respondents strongly agreed that there was increased profitability, 15 (37.5%) of the respondents agreed, 11 (27.5%) disagreed while 4 (10%) strongly disagreed. The findings indicated that the profitability was slowly increasing and this was attributed to competition with other institutions. It for this reason that the organisations should improve on its performance by introducing many products and embracing information technology that will attract increased profitability.

Results also indicated that 9 (22.5%) of the respondents strongly agreed, 13 (32.5%) of the respondents agreed, 13 (32.5%) disagreed while 5 (12.5%) of the respondents strongly disagreed that there was operating efficiency and effectiveness. From the findings there was to some extent improved operating efficiency and effectiveness. The bank should improve on its training programmes to enhance the performance of staff so that they can contribute to efficiency and effectiveness of organsational performance.The goals of the organization were being achieved and there was high growth rate was strongly agreed by 10 (25%) of the respondents, 15 (37.5%) agreed 11 (27.5%) disagreed while 4 (10%) strongly disagreed. The findings indicated that the bank was to some extent achieving goals and high growth rate was being realized.

Retention of customers and workers was strongly agreed by 9 (22.5%) of the respondents, 14 (35.0%) of the respondents agreed, 14 (35.0%) while 3 (7.5%) strongly disagreed.

SECTION FOUR

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Training programmes are vital issues of career progression of every employee in an institution. In order to provide quality services to the clientele, staff needs to commit themselves to continuous learning and for that matter training is necessary. Therefore, it is important for the organization to engage their staffs in the training activities on regular basis to enable them acquire knowledge and skills that will enhance staff performance.

From the study, it was established that training is used to fill identified gaps in competence and so it helps to improve the competency of the beneficiary and so his or her performance on the job is improved. It was also concluded that training is an important factor that motivates and inspires workers and makes them value their jobs and perform better for increased productivity. Training generates performance improvement related to benefits for the staff and influences staff performance through the development of staff knowledge, skills, ability, competencies and behavior.

RECOMMENDATIONS

Provide training programs to the workers r to improve their skills as well as their capabilities and the employees should also be more committed to the training and give off their best after the training. Therefore, identification of training needs should be done more professionally and the modalities for selection made known to staff.

It is also very important to evaluate training in order to assess its effectiveness in producing the learning outcomes specified when the training intervention is planned, and to indicate where improvements or changes are required to make the training even more effective. All staff members must participate in both on-the-job as well as off-the-job training to enhance their knowledge for improved performance.

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