

The Effects Of Job Training On Performance Of Local Government Employees In Uganda: A Case Study Of Molo Sub-County, Tororo District.

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Abstract: *The goal of the study was to investigate the impact of on-the-job training on the performance of local government employees in Uganda with a case study of Molo sub-county, Tororo district. The study's main guiding principles were to evaluate how professional development affects performance of local government employees in Molo sub county, Uganda, how on-the-job training affects performance of local government employees in Molo sub county, and how work good manners affects performance. 20% of those regularly checked that the primary goal of training at the Sub County was not to improve service delivery. The on-the-job training has a positive massive effect on the improvements in performance of local government employees in Molo Sub County, according to the p-value (0.00), which is less than 0.05. The results suggest that the principal goal of training was to improve service delivery and performance at the Sub County; hence, age fits the measures of central tendency and is normally distributed because the standard deviation is within the range of the maximum value and the minimum value. The government or Sub County should also continue with its on job training programs with periodic analysis of the program to ascertain its effectiveness, the certainty that the program caters to the specific needs of its employees and that program is in line with developments of the time.*

Keywords: job training and performance of local government employees

Background of the Study

An ever-evolving local government environment in Asian nations including China, Japan, India, Vietnam, Bangladesh, Malaysia, Indonesia, and Hong Kong calls for lifelong learning as a crucial coping mechanism. Local government environments shift from time to time, necessitating ongoing skill and capability development for staff members in order to enhance job performance, grow, and have the flexibility to adapt to the swiftly shifting social and economic situations (Adams, 2003).

Government employee training in East African nations like Tanzania, Kenya, and Uganda may be viewed as employees' willingness and ability to assist their governments, primarily by providing discretionary effort on a sustained basis, and may be influenced by many factors that involve both emotional and East African countries like Tanzania, Kenya and Uganda, government employee training may be seen as employees' willingness and ability to help their governments succeed, largely by providing discretionary effort on a sustainable basis and may be affected by many factors which involve both emotional and rational factors relating to work and the overall work experience (Banda, 2004). Employees' Retention is one of the imperative issues within competitive organization and today as employees are the most valuable assets in any organization. Normally is an organization's best interest to put its effort in retaining the talented employees that they have, and not recruiting anyone new. However, increasing employee turnover has been a trend in many organizations today and the issue of employee retention has remained to afflict most of organizations.

A competitive advantage in a chaotic time, especially in the present, is the ability to retain employees with incredible skills. To be able to lead such a demanding and chaotic atmosphere where change is nearly palpable daily due to new technologies being discovered in such a short period of time, it will take great talent and knowledge.

Retaining top employees will also ensure regular outputs of goods and services. Organizations all around the world struggle with a multitude of issues related to employee inefficiencies and staff turnover. Without knowing which skills are essential for the employees, firms invest a lot of money on this aim to increase employee performance.

Organizations are facing the problem of staff turnover, due to lack of motivation and low employees' satisfaction level. These two factors could be addressed through extending opportunities of learning, developing and imparting on-hand training and workforce experience (Muzffer, 2012; Batool and Bariha, 2012).

Also, associations utilize a variety of methods to increase both the efficacy of the organization as a whole and the effectiveness of its employees. Training does, in fact, improve both employee and company performance. In practically every area of life, numerous organizations developed training programs for employees' job performance that improved employee training

effectiveness. When Tanzania gained independence in 1961, it inherited a decentralised local government administration structure with participation from members who were chosen directly.

Statement of the Problem

Training has been shown to increase employees' performance and organizational productivity as well as their skills, abilities, and competence. Due to fierce competition among firms, the value of training has been recognized. It has been shown that technology advancement has had a massive effect on how much money businesses invest in educating their employees. Because managers now recognize how essential it is to invest in employees' abilities and competencies, they make significant, ongoing investments in their training and development (Beardwell and Holden 2013).

Intelligence officers in Molo Sub-County are doing worse and worse. Public servants performed poorly between 2019 and 2020 (37.8%), and again between 2020 and 2021 (43.5%). This reveals that Molo Sub County's public servants are doing poorly at an alarming rate (Molo sub county Information Office).

The study aims to see how training affects government employee performance based on the problem description. A case study in the county of Molo

Specific Objectives

1. To find out how professional development contributes to performance of local government employees in Molo sub county, Uganda
2. To find out how on-the-job training increases the performance of local government employees in Molo sub county.
3. To find out how work ethics leads to performance of local government employees in Molo sub county.

Hypothesis of the study

Ho: There is no relationship between professional development and performance of local government employees in Molo sub county, Uganda

Ha: There is a relationship between professional development and performance of local government employees in Molo sub county, Uganda

Ho: There is no relationship between jobs training and the performance of local government employees in Molo Sub County

Ha: There is a relationship between jobs training and the performance of local government employees in Molo Sub County

Ho: There is no relationship between work ethics and the performance of local government employees in Molo Sub County.

Ho: There is no relationship between work ethics and the performance of local government employees in Molo Sub County.

Research question.

1. How does professional development contribute to performance of local government employees in Molo Sub County?
2. How does on-the-job training increase the performance of local government employees in Molo sub county, Uganda?
3. How does work ethics lead to performance of local government employees in Molo Sub County?

METHODOLOGY

Research Method

The researcher used a cross-sectional research design philosophy, emphasizing on qualitative and quantitative research techniques. It is both qualitative and quantitative, taking the form of correlation research designs. The study was descriptive in that it addressed how work ethics, professional growth, and on-the-job training affected government employees' performance in Molo Sub County.

Source of the information.

With the use of interviews and a questionnaire, data was collected from the field. Both primary and secondary sources of information were used in this.

Primary data

Politicians and individuals from the general public were consulted for primary data. The use of observation will be used to gather primary data.

Secondary data

Secondary data are existing data that other scholars wrote for the purpose other than that study (O'sullivan and Rassel, 1989). The researcher will gather the secondary data from text books, electronic journals, internet, and the records kept by various different people.

Study Population

According to Marriam Webster population refers to the whole number of people or inhabitants in a country or region or area. The study population will be chose from Molo Sub County. In particular, rural households comprised the population to the study

Sample and sampling procedure

The researcher used systematic random procedure of probability sampling. This was used because according to (Majundar, 1996, PP. 150), simple random sampling involves low costs of data collection, and is operationally easy to control.

A total of 50 respondents were sampled by the researcher and these comprised of 45 rural households and 5 Local leaders. Because they could provide detailed information.

Procedure for data collection.

Questionnaires were distributed to the residents and local leaders of Molo sub county in printed card copies as a method of data collection.

Instrument for Data collection

The researcher collected both primary and secondary data. The primary and secondary data was collected to enable the researcher find answers to the research questions identified in chapter one.

The researcher used questionnaires and interview guide in collecting data from the respondents. Because they provided insights into unexplored dimensions of social problems

Questionnaire: The questionnaires were completed by literate respondents from among target population. This tool was preferred for such group because it ensured secrecy and anonymity on the parts of respondent. It is also ideal for such group since they are literate and thus takes little time to read, understand and fill the questionnaires. The researcher will use questionnaire method in collecting information needed for research and it has twenty items.

Interview schedules

In this study, the researchers conduct qualitative, semi-structured interviews using interview schedules and predetermined questions from questionnaires. They rely on a list of themes and questions in interview guides. Schedules for interviews are created specifically for stakeholders. The method is suitable for this set of respondents since it gives the researcher the chance to freely connect with them and glean additional information like gestures. Also, it allows the informant to go deeper into the subject. A prearranged interview allows the researcher to verify and direct the type of information required for the study.

Data processing and analysis

Data gathered from the respondents' returned surveys were the basis for the analysis. Reading over the surveys enabled for comparisons between the answers made by each respondent. The research questions are used to key in the answers, which are then grouped together for tabulated or graphical display, depending on the researcher's preference.

Then, the respondents were asked to return the distributed questionnaires for analysis. Decoding, analysis, grouping into frequencies and percentages, and computation followed the analysis of the copies. To facilitate learning and provide a clear illustration, tables must be employed in their presentation.

RESULTS

Response rate

The research targeted 50 respondents however due to some constrains only 45 respondents were obtained. However, the response rate had no any negative impact hence 90% of the respondents were obtained and responded to the question imposed to them.

Gender of Respondents

In order to determine the distribution of gender between men and women among the respondents. Analysis was made and presented in the table below.

Table 1 shows Gender analysis of respondents

Responses	Frequency	Percent
Male	40	80
Female	10	20
Total	50	100.0

Source; Field Data (2017)

The table 1 shows that 40 of the respondents which constitute 80 % of total respondents were male and 10 of respondents with 20 of the total respondents were female. The findings suggest that both male and female were included in this study. There were more male than female respondents in study. This gives an impression that there are more male employees at the sub county than female employees

Age of the Respondents

The age group of the respondents was also analyzed to find if there was any direct link to training as one of the factors that hinder employee training. The findings are summarized below Figure 1 Age of the respondents.

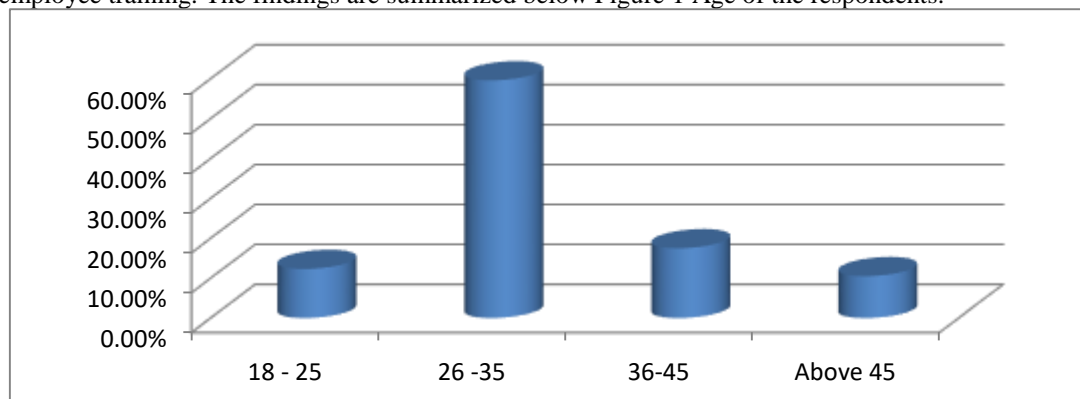


Figure 1: Age

Source; Field Data (2017)

Figure 1 illustrates that of the 30 respondents, 60% are between the ages of 26 and 35. While 10 respondents, or 20% of the total, fall into the 36–45 age range. Five respondents, or 10% of the total, are over the age of 45, while five respondents, or 10% of the total, are between the ages of 18 and 25.

The researcher reaches the conclusion that young people between the ages of 26 and 35 who are active make up the bulk of the immigration department.

Notwithstanding, the results show that the Immigration Department employs people between the ages of 18 and 26 who make up a total of 12.3%, as well as people over 45 who make up 10.5% of the workforce.

Academic Qualifications / Education level

The researcher also wanted to find out the educational level of the respondents who were involved in the study. The table 4.2 below is the analysis of respondents' academic qualifications.

Table 2: Education of the Respondents

Responses	Frequency	Percent
Ordinary level	10	20
Diploma	25	50
First Degree	15	30
Master	0	00
Total	50	100.0

Source; Field Data (2017)

Table 2's results suggest that 10% of respondents are at the Ordinary level. A total of 25 respondents, or 50%, have a diploma, 15 of them (30) have a bachelor's degree, and none of the respondents have a master's degree.

The researcher can therefore come to the conclusion that the sub county currently employs a disproportionate number of individuals with a diploma level of education.

Work Experience of Respondent

From the findings the Work experience of the respondents was analyzed and presented in the table 3 below.

Tble 3: Working experience of the Respondents

Responses	Frequency	Percent
1 - 10	35	70
11 - 20	10	20
21 - 30	5	10
Total	50	100.0

Source; Field Data (2017)

Table 3 shows that 35 respondents, or 70% of the total respondents, had worked at the subcounty for between one and ten years. While 5 respondents, or 10%, have job experience ranging from 21 to 30 years, and 10 employees, or 20% of the respondents, have work experience ranging from 11 to 20 years, respectively.

The researcher assumes that the majority of the sub-employees county's have a working experience of 1 to 10 years based on the study of the abovementioned data. The bulk of the workers are young people with an age range between 26 and 35 and an education level of Diploma/degree holder, according to the age distribution group and educational level of the respondents shown above.

Table 4: On Training at the sub county

Responses	Frequencies	Percentage
Strongly disagreed	10	20
Disagreed	10	20

Agreed	20	40
Strongly agree	10	20
Total	50	100

Source: Field Data

According to the data in Table 4, 10% of respondents strongly disagree with the claim that on-the-job training is not always given by the Sub County. 20 (or 40%) of the respondents agreed that on-the-job training is one of the forms of training being done at the Sub County, whereas 10 (20%) of the respondents just disagreed. The respondents pointed out the fact that training done on the job is known as training done to improve performance at work. The type of training that is based on the tasks that workers achieve on a regular basis in order to achieve office goals is known as on-the-job training. While 10 (or 20%) strongly concurred.

The findings to the above analysis and interpretation gives an impression that on job training is the one being undertaken mostly at the Sub County. This is due to its importance in the improvement of job performance.

Table 5: Is Off Job Training One of the Types of Training Used at the Sub County?

Responses	Frequencies	Percentage
Strongly disagreed	5	10
Disagreed	10	20
Agreed	30	60
Strongly agree	5	10
Total	50	100

Source: Field Data

According to the data in Table 5, 10 (or 20%) respondents simply disagreed with the finding that off-the-job training is never pursued, while 5 (or 10%) of respondents strongly disagreed. Also, 30 (or 60%) of the respondents stated that one of the types of training being provided at the Sub County is off-the-job training. While 5 (10%) of the respondents disagreed and 5 (10%) of the respondents strongly agreed that off-the-job training is not a sort of training offered by the Sub County, The results suggest that off-the-job training is being done at the Sub County.

Methods Used for Training at Immigration Department

Also analysis on the methods which are used to deploy the kind of training being undertaken at the Sub County was done. These findings were presented in figure 4.2 below

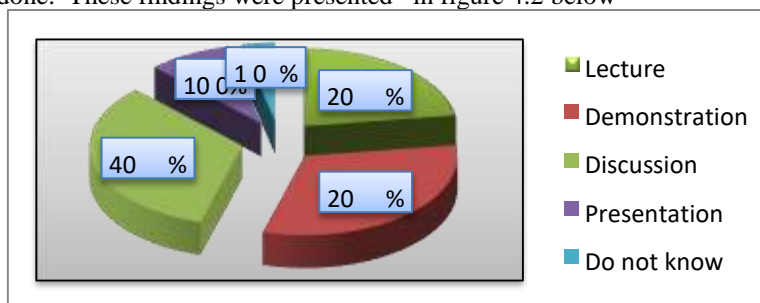


Figure 2: Methods used for Training at Immigration Department

Source: Field Data

According to Figure 2, 20 respondents, or 40% of the 50 total, believe that conversations are the most common type of training used by the Sub County. While 20% claim that demonstration is the strategy utilized to enhance instruction. Moreover, 20% of respondents said that the Sub County uses lectures as one of its training methods. Also, 10% of respondents mentioned that the Sub County also uses the presentation style for staff training. 10% of respondents stayed quiet.

Improvement of Staff Performance Due to Training at the Sub County

The Second objective of this study was to find whether training has improved staff performance at the Sub County. The analysis was done by looking of the major purposes of trainings and how far were the trainings purposes met. Analysis was done and the findings are presented in the subsections below.

Table 6: Was Adaption of e-Service One of the Major Purpose for Training

Responses	Frequency	Percent
Yes	15	30
No	35	70
Total	50	100.0

Source: Field Data (2017)

Table 6's findings show that 30% of respondents felt that one of the main goals of training at the Sub County office was the adaptation of electronic services. They now offer a variety of electronic services, including electronic payment systems and the advent of E-government. The majority of employees had a variety of issues after the introduction of E-services, including an inability to function effectively. The management therefore decided to offer training in order to become competent with E-services. Yet, 70% of the respondents stated that the adoption of E-services was not the main goal.

Table 7: Improvement of service delivery and performance.

Responses	Frequency	Percent
Yes	40	80
No	10	20
Total	50	100.0

Source: Field Data (2017)

The findings presented in the table 7 shows that 80% of the respondents said yes improvement of service delivery and performance was one of the major purpose the training aimed to achieve . While 20% of the respondents said no the major purpose of training at the Sub County was not improvement service delivery. The findings give an impression that the major purpose for training was to improve service delivery and performance at the Sub County.

Table 8: Has Training Improved Staff performance at the Immigration Department?

Responses	Frequencies	Percentage
Strongly disagreed	00	00
Disagreed	5	10
Agreed	20	40
Strongly agreed	25	50

Total	50	100
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Source: Field Data (2017)

The results shown in table 8 above indicate that 0% of respondents said nothing at all, and 5% (or 10%) of respondents disagreed with the idea. 25 (50%) of the respondents strongly agreed that training has enhanced staff performance at the Sub County, whereas 20 (40%) of the respondents agreed that training has helped to improve employee performance at the Sub County. Results from the interview sessions discovered that training at the Sub County had a number of real benefits. As a result, most staff now feel more confident carrying out their jobs.

Table 9: Challenges Facing the Implementation Training Programs

Responses	Frequencies	Percentage
Budgetary Constrains	40	80
Time Challenges	10	20
Total	50	100

Source: Field Data

Table 9's conclusion demonstrates that 40 (80%) of the respondents claimed that budgetary limitations made it highly expensive to organize trainings, even though occasionally the Sub County did not receive enough funding to do so. While 10 (20%) of the respondents also mentioned that time restrictions were the biggest obstacles to the successful implementation of training, it has been highlighted that while trainings take time, other productive activities must also continue.

Conclusions

According to the study's findings, training has been shown to increase employee productivity at the Sub County. It has a program for on-the-job training that was started by the creation department. Every employee receives on-the-job training, irrespective of their qualification, age, or level. The main objective of the training has been successful in enhancing both individual and organizational performance, as evidenced by the improvement in returns on investment per unit of spending as well as a steady rise in productivity. The training programs have improved performance, efficiency, and skills while also enabling participants to pick up new knowledge and skills

However, should consider the possibility of other training programs besides its off-job training one so as to ensure that the Sub County is abreast with developments in the sector and globally as well as providing options for its employees and providing the benefit of choice.

Recommendations

The department should also think about allowing employees to continue their training so they can advance their qualifications. The current on-the-job training program is effective.

The government or Sub County should keep up its on-the-job training programs and storylines them to determine their efficacy, their certainty that they are tailored to the unique needs of their personnel, and their consistency with contemporary developments. Should be more transparent to inform the public of their employment-related contribution to Tanzania's economy.

The Ugandan public sector must understand that training affects not just personnel performance but also organizational performance as a whole. Employee training should be financed with the awareness that it is a financial investment that will pay off. Proper training is more important than ever for career success as employees continue to deal with cost-cutting tactics that need fewer people to handle increasing workloads. Training can help employees improve their workplace skills and increase their long-term job security. From the perspective of an employer, having highly trained employees is essential to sustaining competitive performance and setting a company apart from its competitors.

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