

On Job Training and Its Implication on Staff Performance in Uganda: A Case Study of Kasanda District Local Government

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Abstract: *The Kasanda town council, which is part of the Kasanda district municipality, was the primary target of the study, which concentrated primarily on examining the consequences caused by hands-on instruction and its implications on staff effectiveness. The study was influenced by the study's goals, inquiries as well as suitable techniques that produced credible and reliable the results that were very important to administration and nonprofit organizations as a guide in the representation and development of initiatives and initiatives geared toward improving the efficiency and effectiveness of the the employees through promoting a number of instruction and workshops. According to the results, when questioned whether or not personnel typically leave the company for educational opportunities at Kasanda town council government offices, 4 (5.1%) of those who responded severely disagreed, 5 (6.4%) disapproved, 61 (78.2%) agreed, and 8 (10.3%) strongly agreed. The study suggests that the leadership team at Kasanda Town Council Local Government implement the following techniques to improve staff productivity through strategies for classroom instruction. These suggestions are also provided in light of the study's unique goals.*

Keywords: On Job Training and Staff Performance

Background of the study

According to Gomez-Mejia et al. (2007), retraining is an organized method of learning the information, skills, and abilities as well as the correct mindsets and behaviours to meet job needs. By concentrating on the precise skills needed for what we currently need, retraining has been thought to help employees accomplish their current duties or help satisfy current performance standards. Nevertheless, its advantages might last throughout a person's career and aid in preparing that individual for duties in the future.

Off-the-job education is defined as a method whereby the trainee is taken out of the workplace and given instruction pertaining to how to operate in that environment. On the other hand, apprenticeship training is the procedure by which a worker receives instruction while completing their task responsibilities at work. The training may include scenarios, audio visual aids, or traditional speakers. It comprises classroom instruction, conferences, and online learning. When a new employee is being trained on the job, it's frequently done informally by a seasoned worker (Gracious, K., 2023). Rotation, which is coaching, and task delegation are all parts of on-the-job training.

The association between the job duties that a staff member is required to carry out and how well those duties are carried out is known as work performance. According to Amadi (2014), corporations have the power to control all elements influencing a particular staff members achievement, both formally and informally, in addition to the external impacts on behavior and personality traits. Formal methods of leadership, interactions, and company culture have a significant impact on personnel.

Statement of the Problem

The enhancement of staff productivity in a firm has been credited to employee education and training (Degraft, O. 2012). The majority of local government organizations extensively invested in creating a variety of training programs for staff on the basis of this. The Kasanda Town Council has hosted a number of employee training seminars led by seasoned Ugandan specialists in the field of human resource development. It has also arranged and subsidized its staff's attendance at relevant conferences and performance-enhancing seminars hosted by the Ministry of Local Government. The company also keeps up with and keeps going to use its staff the introduction initiative, the which included guidance, shift switching, and delegation in addition to orientation, interaction with others, and initial onboarding. The scheme additionally included work-based (on-the-job training), professional growth, and capacity development initiatives. **Specific Objectives of the Study were:**

1. To find out the various types of training used at Kasanda town council.
2. To establish the relationship between employee training and development on staff efficiency in Kasanda town council.
3. To identify challenges encountered while training employees by Kasanda town council.

Research Questions were:

1. What are the various types of training used at Kasanda town council?

2. What is the relationship between employee training and development on staff efficiency?
3. What are the challenges encountered while training staffs by Kasanda town council?

Methodology

Research Design

The design of a study is described by Orodho (2003) as the program, framework, or plan utilized to produce solutions for investigation challenges. A correlational investigation design was used by the researcher. According to Oso and Onen (2008), a correlational investigation strategy is one that a researcher uses to ascertain whether and how much a connection exists between a number of paired and identifiable variables.

Study Participants

According to Neuman (2006), the word "population." refers to an easily identifiable population from which measurements can be taken. These comprised members of the Kasanda Town Council's administrative and professional staffs, representatives from the ministry of local administration, and members of civil society because they were presumed to be knowledgeable on the subject.

Sample Size determination

Stevenson (2007) describes a sample as a subset of the population and it comprises of some selected members who are referred to as subject. The sample size of this study was 50 respondents. The sample size in the study was selected according to the Krejcie and Morgan (1970) sample size estimation table attached.

Sampling size and techniques

Table 1: Showing the Structure of the Population, Sample Size and Sampling Techniques

Category	Population Size	Sample Size	Sampling Technique
Technical staffs	26	15	Purposive sampling
Politicians	36	15	Random sampling
Officials of MoLG & CSOs.	80	20	Stratified random sampling
Total	142	50	

Methods of data collection

The study used primary data collection methods. The primary data was collected using questionnaires and interview method. These aimed at generating firsthand information.

Interview

A telephone interview is an exchange involving the interviewer and the person being interviewed during which the interviewer asks questions to get the answers from the individual being interviewed regarding the specific study. The manual for interviews was designed for this study to gather additional data and to triangulate data collected from participants.

Questionnaire

In order to gather information from all of the participants who were selected, the investigator created closed-end surveys that were given out. Due to its capacity to produce the most acceptable range of trustworthy data, the online survey was chosen as the preferable data tool.

Data Analysis

After collecting the data from the field using the specified research instruments, the researcher edited, coded and then entered it into the statistical package for social science (SPSS) for generation of summary frequency tables. The SPSS program was used to produce descriptive statistics as well as person's correlations which were used to analyze the effect of the independent variables on the dependent variables of the study (Nelson. K, 2022).

RESULTS

Response Rate

Out of a total of 80 Kasanda Town Council staff members, fifty participants were chosen as the representative group for the study. However, out of the 50 people that were chosen, the investigator was able to contact 40 of them so they could complete and submit the surveys on time. According to Mugenda & Mugenda (2007), a rate of reaction of 50% is sufficient, a participation rate of 60% is good, and a participation rate of above 70% is rated very favorably. This amounts to a participation rate of 90%, that was assessed to be acceptable.

Background Characteristics of Respondents

This section presents study findings on gender of respondents, age and their level of education. Information on these variables was found necessary since there is evidence that such variables are significantly correlated with job training and staff performance (Amangala, 2013).

Gender of respondents

The results for the gender of respondents are presented in table 4.1 below.

Table 1: Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	25	62.5	57.6	57.6
Valid Female	20	37.5	42.3	100.0
Total	45	100.0	100.0	

Source: Primary Data (2020)

According to the results in table 1 above, 57.6% of the respondents were males while their female counterparts represented 42.3%.

Age of respondents

The study further sought for the age of respondents. The results are shown in table 4.2 below.

Table 2: Age of Respondents

Age bracket of respondents	Frequency	Percent	Valid Percent	Cumulative percentage

Valid	18-30 years	30	51.2	51.2	51.2
	31-45 years	10	35.8	35.8	87.0
	46 and above	05	12.8	12.8	100.0
	Total	45	100.0	100.0	

Source: Primary Data (2020)

The results in table 2 indicate that 51.2% the respondents were in the age bracket of

18 – 30 years, 35.8% were between 31 – 45 years of age while those with 46 years and above were represented 12.8%. These findings suggest that at Kasanda town council, there are more young men and women who are always energetic and expected to be more committed and therefore perform better in their assigned tasks.

Education level of respondents

The study further sought for education level of respondents and the results are presented in table below.

Table 3: Level of Education of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percentage
Valid	Certificate	03	16.6	6.6	16.6
	Diploma	15	25.6	5.6	42.2
	Bachelor’s Degree	25	48.7	8.7	90.9
	Master’s Degree	02	8.9	.9	100.0
	Total	78	100.0	100.0	

Source: Primary Data (2020)

The study findings in table 3 reveal that 25.6% of the respondents had diploma level education, 48.7% had bachelor’s degrees, 16.6% had certificate and 8.9% had master’s degrees. One would expect better performance among employees at Kasanda town council.

Empirical findings as per objectives of the study

Types of Training used in Organizations

In this objective, the study sought to find out the types of training used at Kasanda town council. To achieve this objective, the researcher presented a number of items to respondents seeking for their opinions on the types of Training used at Kasanda town council. Responses were rated on a five-point Likert scale with 5 representing strongly agree, 4 representing agree, 3 representing not sure, 2 representing disagree and 1

representing strongly disagree. Results on each of the items are presented in simple descriptive frequency tables below.

Table 4 All new staffs are oriented to cope with the working environment in this organization.

		Frequency	Percent	Valid Percent	Cumulative percent
Valid	Disagree	11	14.1	14.1	14.1
	Agree	33	84.6	84.6	98.7
	Strongly				
	Agree	1	1.3	1.3	100.0
	Total	45	100.0	100.0	

Source: PrimaryData (2020)

Table 4 presents study results that indicate that 11 (14.1%) of the respondents disagreed, 66 (84.6%) agreed and 1 (1.3%) strongly agreed when asked whether all new employees are oriented to cope with the working environment.

Table 5: Job rotation provides me a chance for promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly				
	Disagree	2	2.6	2.6	2.6
	Disagree	18	23.1	23.1	25.6
	Agree	25	74.4	74.4	100.0
	Total	45	100.0	100.0	

Source: PrimaryData (2020)

Table 5 presents study results that indicate that 2 (2.6%) strongly disagreed, 18 (23.1%) disagreed and 58 (74.7%) agreed when asked whether job rotation provides staffs at Kasanda town council a chance for promotion.

Table 6: Staffs undergo coaching

		Frequency	Percent	Valid Percent	Cumulative percent
Valid	Disagree	19	75.6	75.6	75.6
	Agree	20	15.4	15.4	91.0
	Strongly				
	Agree	06	9.0	9.0	100.0
	Total	45	100.0	100.0	

Table 4.6 presents study results that indicate that 59 (75.6%) of the respondents

disagreed, 12 (15.4%) agreed and 7 (9.0%) strongly agreed when asked whether staffs undergo coaching at Kasanda town council. The fact that majority of the responses answered in agreement indicates that staffs undergo coaching at Kasanda town council.

Table 7: All junior staffs are always attached to mentors to guide them in their daily activities

	Cumulative Frequency	Percent	Valid Percent	
Valid Strongly Disagree	05	7.7	7.7	7.7
Disagree	19	24.4	24.4	32.1
Not Sure	01	1.3	1.3	33.3
Agree	18	64.1	64.1	97.4
Strongly Agree	02	2.6	2.6	100.0
Total	45	100.0	100.0	

Source: PrimaryData (2020)

Table 7 presents study results that indicate that 6 (7.7%) of the respondents strongly disagreed, 19 (24.4%) disagreed, 1 (1.3%) was not sure, 18 (64.1%) agreed and 2 (2.6%) strongly agreed when asked whether all junior staffs at Kasanda town council are always attached to mentors to guide them in their daily activities.

Table 8: It enhances the knowledge, skills and attitude of the staffs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid					
	Strongly Disagree	05	7.7	7.7	7.7
	Disagree	19	24.4	24.4	32.1
	Not Sure	01	1.3	1.3	33.3
	Agree	18	64.1	64.1	97.4
	Strongly Agree	2	2.6	2.6	100.0
	Total	45	100.0	100.0	

Source: PrimaryData (2020)

Table 4.8 presents study results that indicate that 6 (7.7%) of the respondents strongly disagreed, 19 (24.4%) disagreed, 1 (1.3%) was not sure, 18 (64.1%) agreed and 2 (2.6%) strongly agreed when asked whether It enhances the knowledge, skills and attitude of the workers. The fact that majority of the responses answered in agreement indicates that It enhances the knowledge, skills and attitude of the staffs.

Table 9: It increases the level of individual and organizational competences.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid					
	Strong Disagree	06	3.8	3.8	3.8

	Disagree	14	17.9	17.9	21.8
	Agree	19	62.8	62.8	84.6
	Strongly Agree	06	15.4	15.4	100.0
	Total	45	100.0	100.0	

Source: PrimaryData (2020)

Table 9 presents study results that indicate that only 3 (3.8%) of the respondents strongly disagreed, 14 (17.9%) disagreed, 49 (62.8%) agreed and 12 (15.4%) strongly

agreed when asked whether it increases the level of individual and organizational competences. The fact that majority of the responses answered in agreement indicates that It increases the level of individual and organizational competences.

Table 10: Enhanced proper decision making at organization

		Frequency	Percent	Valid Percent
Valid	Disagree	65	83.3	83.3
	Agree	13	16.7	16.7
	Total	78	100.0	100.0

Source: Primary Data (2020)

Table 10 presents study results that indicate that 65 (83.3%) disagreed and 13 (16.7%) agreed when asked whether enhanced proper decision making at organization. The fact that majority of the responses answered in disagreement indicates Enhanced proper decision making at organization.

Table 11: training motivates the staffs

		Frequency	Percent	Valid Percent,	Cumulative Percent
Valid	Strongly				
	Disagree	6	7.7	7.7	7.7
	Disagree	9	11.5	11.5	19.2
	Not Sure	4	5.1	5.1	24.4
	Agree	59	75.6	75.6	100.0
	Total	78	100.0	100.0	

Source: PrimaryData (2020)

Table 11 presents study results that indicate that 6 (7.7%) of the respondents strongly disagreed, 9 (11.5%) disagreed, 4 (5.1%) were not sure and 59 (75.6%) agreed when asked whether It motivates employees. The fact that majority of the responses answered in agreement indicates that training motivates employees

The researcher further used a Pearson’s correlation co-efficient index to test the effect of job training on job performance at study area. The results are presented in table 4.13 below.

Table 12: Showing Pearson’s Correlation results

		Job training	Job Performance
Job training	Pearson Correlation	1	.711**
	Sig. (2-tailed)		.000
	N	78	78
Job Performance	Pearson Correlation	.711**	1
	Sig. (2-tailed)	.000	
	N	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

Ho: There is no relationship between Job training and job performance

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The correlation coefficient (0.711) shows a strong positive relationship between Job training and job performance. This is statistically significant at 95% confidence interval since the P-value (0.00) is less than 0.05 and therefore we reject the null hypothesis and conclude that there is a significant relationship between Job training and job performance.

Challenges encountered while training employees in Organization

Table 13: Staffs tend to leave the organization for the training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly				
	Disagree	4	5.1	5.1	5.1
	Disagree	5	6.4	6.4	11.5
	Agree	61	78.2	78.2	89.7
	Strongly Agree	8	10.3	10.3	100.0
	Total	78	100.0	100.0	

Source: PrimaryData (2020)

Table 13 presents study results that indicate that 4 (5.1%) of the respondents strongly disagreed, 5 (6.4%) disagreed, 61 (78.2%) agreed and 8 (10.3%) strongly agreed when asked whether employees tend to leave the organization for the training at Kasanda town council local government. The fact that majority of the responses answered in agreement indicates that employees tend to leave the organization for the training.

Table 14: Training can be time consuming

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly				
	Disagree	5	6.4	6.4	6.4
	Disagree	8	10.3	10.3	16.7
	Agree	48	61.5	61.5	78.2
	Strongly Agree	17	21.8	21.8	100.0

Total	78	100.0	100.0
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Source: PrimaryData (2020)

Table 14 presents study results that indicate that only 5 (6.4%) of the respondents strongly disagreed, 8 (10.3%) disagreed, 48 (61.5%) agreed and 17 (21.8%) strongly agreed when asked whether training can be time consuming at Kasanda town council local government.

Table 15: Personal agendas being priority

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly				
	Disagree	2	2.6	2.6	2.6
	Disagree	18	23.1	23.1	25.6
	Agree	58	74.4	74.4	100.0
	Total	78	100.0	100.0	

Source: PrimaryData (2020)

Table 15 presents study results that indicate that 2 (2.6%) strongly disagreed, 18 (23.1%) disagreed and 58 (74.7%) agreed when asked whether personal agendas being priorities one of the challenges encountered while training employees at Kasanda town council local government

Conclusions

It is clear from the study's findings and conclusions that training has been shown to increase worker productivity at Kasanda Town Council. Every employee receives hands-on instruction, regardless of their expertise, age, or level. The main goal of education has been successful in enhancing the performance of individuals and organizations, as evidenced by an increase in returns on investment per unit of spending as well as a steady rise in employment.

Recommendations

The study suggests that supervisors at Kasanda Town Council should implement the strategies listed below to improve employee productivity through methods of on-the-job training. These suggestions are also provided in light of the study's unique goals.

Authorities ought to get involved in advising the provision of training requirements through changes to labor legislation. By doing so, it will be ensured that all businesses give their workers the necessities and finally empower them to put in extra effort for greater efficiency.

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