

Skills Development and Employee Performance among Civil Servants in Cities; A Case Study of Hoima City Council

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Abstract: Employee skills development is one of the most important HRM functions in the current challenging work environment to enhance workers performance. This study examined Skills Development and Employee Performance using a case study of Hoima City Council. Descriptive correlation research design was used and adopted both quantitative and qualitative approaches. Using proportionate and random table sampling method, 432 respondents were selected based on confidence level of 95% and an error margin of 2.5%. Key Informants Interview Guide, Document Study checklist and Questionnaire are the data collection tools that were adopted in this research study. Descriptive statistics (percentages, mean, and standard deviation) were generated for objective 1, 2 and 3, and Pearson Product Moment Correlation Coefficient (r) statistical technique revealed that coaching and mentorship ($r=.899$; $p\leq 0.05$), formal training ($r=.126$; $p\leq 0.05$) and job rotation ($r=.000$; ≤ 0.05) were the correlates of skills development. Therefore, the findings confirm a relationship between skills development and employees' performance among workers in Hoima City. Hoima City management is recommended to take on the scientific human resource management best practices including; coaching and mentorship, encouraging employees to attain more formal training in addition to adoption to evidence best practices, talent management and workforce planning among others in order to retain talented workers and improve service delivery in Hoima City.

Keywords— Skills; Development; Employee; Performance;

SECTION ONE INTRODUCTION Background of the study

The earliest mention of employee engagement appears in an Academy of Management Journal article (Schuck, M. B., & Wollard, K. K., 2013), "Psychological Conditions of Personal Engagement and Disengagement at Work" (Kahn, 1990). In his article, Kahn explains the underpinnings and major influences on his thought, beginning with the classic sociology text, The Presentation of Self in Everyday Life (Goffman, 1961). Goffman (1961) heavily influenced Kahn's (1990) writing as evidenced by Kahn's suggestion that "people act out of momentary attachments and detachments in role performances" (Kahn, 1990, p. 694) a direct reference to Goffman's (1961) internationalist theory. Engaging employees in skills development as displayed in this theory indicates the likely positive employee performance attached to the acquired job related skills.

Available authors such as (Kenny S, V., 2019, Moorhead & Griffin, 1992) claim Vroom's original presentation of expectancy theory placed Skills Development in the mainstream of contemporary motivation theory. Vroom (1964) defined expectancy as "a momentary belief concerning the likelihood that a particular act will precede a particular outcome". His formulation suggested that job performance (P) is the result of the interaction of two components, force (F) and ability (A), with ability representing the potential for

performing some task. Offering skills development services to employees is expected to have a positive outcome in return which most organizations and urban councils have given less attention. In addition, motivation to transfer was hypothesized in Holton's et al (2005) model to connect learning with individual performance change. Motivation to transfer can be described as trainees' desire to use the knowledge and skills mastered in the training program on the job. Behavioral change will likely occur for trainees who learn the material presented in training and desire to apply that new knowledge or skills to work activities. In other words, this will definitely influence employee performance.

According to Shalley, C. E., & Gilson, L. L. (2004), employees in many jobs encounter novel, ill-defined problems, and finding creative solutions to these problems may be the critical factor that allows their organization to maintain a competitive advantage. Solving problems creatively requires extensive and effortful cognitive processing. This requirement is magnified further by the complex, ambiguous situations in which most organizational problems occur. Employees must define and construct a problem, search and retrieve problem-relevant information, and generate and evaluate a diverse set of alternative solutions. Creativity necessitates that all these activities are completed effectively. It is unlikely, therefore, that creative outcomes realized without a large degree of support from organizations and organizational leaders. To provide this support, leaders must understand the cognitive requirements of creative problem solving. Continuous provision of learning opportunities has the capacity to increase the skills and ability of employees. Once the skills are offered efficiently

and effectively, it is expected that employee performance will improve considerably.

Statement of the Problem

Employee turnover and poor service delivery continue to hold back emerging cities in Uganda. This has been due to inadequate capacity building programmes and semi-skilled workforce leading to citizenry dissatisfaction, vicious cycle of recruitment that is unnecessary and costly alongside its associated pressures. High expectations on Hoima Oil City puts it at “a point of no return” because it is estimated that the first oil will flow in 2023 at the earliest (Wolf, S., & Potluri, V. A., 2018). This rises anticipated revenue on an average of about US\$2,115 million over thirty-three years in constant 2018 US\$ terms. Mawejje, J. (2019) asserts that the discovery of oil in Uganda’s Albertine region presents opportunities for local economic development. A Mwesiwa, D., & Oladapo, I. A. (2021) holds mounting fear that the present-day Local Government managers do not appropriately respond to pro-poor service delivery issues. Yet, the number of people lacking access to quality services is swelling. The decentralization system of government in Uganda has hardly offered local government the mandate to administratively extend social-economic services to the citizens (Kibira, V., Ggoobi, N. S., & Kiberu, J., 2021). This therefore compelled the researcher to examine Skills Development and Employee Performance using a case study of Hoima City Council.

Purpose of the study

The purpose of this study is to examine Skills Development and Employee Performance using a case study of Hoima City Council. Hoima City is expected to boom due to the national interest in oil exploration and yet faced with numerous service delivery challenges arising out of the residents’ expectations.

Specific Objectives

- i. To examine the relationship between coaching and employee performance among Civil Servants a case study of Hoima City Council local government
- ii. To assess the relationship between formal training and employee performance among workers a case study of Hoima City Council
- iii. To find out the relationship between job rotation and employee performance among local government workers a case study of Hoima City Council

SECTION TWO METHODOLOGY

Research Design

The study used descriptive correlation research design by means of quantitative and qualitative approaches. The quantitative data collection approaches were used. Quantitative methods helped to summarize the data collected in form of frequencies, mean, percentages and correlation analysis of the influence of skills development on employees’ performance in Hoima City Council.

Study Population

The study was conducted in Hoima City, Uganda. Hoima is approximately 200 kilometers (124 mi), by road, northwest of [Kampala](#), Uganda's largest City, on an all-weather [tarmac](#) highway, the [Kampala–Hoima Road](#). The City is situated in the center of former Hoima district. Hoima City currently comprises Hoima East and Hoima West Divisions. The City is borders with other sub counties including Kitoba, Buhanka, Buhimba, Kyabigambire and Bugambe (Francis Mugerwa, February 2015).

Sample Size and Sampling Procedure

Since there are 611 employees in Hoima City Council, 234 respondents were selected proportionally among teachers, health workers and other departmental workers from the two divisions of Hoima City Council. The sample comprised of 8 senior administrators, 4 politicians and 214 city employees from Hoima City council. This sample was selected using convenient and random sampling procedures.

Research Instruments

The study adopted the use of questionnaire and key informant guide to collect information from the respondents, document study conducted to determine the level of performance of employees. The main respondents in this study were employees from Hoima City Council local government.

Questionnaire

The researcher administered the questionnaire in accordance with (Leary, 2003), who argued that the design of structured interview schedule requires being clear about the purpose of the interview schedule and deciding what to include, choosing the appropriate type of research instrument, deciding on open or closed formats for questions, the order in which questions are asked, the suitable wording of questions pre-testing and piloting of the draft interview schedule.

Document Study checklist

The document study was adopted to investigate qualitatively the skills development activities and performance levels of employees within Hoima City Council. This is expected to add information that is crucial and qualitative in this research investigation.

Key Informants Interview Guide (KIIG)

The key informant guide; in this study were the top administrators of Hoima City Council Local government, and political heads within Hoima City Council. According to Donna Doll (n.d), gathering key informants or experts to provide input for a situation analysis is one of the methods for identifying issues. This approach requires the careful identification of a group of formal top administrators with related knowledge and skills. It provided structured contact with these informants, and was through direct interviews. The researcher began by identifying the key informants to be

interviewed. They are specifically individuals expected to have particular or “expert” knowledge about skills

Responses		Frequency	Percentage
Valid	Planning	6	2.5
	Internal Audit	8	3.5
	Administration	32	13.7
	Finance	11	4.6
	Statutory Bodies	4	1.9
	Production and marketing	9	3.7
	Health	46	19.7
	Roads and engineering	5	2.3
	Education	90	38.7
	Water	2	.9
	Natural resource	5	2.1
	Community based services	4	1.9
	Trade, industry and LD	11	4.6
	Total	234	100.0

development and employee performance.

Data Analysis

Data from the field was cleaned, coded and entered in the computer. By use of computer SPSS computer software, descriptive statistics (percentages, mean, and standard deviation) was generated for objective 1 and 2. Pearson Correlation analysis was used to derive Pearson correlation moment coefficient(r), which would answer objective 3 and a Null hypothesis, was either rejected or accepted after calculating P-value. In analyzing data from the document study and key informant guide, the researcher used quotable quotes, concurrent analysis and opinions that were vital for the study variables and related to the objectives. The qualitative data was analyzed manually viewing the responses.

SECTION THREE

DATA PRESENTATION AND INTERPRETATION

Social- Demographic Information of Respondents

In order to make the research study representative of the different department in Hoima Oil City, respondents were selected proportionally from different department. This helped to ensure that the views of all workers in their respective departments are all covered in the research study. The departments covered included; Internal Audit, Planning, administration, Finance, Statutory bodies, Trade industry and LD, Health, Roads and engineering, Natural Resources, Water, Education, Community Based Services and

Production and marketing. The table below presents the number of respondents from different departments in Hoima Oil City.

Table 3.1: Job title of the Respondent

Source: Researcher 2022

The table 3.1 presents the responses according to the different departments of Hoima Oil City. Education (38.7%) had the biggest number of respondents followed by health department with (19.7%) and then administration with (13.7) respondents chosen for the research study. The department that had the lowest participation was water department whose participant were (0.9%) followed by Community based services and respondents from community based services and statutory bodies were both (1.9%). Given the fact that the researcher selected respondents proportionally from different departments, education department had a bigger number of respondents because the biggest number of employees of Hoima oil City lies in education, health and administration departments mainly. The least number of respondents was got from water department.

Sex

The second socio-demographic background of Respondents considered for the research investigation was the sex of the respondents. This was chosen in order to cover various experiences men and women undergo taking it in mind that people from different sex have varying experience at work. The respondents were categorised as men and women. Below are the data coverage of the research study by sex.

Table 2: Sex of the Respondents

Sex		Frequency	Percentage
Valid	Men	104	44.4
	Women	130	55.6
	Total	234	100.0

Source: Researcher 2022

Responses		Frequency	Percentage
Valid	Secondary education	14	6.0
	Tertiary/university education	201	85.9
	Post graduate education level	19	8.1
	Total	234	100.0

During the research

investigation, a total of 234 respondents were interviewed. The table above shows the responses by sex. Accordingly, (44.4%) were men employees of Hoima oil city while women were (55.6%). Therefore, the research study covered a relatively bigger number of women than men. This was done to ensure that the research is representative by sex.

Age

The researcher investigated the age of the respondents it being a demographic characteristic of the respondents. Respondents were arranged in the age range between of 18-25years, 26-33years, 34-41years and 42 equal or greater. Below are the findings in the table.

Table 3: Age range of the respondents

Responses		Frequency	Percentage
	18-25yrs	14	6
	26-33yrs	89	38.2
	34-41yrs	114	48.8
	42=>	16	6.9
	Total	234	100.0

Source: Researcher 2022

In the research investigation, a total of 234 respondents were tested. The research study revealed that respondents in the age range 18-25year were (6%), 26-33years were (38.2%), 34-41year were (48.8%), 42 and greater were (6.9%). The

above findings shows that the biggest number of the employees interviewed were in the range between 34-41years. These were followed by respondents in the age range of 26-33 with 38.2%. The least were respondents in the range of 18-25years and later 42 and above.

Education level

Education level of the respondents was also tested in order to assess how different respondents in the research study vary in education level. This is because of different education levels experience and perceive different things in varying ways at work. The diverse education levels assessed therefore included; Secondary education, tertiary/university education and other education level. Post graduate education levels included those who had attained their second qualification after having attained their first degree level qualification (e.g. Certificate and Diploma levels from Collages and Institutes, Those who had upgraded). Below are the responses indicated in the table.

Table 4: Education level of the Respondents*Source: Researcher 2022*

The above table presents the research findings on education level of the employees of Hoima Oil City. As regards to education level of the participants, (6.0%) had attained a secondary level of education only. These were mainly the support staffs. (85.9%) had reached tertiary/university education level. (8.1%) had attained further education level on top of tertiary/university education level. This implies that a bigger number of employees had reached tertiary/university level of education with 85.9%. These respondents had professional bachelor degree, diploma or certificate and employed in their respective discipline. Few respondents had ended with secondary level 6.0%. Employees who had Postgraduate qualifications were relatively small (8.1%).

Time spent in service

The last demographic characteristic tested in the research study was employee time spent in service. This was presumed to have an effect on the relationship between skills development and employee performance. Respondents were organized in a rating scale of less or equal to 3years, 4-7years,

8-11years and then 12 and above years. The results of the research study was as indicated in the table below;

Table 5: Time spent in service

Responses		Frequen cy	Perce nt
Valid	<=3	54	22.9
	4-7	120	51.2
	8-11	53	22.7
	12 and >	8	3.2
	Total	234	100.0

Source: Researcher 2022

Table 5 above displays the time frame employees have spent in service. The study covered 234 respondents during the research process. Respondents who had spent 4-7years had the highest score with (51.2%). Respondents who had spent less or equal to 3years in Hoima Oil City were (22.9%). (22.7%) respondents had worked for 8-11years while (3.2%) had served for the period of 12 and more years. The findings show that a greater percent had served for a period between 4-7 years. The least were those workers who had served for 12 and above years.

Skill Development

The first objective tested during the research investigation was the coaching and employee performance among employees in Hoima Oil City. This was chosen taking it in mind that coaching in organization imparts skills necessary for continuous skills perfection. In order to receive the target results, respondents were asked as to whether they had ever received; any coaching, assessment done to determine the training needs, form of skills development attained by the employee and whether job rotation is exercised in Hoima Oil City. The results of this form of employee coaching and mentorship can only be evident in the improvement of performance levels measured over time in the organization.

Coaching and Mentorship

To begin with, the researcher investigated whether or not there is coaching and mentorship practiced in Hoima Oil City. This was considered much important by the researcher due to its strong ability to impart skills necessary for perfecting performance at work. Additionally, the expedition to improve employees' performance according to (Vidya, D., & Kothai, 2020), puts it clear that Performance is a key focus of an achiever in the management. Therefore, a competitive advantage has become more critical for any organization calling for strategies and systems for improved human resource performance. International Coach Federation (ICF) provided that workplace training provides for learning,

individual development, improvements in employee performance and results for organizations (Arévalo, G. 2020). Against this background, the searcher was interested in discovering in the first place whether coaching is conducted in Hoima Oil City Council. The respondents were investigated to reveal as to whether they had ever attained coaching for them to improve on their performance. Two responses were adopted for the research study. i.e. Yes and No. The table below presents the findings according to the research study.

Table 6: Coaching and Mentorship

Response s		Frequ ency	Per cen t
Val id	Y es	171	72.9
	N o	63	27.1
	To tal	234	100. 0

Source: Researcher 2022

Table 6 above presents the research findings when respondents were asked as to whether there is coaching and mentorship for employees in Hoima Oil City for improved performance. Respondents who responded with yes that there is coaching and mentorship activities conducted in Hoima Oil City to foster employees performance were (72.9%) while (27.1%) responded with a No. The results clearly confirm that there is coaching and mentorship skills training in Hoima Oil City.

Assessment of Employees' Needs Prior to Coaching and mentorship

The factor considered was the assessment conducted to establish the coaching and mentorship prior needs, which was considered by the researcher as key for effective delivery of coaching. A group of researchers ((Stock, Zacharias & Schnellbaeher, 2017. P. 201) confirmed that employee assessment for coaching and mentorship is very crucial in the organizational goal attainment. So, to be effective, there is need to consider the assessment of coaching needs to effectively offer coaching as one of the skills development strategy. Stock, Zacharias & Schnellbaeher (2017. P. 201) further add contribution asserting that in coaching, each client (coachee) is unique and so is each coach. Both need to reach a common understanding about the coaching and mentorship needs for an employee, which marks the beginning point. Employees were asked to choose a combination of factors assessed prior to attainment of coaching and mentorship training. The factors considered for assessment prior to coaching and mentorship were; Employee expectation, capacity, attitude, previous learning, motivation, learning experience, and any other and or no any. Respondents were required to tick from a list the various assessment(s), which were conducted before being engaged in a coaching and

mentorship exercise. The table below shows the findings on factors tested and reveals the level to which employees agree to have been assessed.

Table 7: Coaching and Mentorship Prior Needs Assessment

Employees' responses on assessment prior to coaching		Frequency	Percent
Valid	Employee expectation	116	49.5
	Employee capacity	87	37.3
	Employee attitude and capacity	15	6.5
	Employee attitude, capacity, previous learning and any other	4	1.9
	Employee attitude, capacity and motivation	1	.5
	Employee attitude, capacity, expectations, motivation, learning experience and any other	1	.5
	Employee attitude, capacity, motivation and learning experience	3	1.4
	Employee attitude, expectation and motivation	3	1.2
	Employee attitude	2	.9
	No any	1	.5
	Total	234	100.0

Source: Researcher 2022

Table 7 above presents a combination of factors assessed prior to attainment of coaching and mentorship training. The research study revealed that before conducting Coaching and mentorship for workers, an assessment of coaching and mentorship needs was done. The findings show the highest factor assessed by the employers was employee expectation with (49.5%). Second after that was employee capacity with (37.3%). Employees' assessment on both employee attitude and capacity took a third position with (6.5%). The rest of the factors assessed scored much low; between 2-8 employees which is 0.5%-1.9% of the employees in Hoima Oil City. The factors less considered for assessment prior to coaching and mentorship training included; employee motivation, learning experiences, employee attitude, employee expectations, experience of the employee, any other and no any.

Formal Training

The researcher further investigated whether or not employees attended any formal training while in service in order to increase their performance levels. The reason why this was chosen was to test the effect of employee training on employees' performance. It was against this background therefore that the researcher was compelled to find out whether or not employees ever attended any formal training

at their workplace. The researcher used responses of yes for those who attended the training and no for those who had never attended any formal training. Below are the responses from the research investigation.

Table 8: Formal Training

Attended a formal training					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	191	81.7	81.7	81.7
	No	43	18.3	18.3	100.0
	Total	234	100.0	100.0	

Source: Researcher 2022

Table 8 above clearly displays the research findings on attendance to any formal training programme. Out of 234 respondents selected for the research investigation, (81.7%) had ever attended some formal training programme at workplace, (18.3%) had never had the same opportunity.

Form of Training Adopted

The researcher further assessed the respondents to reveal the form of trainings adopted among employees of Hoima Oil City. The measurement parameters used for investigation included; apprenticeship, refresher course, induction, Understudying, Any other, Name it and No any. The researcher given the above facts was prompted to investigate the different forms of employee training adopted in Hoima Oil City. The form of skills training and development considered for the research investigation included; Apprenticeship, Refresher course, induction, Understudying and any other or No any a combination of the various forms of skills trainings and development considered here for the study. This is in line with (Ilic, B., Djukic, G., & Balaban, M., 2019) call to focus the training on job related increased employees' performance. Hence the research investigation into the methods of training adopted by Hoima Oil City in uplifting employee performance. The research study results are as indicated in the table below.

Table 9: The form of training adopted

Responses		Frequency	Percent
	Apprenticeship	156	67.4
	Refresher course	27	11.6
	Refresher course and induction	14	5.8

	Induction	5	2.3
	Apprenticeship, refresher course and induction	11	4.9
	Understudying	10	4.2
	No any	8	3.5
	Total	234	100.0

Source: Researcher 2022

The table above shows the findings on the form of skills training and development adopted in Hoima Oil City in order to improve employees' performance in Hoima Oil city. The research findings reveals that apprenticeship was higher much highly exercised with (67.4%). Refresher course was the second to be practiced with (11.6%) of the total respondents. Respondents who had attained both refresher course and induction followed next with (5.8% of the respondents. Also, respondents who scored induction only for training and skills development scored the least with (2.3%). Respondents attached the reason that the adoption of induction as a skills training and development has been culturally associated to the new recruited employees. Therefore, this was lacking with employees who had stayed much longer in the organization's service. The above findings confirm that apprenticeship has been highly adopted form of employee training in Hoima Oil City. This has been followed by refresher courses. The respondents further revealed that induction was less adopted due to the fact that most employees attain it only at the time of joining the organization despite the continues changing development trends that call for continuous employee skills trainings and development.

Job rotation

The researcher further tested the relationship between job rotation and employee performance among local government workers in Hoima Oil City. This theme was chosen due to its prominent adoption in various organizations with the purpose of increasing production and managing boredom. It was also meant to test the contribution of different authors like (Linge, T. K. 2019, and Dessler. 2015) who maintained that job rotation broaden workers understanding of business and to test their abilities. Also noted is that the nature of rotation of workers helps employees gain an overall appreciation of the organization's goals, increases their understanding of different organizational functions, develops a network of contacts and improves problem solving and decision making skills (Linge, T. K. 2019 and Noe et al. 2010). By so doing therefore, performance levels are expected to go high over time. To achieve the targeted of assessing job rotation as an approach to skilling employees, respondent were asked; whether job rotation is done with clear purpose revealed to employee, defined benefits, proper prior training offered, there is proper Monitoring for feedback and whether job rotation is done in a formalized/planned approach. The table below shows the data findings according to the research investigation.

Table 10: Application of Job Rotation

Responses	Mean	Std. Deviation	Variance
Job rotation done with clear purpose revealed to employee	1.20	.402	.161
Job rotation done with clearly defined benefits	1.10	.303	.092
Job rotation done with proper prior training	1.20	.402	.161
Job rotation done with proper Monitoring for feedback	1.26	.442	.195
Job rotation done in a formalized/planned approach	1.25	.632	.399
Valid N (list wise)			

Source: Researcher 2022

Mediating variables Organizational policy

During the research investigation, the researcher further tested the mediating variable. These are the different factors, which the researcher considered to have an influence that would cartelize or influence the relationship between skills development and employee performance. Different policies affect the organization in various ways positively or negatively. Better policies are expected to affect the organization positively and increase human resource performance. Continuous assessment and revisiting the existing policies is very paramount for the success of organizational policies. Also noted is that poor strategy implementation initiative could be expensive in terms of cost, time and low employee morale (Fadeyi, O. 2019). Therefore, managers need to take kin consideration of the policies they develop and the impact they impose on the employees and the organization as a whole. Continuous assessment of policy performance helps advice corrective measures, changes or even calling back the policy for its ineffective results.

The previous research tells that organizational policy moderates the relationship between employee commitment to strategy implementation and strategic performance (Malmi, et al., 2020). This supports the idea that policies can be the driving force for employee performance in the organization. However, this is always not static because the reverse can also be true. In today's globalizing world, there is need to align policies with the pursuit of innovation in soft knowledge (Mwesigwa, D., 2020). This would further acknowledge the idea in that the latter might be depoliticized. In addition, this has the potential for increasing employees' performance. The respondents whether or not Hoima Oil City Council base their policies on; enough supporting evidence, institutional policy are made in a way to ensure alignment of proposed solutions.

Table 11 below presents the research findings during the investigation.

Organizational culture

Another factor investigated as a mediating factor for skills development and employee performance is organizational culture. This calls for organizational cultures that support employee performance. Such cultures may include, evidence based practices, Professional behaviors and valuing people, Employment relationship management among others, which are a key to performance management. Stringent strategies need to be put in place to ensure that such organizational cultures and practices reflect the employment needs so as to achieve better performance results. In order to determine the impact of organizational culture on employee performance, the researcher had to conduct an investigation among employees of Hoima Oil City council. The research study was conducted to assess the social integration within Hoima Oil City including social regulation and organizational cultures are made to observe employee performance. The results of the research study are as indicated in table 11 below.

Organizational external influence

The researcher during the research process investigated the organizational external influences, which impact on the organization or employees in a way that influence employees' performance. Organizational external factors like; human, environmental, political and other factors with an influence on how employees perform their duties and tasks were considered during the research. Hoima Oil City is a subordinate local government to central government supervision. It is therefore important to consider among other factors the influence of such external influences on employees' performance.

Before drawing any conclusion, the researcher had to conduct an investigation to find out external influences that impact on the relationship between skills development and employee performance.

New technology comes with innovations, which call for managers to match with technological trends. The performance management system is designed to; preserve external statutory duties, containing external strategic priorities, implementation by external people and designed by external influence. Table 11 below also indicates the results of the research study on external influence on Employee Performance of workers of Hoima City Council.

Table 11: Mediating variables

Rspponses	Mean	Std. Deviation	Variance
Organizational policy	1.1844	.24810	.062

Organizational culture	1.2106	.24599	.061
Organizational external influence	1.1883	.25122	.063
Valid N (listwise)			

Source: Researcher 2022

Employee performance

The Correlation between Skills Development and Employee performance

Considering the correlation between skills development and employee performance, the researcher adopted three objectives including; the relationship between coaching and employee performance, the relationship between Training and Development and employee performance and the relationship between job rotation and employee performance among local government workers a case study of Hoima City Council. Skills development was considered alike as regards best fit structural model it being an internal practice. The correlation offers a new insight aimed at examining skills development and employee performance among employees of different City Councils in Uganda. This was done taking a case study of Hoima city which is expected to boom due to the national interest in oil exploration and yet faced with numerous service delivery challenges arising out of the residents' expectations amidst almost alarming service delivery challenges. Below are the findings of the research investigations.

Table 12: Correlation between Skills Development and Employee performance

Correlations					
		Employee performance	Coaching and mentors hip	Form al Training	Job rota tion
Employee performance	Pearson Correlation	1	.006	-.074	-.204**
	Sig. (2-tailed)		.899	.126	.000
	N	234	430	234	427
Coaching and mentor ship for	Pearson Correlation	.006	1	.115*	-.055
	Sig. (2-tailed)	.899		.017	.258

workers	N	232	232	232	233
Formal Training	Pearson Correlation	-.074	.115*	.1	-.053
	Sig. (2-tailed)	.126	.017		.276
	N	234	232	234	232
Job rotation	Pearson Correlation	-.204**	-.055	-.053	.1
	Sig. (2-tailed)	.000	.258	.276	
	N	234	232	234	234
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Source: Researcher 2022

Table 12 above presents research findings aimed at examining skills development and employee performance using a case study of employees of Hoima City Council. Results from the table revealed that coaching and mentorship for workers was highly related to employee performance with a significance level of .899 (89.9%), formal training was also somehow less related with employee performance with a significance level of .126 (12.6%) while job rotation was not related to employees performance with a significance level of .000. Therefore, the researcher confirmed a strong correlation between coaching and mentorship with employee performance, a moderate relationship between formal training and employee performance and no apparent relationship between job rotation and employee performance.

Correlations			
		Skills Development	Employee Performance
Skills Development	Pearson Correlation	1	.045
	Sig. (2-tailed)		.346
	N	234	234
Employee Performance	Pearson Correlation	.045	1
	Sig. (2-tailed)	.346	
	N	234	234

Source: Researcher 2022

Generally, the researcher used a Pearson correlation coefficient to measure the linear association between skills

development and employee performance. The skills development correlation reported in the table above is positive. Although not significantly different from 0 because the p-value of .346(34.6%) is greater than 0.05. This suggests that management of Hoima Oil City should moderately focus their efforts on skills development because there is an appreciable effect on employees' performance.

4:4:2 Hypothesis Test

At last, the researcher used an SPSS computer package to test the hypothesis. The hypothesis tested included; there is no relationship between coaching and employee performance among workers a case study of Hoima City Council, there is no relationship between formal Training and employee performance among workers a case study of Hoima City Council and there is no relationship between job rotation and employee performance among local government workers a case study of Hoima City Council. In all cases, a One-Sample Runs Test was used to test the hypothesis. This was chosen to allow checking if the sequence of observations in a measurement variable is random. The table below presents the findings of the research study;

Table 13: Hypothesis Test Summary

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	There is no relationship between coaching and employee performance among workers a case study of Hoima City Council	One-Sample Runs Test	.411	Retain the null hypothesis.
2	There is no relationship between formal Training and employee performance among workers a case study of Hoima City Council	One-Sample Runs Test	.616	Retain the null hypothesis.
3	There is no relationship between job rotation and employee performance among local government workers a case study of Hoima City Council	One-Sample Runs Test	.000	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Source: Researcher 2022

In this research study, the analysis of variation shows *p*-value calculated at .05(5%) level of significance. Table 13 shows the data findings of the three hypothesis tests conducted. To begin with, hypothesis 1: There is no relationship between coaching and employee performance among workers a case study of Hoima City Council, the research study revealed a positive significance level of .411(41.1%) which is higher than the significance level .05(5%). As such, the researcher failed to reject the null hypothesis. The researcher also tested the hypothesis 2: There is no relationship between formal Training and employee performance among workers a case study of Hoima City Council. The research study revealed a

significance level of .616(61.6) which also is higher above .05(5%). Equally the researcher failed to reject the null hypothesis. Finally yet importantly, the researcher tested the hypothesis 3: There is no relationship between job rotation and employee performance among local government workers a case study of Hoima City Council. The research findings revealed a significance level of .000 which is less than .05(5%). We reject the null hypothesis, and accept the alternative hypothesis.

SECTION FOUR

CONCLUSION AND RECOMMENDATION

Conclusion

The study examine skills development and employee performance using a case study of Hoima City Council. A total 432 copies of questionnaire were administered on various categories of workers in Hoima Oil City Council through systematic sampling technique. Pearson Product Moment Correlation Coefficient (*r*) statistical technique revealed that coaching and mentorship (*r*=.899; *p*≤0.05), formal training (*r*= .126; *p*≤0.05) and job rotation (*r*= .000; *p*≤0.05) were the correlates of skills development. *p*-value of .346(34.6%) is greater than 0.05. Therefore, the findings confirms a strong relationship between skills development and employees' performance among workers in Hoima Oil City. On this note, major emphasis ought to be put on coaching and mentorship as well as formal training to workers in Hoima Oil City Council. The findings therefore add new knowledge that can be used to improve organizational practices for the retention of valuable staff members in the Hoima Oil City.

Recommendation

Management of Hoima Oil City should moderately focus their efforts on skills development because there is an appreciable effect on employees' performance. Also, Hoima Oil City management is recommended to take on the scientific human resource management best practices including; professional behaviours and valuing people, adoption to evidence best practices, talent management and workforce planning among others in order to retain talented workers and improve service delivery to communities in Hoima Oil City.

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Appendix:

