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Training and Employee Performance in Privately Owned Enterprises in Uganda. A Case of Ntake Bakery Group of Companies

Twesigye Nduhura[1], Shadrack Natamba[2], Godfrey Kasirye[3] , Luckious Ainebyona[4], Collins Nduhuura [5]

Correspondence:

[1] Twesigye Nduhura - Ntuula A, Ntuula Ward, Katovu town Council, Lwengo district, Uganda,
Email:twesigye.nduhura@kiu.ac.ug , Tel . No :+256786388199

[2] Shadrack Natamba –Department of Development Studies, Faculty of Arts and Social Sciences, Kyambogo University,
Email:snatamba@kyu.ac.ug Tel No.+256782- 843010

[3] Godfrey Kasirye - Senior Pastor- +256782564249, Email: godfreykasirye@gmail.com

[4] Luckious Ainebyona- Metroporitan International University, Email: luckiousainebyona@gmail.com, Tel: +256755512634

5 Collins Nduhuura, Ntuula A, Ntuula Ward, Katovu town Council, lwengo district, Uganda, Tel: +256754807119

Abstract*: The study investigated training and employee performance at Ntake Bakery Kampala Nalukologo. The objectives of the study were; I) To find out the training programs carried out, ii) To assess the effects of training on employee performance, iii) To find out the relationship between training and employee performance and iv) To establish factors that affect employee performance in Ntake Bakery. The study used cross-sectional research design in nature and this helped in collecting data from a wide section of study respondents. A sample of 51 employees at Bakery was used. Data was analyzed using frequencies and percentages were derived for easy interpretation and statistical tools like tables and figures were used. The findings on training programs indicate that management at Ntake Bakery does training needs assessment, training design and training evaluation though some of the activates under these training programs are not conducted for example during the evaluation tests are not given to the employees in the company that have attained training and also in training needs assessment the budgets are not drawn to cater for the training process. The findings indicated that training is a leading factor in employee performance of Ntake Bakery that is to say, training affects performance positively at Ntake Bakery in that. it increases productivity it enhances job satisfaction and increase knowledge and skills when performing the work. The findings showed that there are other factors that affect employee performance at Ntake Bakery besides training such as enough tools and equipment, clear organizational policies among others. Management should devise means of increasing the commitment of employees towards the training policy of the Bakery and also Management should take into consideration the rapid employee promoter score and competition from other Bakeries. It finally recommended that employers should always give the tests to employees that have attained training during evaluation to see if the training they conducted was effective. On the findings about the relationship between training and employee performance at Ntake Bakery. It was revealed that there is are positively relationship between training and employee performance at Ntake Bakery because the respondents agreed with the statement. In conclusion, the management of Ntake Bakery should ensure that they do all the activities that are under the training programs in order to achieve effective training leading to employee performance in the company.*

1.0 Introduction

This study is about training and employee performance in the privately owned enterprises in Uganda. It focuses on Ntake Group.

The study is important because training encompasses of training programs that need to be carry to ensure that training becomes effective to employees of Ntake Group of Companies. Specifically, training entails the following objectives; improving the individual's level of awareness, increase individual's skill in one or more areas of expertise and increase an individual's motivation to perform their job well while in the organization, initiate and establish training programs to reach these objectives.

Training refers to the acquisition of knowledge, skills and competences as a result of teaching vocational or practical skills that relate to specific useful competences (Jeff, 2004). It includes the numerous methods available to equip employees with skills to enable them do their work. Training can be defined as a learning activity which is directed towards acquisition of specific knowledge and skills for purpose of an occupation or task. (Cole, 2002)

According to (Wolfgang ct-al, 2008), suggests that some commentators use the term training for workplace learning to improve financial performance. Objectives of training programs in organization are to improve performance of employees. Employee performance refers to how effectively employees carry out their job responsibilities and how well employees perform compared to

the tasks assigned to them (Dyer, 2017). According to (Robert, 2006), Employee performance depends on employees' willingness to put forth the extort necessary and employee's ability to do what is required. Employee performance include activities to ensure goals are consistently being met in an effectively and efficient manner. It focuses on performance of the organization. Employee performance also refers to the evaluation of current employees to help them improve the performance in the future. It is also a process that companies use to ensure that their employees are contributing to producing high-quality product or service. Employee performance is measured depending on competences required by job functions in the organization. The competence model becomes the human resources base for selecting new employees, identifying strength and weakness of current employees to better target training, monitoring and coaching hence measuring employee performance (Bennett, 2009).

Suitable training enhance performance leading to increased output by identifying, attracting, and retaining manpower with the required knowledge, talents and capabilities and getting them to behave in a manner that will support the mission and predetermined objectives.

Ntake Group of Companies is a family owned business that was established in 1978 primarily with production of bakery and confectionary products. The business has grown and comprises of several production lines i.e. Bakery products, Mineral Water (Delta), Wheat Flour (Kaswa and Horse band), Tissue processing (AAA), Estates handling and Agriculture. With continuous improvement and development of products, Ntake recruit a highly motivated, results oriented and dynamic professionals (Ntake Group of Companies, HR Manual, 2017).
The sample study is significant because Ntake Group of Companies has an independent HR Department which is designated to conduct training programs like training needs assessment, training design and training evaluation
The Ntake Group of Companies Human Resource Management Manual (2016) lays down training programs and procedures concerning training between human resource management and the overall performance of Ntake. The training programs apply to all Ntake employees. Training seeks to find out the following objectives
To find out the training programs used in Ntake Bakery Group of Companies to ensure employee performance.

To find out the factors that affect employee performance in Ntake Bakery

To find out the effects of training on employee performance in Ntake Bakery

To find out the relationships between of training on employee performance at Ntake Bakery Group of Companies.

This study examined the extent to which the above first four (4) objectives have been achieved by Ntake Group of Companies.

2.0 Literature Review

Systematic approach to training programs

Organizations need to exercise a systematic training approach to ensure the outcome of the training. A systematic approach to training often includes identifying training needs, training design, delivery style and training evaluation (Mathis & Jackson, 2016). Careful implementation of each element of the training process determines its success. From the employee perspective, training can be effective if it is related to a high level of motivation, create better ability to perform their job, and also makes them feel positive toward their work (Balogun, 2011). Armstrong (2014) explained that training should be systematic in that it is specifically designed, planned, and implemented to meet defined needs. It is provided by people who know how to train and the impact of training is carefully evaluated. Yimam, Cogent Education (2022).

According to Mondy and Martocchio (2016) and Mathis and Jackson (2016), a systematic training process is made up of four phases, namely, training needs assessment, training design, training delivery style and training evaluation.

Training needs assessment

Since training is a need-oriented effort, determining the level, type and duration of the training is the prime importance at this stage of the process. Consequently, assessing organizational training need shows the diagnostic phase of planning training aims. As cited on Khan and Masrek (2017); Priyadarshini and Dave (2013), training needs assessment is a strategic process that involves identifying the organization, industries goals, competency gathering, and analyzing the information, determining the gaps between the present situation and the future condition. The assessment phase includes employee and employer performance issues to know if training is

needed. During the assessment, it is important to consider non-training factors such as compensations, organizational structure, job design, and physical work plans.

According to Mondy and Martocchio (2016), a systematic approach of training needs assessment activity focuses on the firm's strategic mission, goals and corporate plans are studied, along with the results of strategic human resource planning. A training needs assessment helps companies or organizations determine whether training is necessary. Similarly, Training needs assessment is the process of analyzing the difference between what is currently occurring within a job or jobs and what is required either now or in the future-based on the organization's operations and strategic goals (Lussier & Hendon, 2020). There are three training needs analysis (organizational analyses, task /job analysis, person analysis (Armstrong, 2014; Lussier & Hendon, 2020; Mathis & Jackson, 2016; Mondy & Martocchio, 2016; Noe & Hollenbeck, 2019), and (Hartoyo & Efendy, 2017).

Training Design

Once the training needs assessment is identified, it is required to develop the training design that includes learning concepts and a wide range of different approaches to training (Mathis &Jackson, 2016). Researchers reported the major independent variables affecting the training. One of the factors is training design (Abeeha & Bariha, 2012). Effective training design considers the learners and instructional strategies, as well as how to maximize the transfer of training from class to the job site (Mathis & Jackson, 2016).

Evaluation of training

Evaluation is the final phase of the training program. It is a means to verify the success of the program, i.e. whether employees in the program do their jobs effectively for which they have been trained. As Balogun (2011) noted, the concept of evaluation is most commonly interpreted in determining the effectiveness of a program to its objectives. Mathis and Jackson (2016), also reported that training evaluation compares post-training results to the pre-training objectives of managers, trainers, and trainees.

Human resource development is an investment in people. The major reason for investing in the training program is to help employees to perform better in the achievement of organizational objectives. Hence, evaluation is a means to assess the cost/benefit of the training program to the organization. However, evaluation is like brushing teeth after every meal. Even though everyone advocates evaluation, only a few do it. Evaluation is an integral feature of training activities. Evaluation compares the change after training with the set objectives of training (Armstrong, 2014). Mondy and Martocchio (2016) explained the possible metrics for evaluating training. These include participants' opinions, the extent of learning, behavioral change, the accomplishment of training objectives, return of investment from training and benchmarking.

Generally, there are four levels of evaluation such as reaction, learning, behavior, and results (Kirkpatrick and Kirkpatrick (2016); Lussier and Hendon (2020); Mondy and Martocchio (2016); Noe and Hollenbeck (2019); Mathis and Jackson (2016), (Dessler, 2020) and (Kirkpatrick, 2020).

Employee performance

Employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives (Safitri & Lathifah, 2019). Armstrong (2020), stated that Employee Performance management is the continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people (Armstrong, 2020). Some of the main performance measurements are productivity, efficiency, effectiveness, quality and profitability (Aidan, 2013; Armstrong, 2020). Employee performance demonstrated the improvement in production by perfect use of new technology with the help of highly aggravated employees (AlOmari et al., 2020). Manger used to set high standards for individual in order to measure the performance of employees for the betterment of organization (Buchanan. & Badham, 2020)

Impact of training on employee performance

The effect of training on employee performance. Training affects employee job performance positively. Training is seen as a useful means of coping with changes fostered by technological innovation, market competition, organization structuring and most importantly it plays a key role to enhance employee performance. (Action and Golden, 2002) suggests that training facilitates the updating of skills and leads to increased commitment, wellbeing and a sense of belonging thus directly strengthening the organizations competitiveness. Training has a distinct role in the achievement of organization goals by incorporating the interests of the organization and work farce (Stone. 2002),

Traditionally, training has been defined as a process through which employees change their skills, knowledge and attitude or behaviors (Robbins. 1999) and aims at improving employee performance in terms of improvement in employee skills for current and future duties and responsibilities. Nowadays, training is the most important factor in the business world because it increases efficiency and effectiveness of both the employees and the organization, thus employees are able to learn new work concepts, refresh employee skills, and improve on their productivity and boost productivity (Cole, 2000).

Training is a fundamental and effectual instrument in successful accomplishment of the firms' goals and objectives resulting in higher performance and productivity of the organization (Vanormelingen, 2009). in addition, training is a tool to fill the gap thus firms should use it wisely to improve employee productivity.

(Armstrong, 2000) contends that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. Training is a motivational factor which enhances the knowledge of the employees towards the job by which they become proficient in their jobs thus enabling employees give out better results.

According to (Karia and Ahrrnad, 2000), training holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. In addition, training programs help in making acquaintance of employees with more advance technology and attaining robust competencies and skills in order to handle the functions and basics of newly introduced technical equipment.

Factors affecting employee performance

Support from supervisors. Supervisors need to understand the needs of employees to enable them work effectively. Frequent fault finding of the employees' work may also lead to deficiency to work thus lack of proper guidance and planning in the organization leads to employee ineffectiveness (Cole, 2000).

Working environment. According to (l3alunywa, 2000), some people are highly sensitive to the environment and climate. The environment should be conducive work otherwise even good performers can also become poor performers. Therefore, the work situation and environment should be adequately modified such as; there should be enough time and equipment to perform the job effectively and hence helping employees achieve better performance. The type of work in an organization may also involve a sense of compassion, this is specifically true when the organization deals with people who tend to be aggressive by nature who may affect good performance, not because of lack of ability or interests but by conflict of values.

Job satisfaction. Highly satisfied employees are best performers and dissatisfied employees are poor performers. Employees satisfaction is a factor in sustaining and improving performance in organizations (James, 2008). Employees measure their satisfaction in terms of their personal rewards, pay benefits, job security, recognitions from coworkers and superiors, promotional opportunities and this comes as a result of employees being able to perform. Satisfaction also depends on the needs of individuals and this can he based on surveying employee feelings towards various job characteristics and when the needs of employees are fulfilled, they become better performer

Motivation. According to (Keller, 1987, motivation is a positive drive that focuses an employee to reach the stated goal or standards. Incentives like recognition, rewards affect the employee performance positively and lack of recognition of employees affects them negatively hence organizations without motivation experience high performance than organizations without motivation (Kotler, 2004). Health conditions. Employees must be physically and mentally healthy to perform better in organizations; chronic illness in family affects the performance of employees at a workplace.

The relationship between training and employee performance

Most of the previous studies provide the evidence that there is a strong positive relationship between human resource management practices and organizational performance (Purcell et al, 2003). According to (Guest, 1 997), training and development programs is the most vital practice and positively affects the quality of worker's knowledge, skills and capability and thus results in higher employee performance on the job. This relation ultimately contributes to supreme organizational performance.

The result of (Farooq and Aslam, 2011), the study shows a positive correlation between training and employee performance. Similarly, (Sultan, 2012) conducted a study in a telecom sector in Pakistan and found out that variation in employee performance is brought about by training programs. Further, the work of (Harrison, 2000) depicts that learning through training influence the organizational performance by greater employee performance and is said to be the key factor in the achievement of corporate goals.

However, implementing training programs as a solution to covering performance issues such as filling the gap between standard and the actual performance is an effective way of improving employee performance (Swan et al, 2005).

According to (Swaft at al, 2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborates the concept by stating that training facilitate organizations to recognize that its workers are not performing well and thus their knowledge, skills and attitudes need to be molded according to the firm's needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competences or may not be confident enough on their capabilities or they may be facing work-life conflict. All the above aspects must be considered by the fin while selecting the most appropriate training intervention that helps organizations to solve all problems and enhance employee motivational level to participate and meet firm's expectations by showing desired performance. As mentioned by the same scholar, this employee superior performance occurs only because of good quality training program that leads to employee motivation and their needs fulfillment.

According to (Wright and Geroy, 2001), employee competences change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance their knowledge, skills and attitudes necessary for the future job thus contributing to superior organizational performance. Through training, the employee competences are developed which enables them implement the job related work efficiently and achieve organization's goals in a competitive manner.

However, employee's performance is also affected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and 20 politics prevailing in the firm and group dynamics. If the above mentioned problems exist in the organization, employee performance decreases not due to lack of relevant knowledge, skills and attitudes, but because of the mentioned hurdles. To make training effective and to ensure positive ethic of training on employee performance, these elements should be taken into consideration (Wright and Gregory~ 2001). Besides (Wiesenberger et al, 1986) stated that workers feel more committed to the firm when they feel organizational commitment towards them and thus show higher performance.

(Bartle, 1994) reports that there is a positive correlation between effective training program and employee productivity, however to make it possible, it is the responsibility of the managers to identity the factors that hinders the training program effectiveness and should take necessary measures to neutralize their effect on employee performance (Swan et al, 2005). In addition, (Ahmad and Bakar, 2003) concluded that high level of employee commitment is achieved if training achieves learning outcomes and improves the performance both at individual an4 organizational level. These findings are also consistent with the results of (Kim, 2006) research work.

Generally, it can be debated that the effect of training on employee outcomes such as motivation, job satisfaction and organizational commitment did not receive much attention. Rare work was done to test whether organizations can afoot their worker's attitude through proper training interventions. According to (Lang, 1992), training should be planned in such a way that it results in organizational commitment. On the other hand, (Gaertner and Nollen, 1998) proposed that employee's commitment is as a result of some human resource practices that is, succession planning and promotions, career development and training opportunities. All these practices, when achieved results in greater employee performance.

Although the above literature provides the evidence regarding the benefits of training and its positive influence employee performance, (Cheramie, 2007), argued that management mostly feel hesitant while investigating in its human resources chic to various reasons. Sometimes, in spite or receiving effective and timely training programs, employees intend to accept it for the sake of their own market value and employment opportunity thus the firm's investment in training results as a cost rather than a profit.

Related studies

There are several studies that have been put forward on training and employee performance. (Musili, 2010) researched on the perceived effectiveness of training and development on performance of in- flight attendants in Kenya Airways, she found out that their other factors affecting employee performance in Kenya Airways other than training that's to say the employees wanted to get involved in decision making especially regarding personal development

The study carried out by (Dr. Amir, 2013) on the effect of training on employee performance. The findings indicate that the role of training in enhancing the performance of employees in that it helps in building of competencies of new as well as the current employees to perform their job in an effective way. The study further notes that training also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area. (Raja, 2011) carried out a study on the impact of training and development on organization performance and the findings indicated that there is a positive

relationship. The findings further state that job training, delivery style and training design have a significant effect on organization performance in that they save cost and time.

Further the works of 23 (Harrison, 2000) depicts that learning through influences the organization and employee performance and is said to be the key factor in the achievement of corporal goals. However, implementing training programs as a solution to covering performance issues such as the filling the gap between the standard and actual performance is an effective way of improving performance.

Therefore, training and the employee's performance are inter-connected with several variables. However, the study of impact of training on employee performance: A case study of Ntake Bakery Group of companies, focused on relationship between employee's performance with the three phases of the systematic training processes/training dimensions, such as training needs assessment, training design and training evaluation. This is one novelty of the study

Methodology

3.1 Research Design

The research design was cross sectional in nature. The reason for choosing this design is that the study intended to use mostly quantitative data which is based on the relationship between training and employee performance with a specific attachment at Ntake bakery. The study was descriptive where by both quantitative and qualitative data was applied while carrying out this analysis, according to (Hussey, 1 997), A research design referred to an overall approach to the research process, from the theoretical underpinning to the collection and analysis of data.(Lewis,1997), states that the research design helps the researcher to make an informed decision about the research methodology, adapt the research design to cater for limitations and constraints, determine which research methods would be appropriate for the particular study. The study also used qualitative approach due to difficulty faced while quantifying the relationship between training and employee performance at Ntake Bakery Kampala.

3.2The study population

The study population consisted of 59respondents drawn from the departments of Administration and Management, Human Resource, Finance, Accounting and Marketing, Procurement and Casual Laborers.

Table 3.2 Population

Category	Population
Administration and management	09
Human resource	03
Accounting and finance	10
Marketing	07
Procurement	10
Casual laborer	20
Total	59

3.3Sample size

This refers to the appropriate number of respondents chosen from the study and it is extracted from the above population. From the above population, 51 of respondents were used as a sample size because the target is small.

Table 1: Population and sample size participated in training program of 2023

Category	Population	Sample size	Sampling technique
Administration and Management	09	07	Random sampling
Human resource	03	03	Random sampling
Finance and accounting	10	08	Stratified sampling

Marketing	07	05	Stratified sampling
Procurement	10	09	Random sampling
Casual Laborer	20	19	Stratified sampling
Total	59	51	

Source: primary data 2023

$$n = \frac{N}{1+N(e)^2}$$

"n" is a sample size, "N" is population and "e" is error (0.05) or level of confidence 95%

$$n = \frac{59}{1+59(0.05)^2}$$

$$n = \frac{59}{1+59(0.0025)}$$

$$n = \frac{59}{1+(0.15)}$$

$$n = \frac{59}{1.15}$$

$$n = 51$$

Therefore, the sample comprised of 51 respondents

3.4 Sampling methods

Stratified and random sampling methods were used to select the sample.

Stratified sampling involved selecting a certain number of respondents dividing them into sub respondents based on the nature of their work in relation to Training and organization performance in Ntake Group of Companies.

Random sampling involved selecting respondents from the population listing by chance. In this way, every member had an equal chance of being selected.

3.9 Sources of data

The researcher used both primary and secondary sources of data.

3.9.1 Primary data

The researcher collected firsthand information which is original in nature from Ntake Bakery Group of Companies and this was achieved through use of questionnaires and interviews.

3.9.2 Secondary data

The researcher reviewed literature of the Company which included the financial statements, performance appraisal reports among others. The researcher further got data from the employees of Ntake Bakery Group of Companies.

3.10 Data collection instrument

The researcher used a questionnaire from the respondents. This is because a large number of people were reached easily and economically. In addition, it provided quantifiable answers for a research topic which were easy to analyze.

3.11 Measurement of variables

The study used five like scale in questionnaire where by respondents are given statements to which they give their degree of agreement or disagreement for example (strongly agrees, agree4, not sure=3, disagree2, strongly disagree I)

3.12 Data analysis

Data from the field were sorted, edited and recorded in order to ensure accuracy and completeness of the findings. Later on, the researcher analyzed data by using frequency distribution tables and percentages,

3.13 Validity and Reliability

3.13.1 Validity

Refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure. Validity here refers to the extent to which the instrument accurately measures what it is intended to measure (Sekeran, 2009). This study utilized tabulation and questionnaire to ensure validity of research findings prior

3.13.2Reliability

Measures the consistency of research instruments to come out with the same result each time it is used under the same condition (Sekeran, 2009). The reliability of the research instruments was ascertained through pre-testing to cross check the consistency and accuracy of the questions and answers obtained.

3.14 Ethical Consideration

Informed consent was sought from the respondent before any questionnaire is presented to the respondents. The data which was collected by use of reliable and valid tools, was coded and data collection tools were burnt to avoid any form of information misuse. The researcher maintained the confidentiality of the respondents and protect their privacy at all times. The researcher tried to be professional when presenting himself to the respondents as this would affect the attitude and expectations of the respondents. The researcher used the language that was as neutral as possible regarding the terminology involving people and avoid discriminative language. Lastly, the researcher tried to be considerate during the interactions with respondents.

4.0 Analysis and Discussion of Findings

Training programs for Employees

Table : Training programs carryout at Ntake and when they are conducted

Training programs	Strongly Agree(5)		Agree (4)		Not sure (3)		Disagree (2)		Strongly Disagree (1)	
	F	%	F	%	F	%	F	%	F	%
Training needs assessment										
It's do it before the training commences.	16	31	12	24	05	10	08	16	10	20
Through training needs assessment , you are able to draw the objectives for training	20	39	15	29	03	6	05	10	08	16
The human resources at Ntake we always make sure that we determine how to carry out the process of training in the company	09	18	10	20	23	45	06	12	03	6
At Ntake, through training needs assessment, the performance gap in the training process is always determined in the company.	10	20	16	31	11	22	09	18	05	10

The budget is always drawn to cater for the training process before it commences	13	25	14	27	15	29	06	18	03	6
Training design										
Ntake staff are trained on job	18	35	12	24	15	29	03	6	03	6
Training evaluation										
At Ntake, training evaluation is done after training	19	37	13	25	11	22	04	8	01	2
Tests are always given to the employees in the company that have attained training	10	20	12	24	08	16	14	27	15	29
Employees always make sure that the skills obtained from the training are applied to the day to day organizational activities	17	22	14	27	20	39	-	0	-	0
Employees that have received training are always given responsibilities in the company to check their progress.	13	25	14	27	17	33	-	0	-	0
Period for Training Employees										
Every day	05	10	09	18	10	20	11	22	16	31
Once in our career time	17	33	13	24	10	20	02	4	09	18
Every after seven months	-	-	-	-	11	22	20	39	20	39
Criteria to select employees training										
Performance appraisal	11	22	11	22	15	29	05	10	09	18
Supervisor's recommendation	27	53	17	33	07	14	-	-	-	-
Request by the employee	09	18	02	4	10	18	12	24	18	35
Challenges in training employees										
Lack of cooperation among workers	18	35	14	27	08	16	06	12	05	10
Limited funds provided to the HR Department to ensure training moves on smoothly	16	31	16	31	08	16	05	10	06	12
Failure to evaluate the effectiveness of training	08	16	08	16	06	12	14	27	15	29

Poor management and subordinate relationship	16	31	16	31	06	12	07	14	06	12

Source: Primary data 2023

Findings in table reveals that the majority 27(52.9%) of the respondents were in agreement that Ntake Group of Companies carries out training programs to ensure that training becomes effective at the end of the process for example under training need assessment, it's done before training commences,objectives are training and still Ntake trains its staff on job and finally under training evaluation, it's done after training has taken place and employees make sure that the skills obtained from training are applied day to day for organizational effectiveness hence increased employee performance. This shows that carrying out training programs has led to effective performance of Ntake Group of Companies, while 9(17.6%) of the respondents were not sure and 15(29.4%) of the respondents disagreed.

The findings are in relation with (Campbell. 1990), who suggest that training programs can facilitate successful planning by identifying and developing employees for future leadership role by providing targeted training and mentoring opportunities, organization can groom their talent pool and sure a smooth transition when key positions become vacant.

In addition, the findings are in relation with (Rothwell, 1994) who suggests that training programs ensures that all employees receive consistency information, knowledge and skills that helps them to establish common standards and practices within the organization leading to grater uniformity in the process, customer service and overall performance.

Effects of Training on employee performance in Ntake Bakery

Table Shows how training effects employee performance in Ntake Bakery

Statement	**Strongly agree (5)**		**Agree (4)**		**Not sure (3)**		**Disagree (2)**		**Strongly Disagree (1)**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
Through training, my productivity has increased	20	39	17	33	02	4	03	6	01	2
Training has enhanced my job satisfaction	17	33	14	27	-	-	10	20	10	20
Training has increased on your knowledge and skills when performing the work	19	37	13	25	12	24	05	10	03	6
Through training your absenteeism has reduced at work place	19	37	18	35	14	27	-		-	
Training has developed the culture cooperation among the employees in the company	20	39	19	37	14	27	-		-	

Source: Primary 2023

In summary, the findings indicate that training has positively affected employee performance at Ntake Bakery that is there is increased productivity, job satisfaction, knowledge and skills reduced absenteeism and developed the culture cooperation among employees in the company as evidenced by the majority that agreed strongly with the highest percentages with statements in the table above.

This was important because the purpose of training at Ntake Bakery is to improve individual and organizational performance. The results the table above implies that the training at Ntake meets its intended objectives. In addition, the results are in line with literature review which shows that training impacts performance partly through improving employee skills which enables them to know and perform their job better. The findings are in relation with (Hans. 2000). Who commented that training is a leading factor in employee performance that is to say, training affects performance positively for example. It reduces job dissatisfaction and acts as a motivational tool that drives employees to achieve better results. Further still the findings are in relation with (Seligman, 1998) who commented that, training leads to increased motivation thus improving on employee performance.

The relationship between training and employees' performance.

Table : showing the relationship between training and employee performance at Ntake Bakery Group of Company

Statements	Strongly agree (5)		Agree (4)		Not sure (3)		Disagree (2)		Strongly Disagree (1)	
	F	%	F	%	F	%	F	%	F	%
Through training that you conduct, you have been able to generate performance improvement related benefits for the employees as well as for the organization positively.	18	35	15	29	11	22	03	6	04	8
The skills and training of your employees helps them to determine their output in the company	20	39	15	29	09	18	02	4	05	10
The Organizational performance is based on employee skills and competence that are gained through training	15	29	19	37	13	26	02	4	02	4
When our employees are trained they have high motivation to perform	23	45	16	31	12	24	-		-	

Source: Primary Data 2023

The table above indicate that there is are positively relationship between training and employee performance at Ntake Bakery as evidenced by the majority of respondents in terms of percentages that were strongly agreeing with the statements. This simply means that training at Ntake Bakery Group of Company increases employee performance leading to high productivity.

The findings are in relation with (Wright and Geroy, 2001), who suggest that employee competences change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance their knowledge, skills and attitudes necessary for the future job thus contributing to superior organizational performance. Further still (Wright and Geroy, 2001), suggested that through training, the employee competences are developed which enables them implement the job related work efficiently and achieve organization's goals in a competitive manner.

4.Factors that affect employee performance in Ntake Bakery

Table : showing factors that affect employee performance in Ntake Bakery Group of Companies.

Factors	Frequency	Percentage
Poor time Management	07	13.7
Tools and equipment	10	19.6
Absenteeism	09	17.6
Weather condition	19	37.2
Organization goal and expected outcomes	06	11.7
Total	**51**	**100**

Source: Primary data 2023

The findings from the table above indicate that there are factors that affect negatively the employee performance at Ntake Bakery that is to sayweather condition and Poor time management. The findings are in relation with (Cole, 2000) who commented on other factors that affect employee performance is limited support from supervisors. Supervisors that don't understand the needs of employees make them work ineffectively. Frequent fault finding of the employees' work may also lead to deficiency to work thus lack of proper guidance and planning in the organization leads to employee ineffectiveness.

5.0 Discussion, Conclusion and Recommendations

5.1 Discussion of the findings

5.1.1 Training programs carried at Ntake Bakery Group of Company.

In terms of training programs, the findings indicate that the management at Ntake bakery carries them out before training commences and even when training is done though some activates under these training programs are not done One of them is Training needs assessments under it respondents were not sure whether budgets are drawn to cater for the training programs and Training Evaluation where respondents disagreed that during Training Evaluation tests are not always given to the employees in the company that have attained training . These findings are in relation with (Sheets, 1998) who comments that training programs play are virtual roles in ensuring that training becomes effective at the end so all the process should be followed to increase employee performance.

5.1.2 Effects of training on employee performance in Ntake Bakery Group of Companies.

On the effect of training on employee performance, the findings indicate a positive relationship that is to say, many respondents agreed that through training their productivity increases, it enhance their job satisfaction. The findings also indicate that training at Ntake Bakery leads to increased knowledge and skills when performing the work. This is in relation with (Cole, 2002) who suggests that employees need training to perform their duties or to at least increase their quality and quantity of work. In addition, the findings indicate that training enables employees to work with their fellow workers as are team hence increase productivity. This is in relation with (Seligman, 1998) who suggests that training leads to increased motivation.

5.1.3 The relationship between training and employee performance in Ntake Bakery Group of Companies.

The findings indicate there is are positive relationship between training and employee performance that is to say, many respondents strongly agreed with the statement about the relationship between training and employees performance Ntake Bakery where they agreed on the following statements; organizational performance is based on employee skills and competence that are gained through training, Employees that have attained training have been high motivation, Employee competences changes through effective training programs and lastly, the skills and training of the employees helps them to determine their output in the company.The findings are in relationship with (Harrison, 2000) who commented that learning through training influence the organizational performance by greater employee performance and is said to be the key factor in the achievement of corporate goals

5.1.4 Factors that affect employee performance in Ntake Bakery Group of Company

The findings also indicate that other than training, there are other factors that affect employee performance negatively and these included organizational goals and expected outcomes, limited tools and equipment and poor working conditions. These affect the way employees do their work or perform their tasks at Ntake Bakery. These findings are in relation with (Gale, 1994) who comments that factors such as low pay, no promotions and praises also affect employee performance negatively. Therefore, this implies that it is management's responsibility to provide a favorable working environment to the employees such as providing them with enough tools and equipment for them to execute their work efficiently This is in relation with (Balunywa, 2000) who comments that some of the employees are very sensitive when it comes to the environment and the climate they are working in.

5.2 Conclusions

The findings indicated that training has an impact on employee performance at Ntake Bakery where by the training has improved the employee performance in the organization to work effectively because training programs are carried to ensure training becomes effective at the end of the process. The findings further indicated that there is high productivity, job satisfaction and increased knowledge and skills among employees since they are trained. In addition to the findings it was noted that the performance improvement related benefits for the employees as well as for the organization positively is generated through conducting training. However, it was discovered that there are some factors that affect employee performance that is say limited tools and equipment provide, weather condition and poor time management which make the employees not to perform to their expectation.

5.3 Recommendations.

Going by the findings and conclusions of this study, following recommendations are made to Ntake Group of Companies:
Firstly, the study recommended that employee training programs should be taken very serious by management. They should be well planned indicating the intervals in which employees are to be trained. The training should be in position to satisfy both the employees and the Bakery needs and should empower employees with the necessary skills required in handling customers. Further recommend that, training programs are based on training needs which are identified through regular performance appraisal reviews. Hence, the key important aspects should he conducted to build up career development of employees.

Secondly, the study recommended that Ntake Group of Companies and its human resource managers should keep in mind some of the factors that affect employee performance other than training. They should constantly interact and engage the employees to find out the issues, views and opinions especially in times where there is deficiency in performance that is to say, an employee may be having the necessary skills to carry out his or her duties but lacks job satisfaction. In this case, management can come tip with strategies to solve the above problem for example provision of nonfinancial rewards and incentives.

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