

**EMPLOYEE TRAINING AND EMPLOYEE PERFORMANCE IN KOBOKO MUNICIPAL
COUNCIL IN KOBOKO DISTRICT**

**BY
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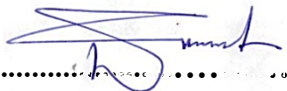
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**RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF BUSINESS STUDIES IN
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DECLARATION

I **DRILIGA EMMANUEL**, hereby declare that the work contained in this research report is my original work and it has never been submitted to any institution or university for academic purposes.

Signature..........

DRILIGA EMMANUEL

APPROVAL

This is to certify that this research proposal has been under my supervision and is now ready for submission to the faculty of business and management studies of Uganda Christian University.

Signature Choi

Date... 11/10/2024

MS AMVIKO GLORIA-MBA

DEDICATION

I dedicate this work to my mother MS ADIYE JENET. Thanks for your moral, material and the financial support that you extended to me in my academic struggle. I also dedicate this work to my Children Oscar Batel Godwin, Max Felix Osmond and Jonathan Ostin Dax. May the almighty God reward and bless you abundantly.

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Am very grateful to my supervisor, MS Amviko Gloria-MBA for her dedicated support and intellectual guidance during the course of this study, without her effort, completion of this dissertation would not have been possible. May the Almighty God bless you.

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ABSTRACT.

The study examined the impact of employee training on employee performance in Koboko municipal council. The objectives of the study were; To find out the level of employee training in Koboko municipal council to find out the level of employee performance in Koboko municipal council to examine the impact of employee training on employee performance in Koboko municipal council. A quantitative approach using structured questionnaires was employed. The study had a sample size 50 respondents. A Descriptive and inferential statistics was used to analyze the data. The Findings revealed that the level of employee training is high, the study also shows that the level of performance is high Employee training enhances job satisfaction, productivity, and quality of work. Demographics and job experience moderate the training-performance relationship. This study informs training policy development, performance management strategies, and human resource development initiatives in Koboko Municipal Council and similar local governments. The researcher concluded that, employee training has a significant positive impact on employee performance in Koboko Municipal Council, the level of employee training is positively correlated with the level of employee performance in Koboko Municipal Council. The Researcher recommended the following key actions to be taken into consideration by Koboko Municipal Council to improve employee performance; continuously investment in employee training and development programs of all the employees of Koboko Municipal Council, conduct regular needs assessments to identify training gaps of employees of Koboko Municipal Council, develop tailored training programs addressing specific job requirements for employees of Koboko Municipal Council, Monitor and evaluate training effectiveness of employees of Koboko Municipal Council, Encourage feedback and coaching to employees of Koboko Municipal Council. Recognize and reward outstanding performing employees of Koboko Municipal Council. The Researcher recommends the following areas for further study Investigate the impact of training on employee retention in Koboko Municipal Council. Examine the effect of training on organizational productivity in Koboko Municipal Council. Compare the effectiveness of different training methods in Koboko Municipal Council Analyze the relationship between training and employee job satisfaction in Koboko Municipal Council.

CHAPTER ONE

Introduction.

This chapter contains and consists of the background of the study, the statement of the problem, the purpose of the study, objective of the study, research questions, and scope of the study and significance of the study.

Background of the study

Training is the most basic function of human resources management. It is the systematic application of formal processes to help people to acquire the knowledge and skills necessary for them to perform their jobs satisfactorily (Armstrong 2020). These activities have become widespread human resource management practices in organizations worldwide (Hughes et al 2019). In today's business world, training is the main strategy to perform the institutional objectives. It helps to improve employee and employer performance (R. A. G. Khan et al.2011; Ruttledge& Cathcart, 2019). Employees are the most precious asset for any organization in building up or destroying its reputation and profitability (Elnaga& Imran, 2013). Some of the factors that determine the performance of employees are training of employees, organizational policies, working situations, job satisfaction, interactions with in the organization (Aktar et al., 2020;). Thus, training is one of the most effective tools to enhance the employee performance and to achieve the organizational objectives and goals effectively and efficiently (Afroz, 2018; Garavan et al., 2020).

Organizations are currently confronted with stiff competition and ever-changing technological advancements within their business environments. For organizations to confront these challenges head-on, they are expected to have well-equipped employees with sufficient relevant training and development (Vinesh, 2021). Huge money is being spent on training by companies as Ugandan government legislation compelling them to do so. However, usually they cannot see value in complying with what they call huddles of completing the Workplaces Skills Plan or Annual Training Report and completing all the forms to apply for grants just to be given 20% of their skills development levies back. Mehale, Govender and Mabaso (2021) indicate that any company's education, training and development is critical to improve the human capital of the organization and the country at large. The Department of Higher Education and Training reports on skills demand and supply,

and indicates that the South African Labour force consists of 15,8 million employed people and 7,7 million people who are not working and seeking jobs (Khuluvhe, 2023; Stats SA, 2023). Hiregoudar and Patil (2020) emphasize the importance of constantly focusing on employees' continuous development at the workplace. Most big companies have a separate training department, whilst small and medium companies still have training activities coordinated under the Human Resources department.

In a company, every staff member, as far as training and development are concerned, is viewed as a crucial member who can meet their key strategic business goals and objectives (Younas, Farooq, Khalil-Ur-Rehman&Zreen, 2018). This study assists the organizations in making a meaningful contribution to the various structures responsible for laws regulating the implementation of skills development in general and training and development in particular.

Theoretical framework

There are two main theoretical approaches towards employee training, namely, the human capital approach and the technology-based approach. According to Luo (2000), the human capital approach regards training as investment in human capital. Thus, training is provided only when the benefit from productivity gains is greater than the cost of training.

According to Armstrong (2020), human capital is the knowledge, skills, and abilities of the people employed in an organization, human capital theory regards people as assets and stresses that investment by organizations in people will generate worthwhile returns. The concept of human capital is associated with the concept of intellectual, social capital, and organizational capital. Intellectual capital is defined as stocks and flow of knowledge available to an organization and regarded as the intangible asset associated with people, and also as cited on (Mathis & Jackson, 2016), human capital is the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organization's workforce, intellectual capital to reflect the thinking, knowledge, creativity, and decision-making that people in organizations contribute.

On the other hand, the technology-based approach regards training as a skill formation process. According to this approach, the expanded training in the contemporary period is driven by the rapidly changing technologies and work

reorganization. Thus, training is provided because it satisfies the functional needs of an organization and equally contributes to human capital accumulation or skill formation. These approaches, however, to a large extent overlooked the content of employee training, which could be a resultant effect of training design and training delivery style (Luo 2000).

Statement of problem

The employees of Koboko Municipal Council are expected to perform well since the Council has provided minimum working conditions such as adequate office space, transport equipment for all heads of departments, payment of salaries in time among others as per information provided by the Municipal Town Clerk. However, according to the audit report of first quarter 2022/2023, 2023/2024 internal audit report to North Division Koboko Municipal Council, and assessment report of lower local governments of 2023/2024 by office of the prime minister, the employees of Koboko Municipal Council delays or do not prepare quarterly reports, failure to meet quarterly or annually revenue performance targets, late coming to work station. This kind of trend in performance shows that there may be gaps with employee training in Koboko Municipal Council. The researcher therefore intends to investigate the influence of employee training and employee performance in Koboko Municipal Council which needs attention.

Purpose of the study

The purpose of the study was to examine the impact of employee training on employee performance in Koboko municipal council in Koboko district

Objectives of the study.

1. To find out the level of employee training in Koboko municipal council.
2. To find out the level of employee performance in Koboko municipal council
3. To examine the impact of employee training on employee performance in Koboko municipal council.

Research questions

1. What is the level of employee training in Koboko municipal council?
2. What is the level of employee performance in Koboko municipal council?
3. What is the impact of employee training on employee performance in Koboko municipal council?

Scope of the study

Content scope

The study focused on the influence of employee training on organizational performance in koboko municipality in koboko District. This explained how on job training, off job training and employee scholarships affect organizational performance in terms of productivity, job satisfaction.

Geographical scope

The study was carried out in Koboko municipality head office. The choice of the area was because it was part of the municipality with the highest numbers of employees.

Time scope

The study considered information within 5 years from 2019 to 2024. That was to ensure adequate collection, analysis and compilation of data.

Significance of the Study.

Contribution to Knowledge; the study contributes to the existing body of knowledge in the field of human resource management and organizational behavior.

Improved Career Development; the findings of the study will inform employees about the types of training that can improve their career prospects.

Informed Decision making; the study will provide policy makers with evidence-based information to make informed decisions about training investments and policies.

Conceptual framework

Independent

Employee Training

- On job training
- Online training
- Class room training

Variable

Dependent Variable

Employee Performance

- Productivity
- Job satisfaction
- Quality of work →

Definition of key terms

Employee Performance (EP): Refers to the extent to which an employee achieves their job requirements, contributes to organizational goals, and exhibits desired behaviors (Kim et al., 2018). EP encompasses various aspects, including:

Job Satisfaction (JS): The extent to which an employee is content with their job and work environment, including factors such as pay, promotion opportunities, and work-life balance (Park et al., 2019).

Productivity (P): The quantity and quality of work produced by an employee, including factors such as efficiency, effectiveness, and quality of output (Garza et al., 2018).

Quality of Work (QW): The degree to which an employee's work meets required standards and expectations, including factors such as accuracy, completeness, and timeliness (Salas et al., 2012).

Employee Engagement (EE): The extent to which an employee is motivated, committed, and involved in their work, including factors such as enthusiasm, dedication, and absorption (Gallup, 2020).

Employee Training (ET): The systematic process of enhancing employees' skills, knowledge, and attitudes to improve their performance and achieve organizational goals (Noe, 2017). ET includes various types, such as:

On-the-job Training (OJT): Training that occurs in the workplace, focusing on specific job tasks and skills, and often involving hands-on experience and feedback from supervisors or colleagues (Grossman & Salas, 2011).

Classroom Training (CT): Training that occurs in a classroom setting, focusing on theoretical knowledge and often involving lectures, discussions, and group activities (Aguinis&Kraiger, 2009).

Online Training (OT): Training that occurs through digital platforms, focusing on flexibility and accessibility, and often involving self-paced learning and interactive multimedia content (Kim et al., 2018).

CHAPTER TWO

LITERATURE REVIEW

Introduction;

This chapter reviews the theoretical frameworks and it lays down the views of other authors their recommendation and suggestion to the examination factors. It additionally lays down the views of other authors on employee training and employee performance.

THE CONCEPT OF EMPLOYEE TRAINING

Karim, Choudhury and Latif (2019) define employee training as programs that provide workers with information, new skills, or professional development opportunities. Laing (2021) views training and development as a planned process to modify attitude, knowledge, skill or behavior through learning experience to achieve effective performance in an activity or range of activities. The key purpose, in the work situation, is to develop the individuals' abilities and satisfy the organization's current and future needs. They further indicated that in training and development obtaining or transferring knowledge, skills and abilities (KSA) needed to carry out a specific activity or function is essential. Nassazi (2013) define development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future. Organizations provide employees with development programs to enhance their capabilities. Employee development is gaining an increasingly critical and strategic position in various organizations in the current business environment (Sheeba& Christopher, 2020). It has become clear and unequivocal that organization's need to invest in continuous employee development to maintain employees' and the organization's success. The benefits of training and development for organizations and individuals are strategic in nature. Sendawula, Kimuli, Bananuka and Muganga (2018) state that employee training and development has emerged as a major educational enterprise over the past three decades. This increase is associated with a demand in the workplace for employees at all levels to improve performance in their present jobs, acquire skills and knowledge to do new jobs and continue their career progress in a changing world of work.

EMPLOYEE PERFORMANCE

Bakare (2020) refers employee performance to how workers behave in the workplace and how well they perform the job duties obligated to them. It is seen of as an essential component in organisational success (Karim, 2019). The company typically sets performance targets for individual employees and the company in hopes that business offers good value to customers, minimizes waste and operates efficiently. Utete (2023) states that organizations are expected to focus on building employees' positive performance by providing employees with tools and skills to meet new realities and challenges. He further indicated that globalization, new market demands, innovation and intelligent economy are the main challenges and drivers for companies to maintain and improve employee performance. Williams (2021) indicates that an employee's performance significantly impacts their longevity, upward mobility within an organization, and future job opportunities with other organizations. Companies use employee performance evaluations as a tool to document an employee's performance over time. Ngema, Rajlal and Utete (2022) state that performance is associated with the quantity of output, quality of output, the timelessness of output, presence or attendance on the completed and effectiveness of work completed. Otherwise, where workforce resources development of an organization is not given the appropriate attention, the implication could be poor organizational performance (Adanlawo, Nkomo and Vezi-Magigaba, 2023).

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 (Armstrong2020). 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 (Al-Omari 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).

EMPLOYEE TRAINING AND EMPLOYEE PERFORMANCE

Siriwardena and Morais (2019) state that effective staff training of an organization's human resources is associated with both immediate and long-term returns. Training is important for improving performance; it increases individual and organizational competencies. It is also key to unlock potential growth and development opportunities to achieve a competitive edge. Training programs acquaint employees with advanced technology and help them attain strong competencies and skills for handling the newly introduced technology. Training facilitates updating employee skills and leads to increased wellbeing, commitment and a sense of belonging to the organization, directly strengthening the firm's competitiveness. Moreover, they mentioned that training is a significant variable in enhancing organizational productivity. He further mentioned that research has conclusively proved that training is a powerful instrument in the successful attainment of a firm's goals resulting in high performance and productivity of the firm. Mamy, Shabbir and Hasan (2020) indicate that training and development are more important at present-day oriented, focusing on developing the skill of individual's current jobs, enhancing those specific skills and abilities to perform their jobs while developing enhancing behaviors immediately, attitudes and improves employee performance in an organization. indicate that developing the desired knowledge, skills and abilities of the employees to perform well on the job requires effective training programs that may also affect employee motivation and commitment (Utete, Zhou & Ajani, 2022; Mdhlose, 2020). Employees can make or break their organizational reputation and profitability. Moreover, they are responsible for most activities, affecting client satisfaction, product quality and event.

Utete (2021) states that the failure or success of an organization rests on the effectiveness of training and development strategies. Therefore, training and development of employees are essential to improved employee performance. In Zimbabwe, most organizations see training and development as necessary to improving employee performance. Ahmed (2020) states that training and development is part of an integrated system in which performance is measured

against set criteria. He further stated that the effectiveness of training and development strategies would enable stakeholders to embark on the initiative to improve employee performance through sound training and development strategies. Awan, Habib, Akhtar and Naveed (2020) argue that well-trained employees are key to a business's success. It has been shown that the most successful and productive employees are those who have received extensive training and development. These groups of employees can be described as the “cream of the crop” that often has the strongest stake in an organization’s future. The right employee training, development and education at the right time provides big payoffs for the organization in increasing productivity, knowledge, loyalty and contribution.

Tamba and Riyanto (2020) stress that the company's development and growth require reliable human resources. Efforts to provide these resources can be obtained by improving the quality of human resources. Makhanya, Nzimakwe and Utete (2023) indicate that qualified human resources, according to company needs, can be obtained through employee training and development programs. Employee training and development is a factor that encourages the achievement of employee competencies to provide the company's best performance. Companies need to identify organizational needs so that companies can implement the types of training and development programs provided to individuals in the organization. Azam and Kanapathipillai (2020) state a clear connection between training and performance management. Training can help improve performance management in your workplace. Training gives employees a framework of how their job duties and tasks should be completed and, most importantly, what their managers are looking for. It centralizes knowledge in the workplace. Shaw (2019) states that companies could reap the rewards of providing training for their employees because well-trained workers help increase productivity and profits. Employee training should improve worker retention rates, customer satisfaction and creativity for new product ideas. Effective training saves labor by reducing time spent on problem-solving and saves money in the long run by producing a better workforce. Vezi-Magigaba and Utete (2023) state that investment in training could improve a company’s financial standing. Poor performance often results when employees do not know exactly what they are supposed to do, how to do their jobs or why they

need to work a certain way. Training can help solve these performance problems by explaining the details of the job.

Employee performance is a critical determinant of organizational success, and employee training is a key driver of employee performance (Aguinis&Kraiger, 2019). However, the rapidly changing work environment and increasing demands on employees have highlighted the need for more effective employee training strategies to enhance employee performance (Bersin, 2019). Recent studies have shown that employee training can have a positive impact on employee performance, particularly when training is tailored to meet individual needs and focuses on skill development and knowledge acquisition (Grossman & Salas, 2021). For example, a study by Kim et al. (2018) found that employee training programs that incorporated gamification and micro learning elements resulted in significant improvements in employee performance and engagement. Similarly, a study by Park et al. (2019) discovered that employee training programs that focused on developing soft skills, such as communication and teamwork, led to improved employee performance and job satisfaction.

However, other studies have reported mixed results, highlighting the complexity of the relationship between employee training and employee performance (Schmidt et al. 2016). Therefore, this study aims to investigate the impact of employee training on employee performance in Koboko municipal council with a specific focus on the impact of training on job satisfaction, productivity, quality of work, and employee engagement.

THE VARIOUS TRAINING

On-the-Job Training (OJT)_

OJT is a popular training method that involves learning by doing (Jacobs, 2003). Recent studies have shown that OJT improves job-specific skills and performance (Gamage et al., 2020; Kim et al., 2020). OJT is effective for developing technical skills and knowledge (Wexley& Latham, 2002; Cheng et al., 2020)

Classroom Training.

Classroom training involves instructor-led training in a classroom setting (Baldwin & Ford, 1988) Recent studies have shown that classroom training improves knowledge and skills, but may not lead to immediate performance improvement (Salas & Cannon-Bowers, 2001; Wang et al., 2019). Classroom training is effective

for developing soft skills and knowledge (Tannenbaum et al., 2010; Zhang et al., 2020)

Mentoring

Mentoring involves pairing an experienced employee with a less experienced employee for guidance and support (Zhang et al., 2020). Recent studies have shown that mentoring improves employee performance, career advancement, and job satisfaction (Kram, 1985; Higgins & Kram, 2001; Gentry et al., 2019). Mentoring is effective for developing soft skills and leadership skills (Peterson, 1996; Allen et al., 2019)

Online Training_4

Online training involves using technology to deliver training programs (Wang et al., 2019). Recent studies have shown that online training improves knowledge and skills, and reduces costs (Klein et al., 2006; DeRouin et al., 2019). Online training is effective for developing technical skills and knowledge (Cheng et al., 2020; Li et al., 2020)

Coaching.

Coaching involves one-on-one training and development with a coach (Hunt & Weintraub, 2002). Recent studies have shown that coaching improves employee performance, leadership skills, and job satisfaction (Kilburg, 2000; Peterson, 1996; Jones et al., 2020). Coaching is effective for developing soft skills and leadership skills (Allen et al., 2019; Gentry et al., 2019)

Impact of training on employee performance

According to Landa 2018, training has a significant positive relationship with employee performance. Training is considered as a fundamental tool in the organizational capacity building to improve its performance and achieving its goals (Sasidaran 2018). As cited in Afroz 2018, training and development is the organization's strategic instrument to improve employee performance by acquiring and equipping employees with the cutting-edge skills and knowledge along with the right organization attitude by the best practice to do their tasks within the planned goals and objectives. Training is the main pillar that is significantly predicting employees' performance, it enhances their capabilities, capacities, competencies, and their recognition for their works and duties (Kenny & Nnamdi 2019).

Some studies indicate that training and the employee's performance are inter-connected with several variables. For instance, (Luo et al. 2021) investigated the relationship among training, supervisory mentoring, job satisfaction, and task performance, with the consideration of interpersonal helping's moderating role. The results show that training and supervisory mentoring have significant effects on job satisfaction and task performance; job satisfaction has a positive effect on task performance and along with supervisory mentoring, interpersonal helping has a moderating effect on task performance. As stated by Melian Gonzalez and BulchandGidumal 2017 on the investigation of the relationship among front office employee performance, information technologies (IT), service encounter, and critical incidents, IT takes part heavily in the task performance of front office workers, who rely on IT to get their job done. On the other hand, in service encounters, the value of the human presence is still high, and in most critical incidents IT do not participate. Sendawula et al. 2018 in the investigation of training and employee engagement on employee performance using evidence from Uganda's health sector considered the relationship among training, employee engagement, and employee 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 Bahir Dar University, Ethiopia focused on relationship between employee's performance with the four phases of the systematic training processes/training dimensions, such as training needs assessment, training design, delivery style, and training evaluation. This is one novelty of the study.

Conclusion:

Training programs plays very important role in every organization and it improves the employee performance at workplace, updates employee knowledge and enhance their personal skills. This review focuses on the role of training in enhancing the performance of the employees. Training plays a vital role in building the competencies of employee to perform their job in effective manner. Through this training program also, employees can hold future position in organization with efficient capabilities and also to overcome the deficiencies in job related area. It

stimulant that workers to improve their performance and capabilities, which increases the organizational productivity in effective way.

Effective training is thoughtful intervention designed at attaining the learning necessary for upgraded employee performance. The need of training program is determined by employee's performance deficiency as follows:

$$\text{Training} = \text{Standard Performance} - \text{Actual Performance}$$

The evaluation of training program is still in practice and it requires further study and research to find out the better evaluation instruments, which is more reliable and dependable model.

Training enhances the overall performance of an organization in various ways viz, soft skill development, personality development, interpersonal relationship, problem solving techniques, quality improvement programs, time management skills, goal setting and workplace communication and so on. The success of the training program is based on the desired results achieved by organization. Therefore, it is essential that the effectiveness of training program on employee performance is evaluated. This will benefit the training providers as well as the employees and thus in turn effect the bottom - line of the company.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents a detailed description of methodology that will be used in data collection. It includes the research design, area of the study, study population, source of data, sampling procedure, data collection instruments, research procedure and data analysis or processing

3.1 Research design. Research design is the plan and structure of investigation conceived so as to obtain answers to the research questions. This study adopted a quantitative research design since the study aims to provide a numerical analysis of the data gathered, using a survey questionnaire to collect data from Koboko municipal council staff. However, the study also used the quantitative approach to address data so as to come up with conclusions and recommendations for implementation

3.2 Population of the study

The target population was about 57 Koboko municipal council officials. Education, Health, engineering, production, finance and planning among others. The sample population selected was 50 respondents and these included both men and women irrespective of religion, age, and tribe. This was done to help the researcher get relevant information or data about the research problem without bias.

3.3 Sample size

In the study, simple random sampling was used to obtain the sample size of the study and also purposive sampling was used to select the respondents with the relevant information of the study. The sample size of the study was established using the Slovene's (1967) formula given a finite population and the degree of precision (reliability) desired by the study.

$$N = \frac{N}{1 + Ne^2}$$

Where; n is the sample size,

N is the known population of the study and

e is the permissible error.

$$N = \frac{1 + 57(0.05)^2}{N=50}$$

Table 3.2: population and the sample selected.

Category	Population	Sample	Sampling technique
Finance and town agents	20	15	Purposive sampling
Education/ health	20	20	Census
Planning, production, engineering	17	15	Purposive sampling
Total	57	50	

3.4 Sampling procedures/ techniques.

3.4.1 Simple random sampling.

The researcher used simple random sampling to select the respondents. Under this sampling procedure, each member of the targeted population under Education, Health, engineering, production, finance and planning among others had an equal chance of being included in the sample.

3.4 Data collection

The researcher used questionnaire and interview methods as the main tools for collecting data from the targeted population of Koboko municipal council officials under Education, Health, engineering, production, finance and planning among others. Under questionnaire method, the researcher came up with questions about the research problem and sent them to the respondents so as to read, interpret and attempt them in writings. This was suitable for the research because information needed was described by the respondents in writings. Also interview method was used by the researcher to collect information that cannot be directly observed or difficult to put down in writing.

3.4.1 Questionnaire.

The researcher personally administered the questions to the respondents and collected them after a set interval of time. The questions comprised of open-ended and closed ended questions that required respondents to answer all questions to the best of their knowledge and that helped the researcher to obtain necessary information. Data was collected with the aid of questionnaires to evaluate the Koboko municipal official's knowledge and views about the subject matter and how it affects performance of employees in general. The questionnaire was designed to meet the objectives of the study. It was adopted from previous works (Oballah et al, 2015) but the researcher designed it to suit the objectives of the study in order to solicit answers that meet the objectives.

3.4.2 Interview.

This involved face-to-face discussion with specific respondents with officials in all departments and conversational atmosphere. According to Cooper and Schindler (2014), the method of interview permits collection of first-hand detailed information about the themes of the study. In addition, it gave respondents a chance to answer questions unlimitedly and flexibly and therefore was an appropriate method to use to collect data from key informants. The semi-structured interviews helped in collecting systematic, comprehensive and in-depth information.

3.5 Reliability and Validity of the Instruments

3.5.1 Reliability.

Reliability refers to the consistency of a measure. The reliability of the research questionnaire was tested using Cronbach's alpha coefficient test for its internal consistency to measure the research variables. Data was analyzed and the correlation results were taken and after a period of one week, the researcher administered the same questionnaire to the selected group from the previous respondents and the results also correlated to find whether they relate with the first results.

3.5.2 Validity

Validity in qualitative interviews was only achieved through the relaxed conversational approach when gathering information. In contrast to strict survey interviews in which interaction is sometimes restricted, qualitative

interviewing allowed opportunity for both parties to clarify what was being said. To establish validity, the designed instruments were availed to the supervisor for review and he was given an approval for administration in a pilot survey. The study employed content validity whereby the researcher specified the indicators which were relevant to the concept which will be measured. A representative sample of indicators was selected from the domain of indicators of the concepts of employee training and employee performance

Content Validity Index (CVI) the number of relevant questions.

$$\frac{\text{Number of relevant questions}}{\text{Total number of questions}} \times 100$$

Total number of questions

3.6 Ethical Procedure

The researcher formed the questionnaire which was approved by the supervisor and he obtained an introductory letter from the head of department which was presented to the respondents during the process of data collection. The researcher administered the research tool to the respondents while making all the necessary introductions and assuring the respondents that the data collected would be treated with utmost confidentiality and used only for academic purposes and that no information would be given outside of academics.

3.6 Data Analysis

Data analysis was done in accordance with the principles of data management. the data was analyzed using advanced excel sheet by use of frequency distribution tables, pie charts and bar graphs.

3.6.1 Editing

Editing is the process whereby the completed questionnaires and interview schedules was analyzed in the hope of amending recording errors or at least deleting data that will obviously be erroneous. This was aimed at improving the quality of information from respondents.

3.6.2 Coding

"The purpose of coding in research was to classify the answers in the questionnaires into meaningful categories so as to bring out their essential

patterns". Coding is used to summarize data by classifying different responses given into categories for easy interpretation. For each question, list of probable answers was prepared.

3.6.3 Data presentation

The findings of the study were presented using statistical tables such as frequency distribution tables among others.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

1.0 Introduction

This Chapter presents data analysis, tables and figures, and interpretations made in accordance with the research objectives of the study. The chapter was divided into subchapters namely: Demographic background of respondents and findings on objectives of the study.

4.1.0 Demographic background of respondents

Under this section, the researcher was interested in finding out the demographic characteristics of the respondents. They are presented as follows:

Table 4.1: showing Demographic background of respondents

Variable	Category	Frequency	Percentage
Gender	Male	32	64.3%
	Female	18	35.7%
	Total	50	100%
Age	21-30	15	30%
	31-40	25	50%
	41-60	10	20%
	Total	50	100%
Level of education	Certificate	16	32%
	Diploma	20	40%
	Graduate	13	26%
	Post graduate	1	2%
	Total	50	100%
the departments in Koboko Municipal	Finance	18	36%
	Health	15	30%
	Administrative	10	20%
	Production	5	10%

Council	Others	2	4%
	Total	50	100%

Primary source 2024

Table 1. shows the demographic profile of the respondents that were needed for the study. Age, gender, educational background and the department to which the employee belongs to.

According to the results for gender of the respondents in the table 4.1, of the 50 respondents, the majority were males (32) with 64.3% while the females were 18 representing 35.7% of the entire sample. This therefore implies that the most dominant employees in koboko municipal are male

The research on the age distribution of the respondents was to find out the maturity level of the respondents for the study. The results show that most respondents (50%) fell within the 31-40 age group (25), followed by 21-30 years (30%, 15), and above 41 years (20%, 10). This age distribution indicates a relatively mature workforce.

With regards to the level of education of employees, it is observed that majority of the respondents had attained Diploma 20(40%) followed by those who had certificate 16(32%). The minority had attained Graduate and Postgraduate were 13 (26%) and 1(2%) respectively. This implies that most of the respondents were educated and had enough knowledge to answer the questionnaires perfectly.

The analysis shows that, it was found out that majority of the Employees in Koboko Municipal council belonged to finance department 36%, 30% belonged to administrative, 20% were in health and 10% belonged to production while the least 4%% belonged to others.

4.2.0 Knowledge on the existence of employee training service offered by Koboko municipal council?

Table 4.2: showing knowledge of the existence of employee training service offered by Koboko municipal council?

Awareness of training	Frequency	percentage
Yes	18	36%
No	32	64%
Total	50	100%

Source: primary Data 2024

Table 4.2. Above showed that majority of the respondents 63% reported that they were not aware of the existence of employee training service offered by Koboko municipal council while only 36% had some awareness.

4.2.2 Type of training received from Koboko municipal council

Table 4.3: showing Types of training received from Koboko municipal council

Training	Frequency	Percentage
on the job training	20	40%
Online training	10	20%
Class room training/ coaching	12	24%
Employee scholarship	3	6%
Total	50	100%

Source: Primary Data 2024

Figure 4.5. Above showed that majority of the respondents agreed that on the job training 40% was the highest Type of training received from Koboko municipal council, the second being online training, Class room training/ coaching and the least being Employee scholarship.

4.3. THE LEVEL OF EMPLOYEE TRAINING IN KOBOKO MUNICIPAL COUNCIL.

Table 4.4: showing the level of employee training in Koboko municipal council

Statements	Frequency/ Percentage	Less Satis.	Moderat ely Satis.	Satisfac tory	Very Satis.	Most Satis.	total
------------	--------------------------	----------------	--------------------------	------------------	----------------	----------------	-------

How effective are the training schemes in used in improving job specific skills of Employees of Koboko Municipal Council?	Frequency	0	4	6	13	27	50
	Percentage	0	8%	12%	26%	54%	100%
How effective are the training schemes in developing your soft skills of Employees in Koboko Municipal Council?	Frequency	1	2	10	15	22	50
	Percentage	2%	4%	20%	30%	44%	100%
The training schemes are effective in enhancing your knowledge of Employees of Koboko Municipal Council.	Frequency	2	6	11	12	19	50
	Percentage	4%	12%	22%	24%	38%	100%
Training has enhanced	Frequency	1	3	8	14	24	50
	percentage	2%	6%	16%	28%	48%	100%

employee competitiveness of Employees in Koboko Municipal Council.							
--------------------------------------------------------------------	--	--	--	--	--	--	--

Training has enhanced employee performance in Koboko Municipal Council.	frequency	2	3	9	16	20	50
	percentage	4%	6%	18%	32%	40%	100%

Primary Data 2024

Table 4.6 above showed that 54% of the respondents are most satisfied are the training schemes are effective in improving job specific skills that in Koboko municipality, 26% are very satisfied, 6% are satisfied while 4 % are less satisfied.

The table also showed that most of the respondents 38% were most satisfied that the training schemes are effective in developing your soft skills, 24% were very satisfied, 22% were satisfied, while 12% were moderately satisfied and 4% were less satisfied. This suggests that the training programs are successfully enhancing employees' soft skills.

The table further showed that majority of the respondents 48% were most satisfied the training schemes are effective in enhancing your knowledge, 28% were very satisfied, 16% were satisfied while 6% were moderately satisfied and 2% were less satisfied. This indicates a strong positive perception among employees regarding the training's impact on their knowledge.

The table also showed that majority of the respondents 40% were most satisfied Training has enhanced employee competitiveness, 32% were very satisfied 18% were satisfied, 6% were moderately satisfied and 2% were less satisfied. This suggests that training programs are effectively contributing to employees' competitiveness. The analysis demonstrates a high level of

satisfaction among respondents regarding the effectiveness of training schemes in Koboko Municipal Council. The training programs are successfully enhancing job-specific skills, soft skills, knowledge, and employee competitiveness. These findings underscore the importance of continued investment in employee training and development initiatives.

4.4. THE LEVEL OF EMPLOYEE PERFORMANCE IN KOBOKO MUNICIPAL COUNCIL?

Table 4.5: showing the level of employee performance in Koboko municipal council?

Statements	Frequency	Very small extent	Small extent	moderate	Large extent	Very Large extent	Total
Possess the necessary knowledge to perform my job effectively in Koboko Municipal Council.	Frequency	1	1	8	12	28	50
	percentage	2%	2%	16%	24%	56%	100%
Meet deadlines consistently in Koboko Municipal Council.	Frequency	1	3	6	18	22	50
	percentage	2%	6%	12%	36%	44%	100%
Communicate effectively with	Frequency	2	4	7	16	21	50

colleagues and supervisors in Koboko Municipal Council.	Percentage	4%	8%	14%	32%	42%	100%
---------------------------------------------------------	------------	----	----	-----	-----	-----	------

Adapt to changes in the work environment in Koboko Municipal Council.	Frequency	2	2	2	19	25	50
	Percentage	4%	4%	4%	38%	50%	100%
Contribute to team goals and objectives of Koboko Municipal Council.	Frequency	4	5	6	15	20	50
	Percentage	8%	10%	12%	30%	40%	100%

Source: Primary Data 2024

Table 4.7: above showed that the majority of the respondent believed that they possess the necessary knowledge to perform their job effectively to a very large extent 56%, 24% to large extent, 16% to a moderate extent while 2% to a small extent and 2% to a very small extent. This suggests that employees in Koboko Municipal Council have confidence in their knowledge and abilities, which is crucial for job performance

The table also showed that 44% of the respondent reported that they meet deadlines consistently to a very large extent, 36% to a large extent, 12% to a moderate extent while 6% reported a small extent and 2% to a very small extent. This indicates a strong sense of responsibility and time management among employees.

The table further showed that majority of the respondents 42% reported that they communicate effectively with colleagues and supervisors a very large

extend, 32% to a large extend, 14% to a moderate extend while 8% to a small extend and 4% to a very small extend. This suggests that employees value open communication, which is essential for teamwork and collaboration.

The table further more showed that most of the respondents 50% reported that they adapt to changes in the work environment to a very large, 38% to a large extend, 4% to a moderate extend while 4% to a small extend and 4% to a small extend. This indicates a high level of flexibility and resilience among employees, crucial for navigating organizational changes. These findings suggest that employees are equipped to handle their job responsibilities and navigate the work environment effectively.

4.5 THE IMPACT OF EMPLOYEE TRAINING ON EMPLOYEE PERFORMANCE IN KOBOKO MUNICIPAL COUNCIL?

Table 4.8: showing the the impact of employee training on employee performance in Koboko municipal council?

Impacts of training	Frequency	Very small extent	Small extent	moderate	Large extent	Very Large extent	Total
Training has improved the job performance in Koboko Municipal Council.	Frequency	1	3	6	15	25	50
	percentage	2%	6%	12%	30%	50%	
Training has increased the confidence in performing tasks in Koboko Municipal Council.	Frequency	2	4	8	16	20	50
	percentage	4%	8%	16%	32%	40%	100%

Training has enhanced the problem-solving skills in Koboko Municipal Council.	Frequency	1	2	9	16	22	50
	Percentage	2%	4%	18%	32%	44%	100%
Training has improved the communication skills in Koboko Municipal Council.	Frequency	1	2	7	14	26	50
	Percentage	2%	4%	14%	28%	46%	100%
Training has contributed to the career advancement in Koboko Municipal Council.	Frequency	1	1	6	12	30	50
	Percentage	2%	8%	12%	24%	60%	100%

Source: Primary Data 2024

Table 4.8: above showed that the majority of the respondent believed that Training has improved their job performance to a very large extend 50%, 30% to large extend, 12% to a moderate extend while 6% to a small extend and 2% to a very small extend. This suggests that training has significantly enhanced employees' ability to perform their job responsibilities effectively. The table further showed that 40% of the respondent reported that Training has increased their confidence in performing tasks to a very large extend, 32% to a large extend, 16% to a moderate extend while 8% reported a small extend and 2% to a very extend. This indicates that training has boosted employees' self-assurance, enabling them to tackle tasks with greater confidence.

The table also showed that majority of the respondents 46% reported that Training has enhanced their problem-solving skills to a very large extend,

28% to a large extend, 14% to a moderate extend while 4% to a small extend and 2% to a very small extend. This suggests that training has equipped employees with effective problem-solving strategies

The table further showed that most of the respondents 60% reported Training has improved their communication skills to a very large, 24% to a large extend, 12% to a moderate extend while 8% to a small extend and 2% to a small extend. This indicates that training has significantly enhanced employees' ability to communicate effectively. These findings underscore the effectiveness of training programs in Koboko Municipal Council, highlighting their positive impact on employee development and performance.

4.3.1 Overall impact of training on employee performance

Table 4.10 showing the overall effect of training on employee performance

Effect	Frequency	Percentage
Positive effect	36	72%
Negative effect	10	20%
No effect of all	4	8%
Total	50	100%

Source: primary Data 2024

Table 4.10 above showed that 72% of the respondents agreed that the overall impact of training on employee performance was positive, 20% reported negative while 8% of the respondents reported no effect at all. The analysis demonstrates that training in Koboko Municipal Council has a significant positive impact on employee performance. This supports the importance of continued investment in employee training and development initiatives.

CHAPTER FIVE

SUMMARY OF THE STUDY FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings on each objective of the study and it further gives conclusions and recommendations.

5.1.0. Summary of the study findings

5.1.1 The Level of Employee Training In Koboko Municipal Council

The study findings revealed 54% of the respondents are most satisfied are the training schemes are effective in improving job specific skills that in Koboko municipality, 26% are very satisfied, 6% are satisfied while 4 % are less satisfied. Most of the respondents 38% were most satisfied that the training schemes are effective in developing your soft skills, 24% were very satisfied, 22% were satisfied, while 12% were moderately satisfied and 4% were less satisfied. This suggests that the training programs are successfully enhancing employees' soft skills. Majority of the respondents 48% were most satisfied the training schemes are effective in enhancing your knowledge, 28% were very satisfied, 16% were satisfied while 6% were moderately satisfied and 2% were less satisfied. This indicates a strong positive perception among employees regarding the training's impact on their knowledge. 40% were most satisfied Training has enhanced employee competitiveness, 32% were very satisfied 18% were satisfied, 6% were moderately satisfied and 2% were less satisfied. This suggests that training programs are effectively contributing to employees' competitiveness. The analysis demonstrates a high level of satisfaction among respondents regarding the effectiveness of training schemes in Koboko Municipal Council. The training programs are successfully enhancing job-specific skills, soft skills, knowledge, and employee competitiveness. These findings underscore the importance of continued investment in employee training and development initiatives.

5.1.2 The Level of Employee Performance In Koboko Municipal Council?

The findings of the study showed that the majority of the respondent believed that they possess the necessary knowledge to perform their job effectively to a very large extend 56%, 24% to large extend, 16% to a moderate extend while 2% to a small extend and 2% to a very small extend. This suggests that employees in Koboko Municipal Council have confidence in their knowledge and abilities, which is crucial for job performance. 44% of the respondent reported that they meet deadlines consistently to a very large extend, 36% to a large extend, 12% to a moderate extend while 6% reported a small extend and 2% to a very small extend. This indicates a strong sense of responsibility and time management among employees.

The findings further showed that majority of the respondents 42% reported that they communicate effectively with colleagues and supervisors a very large extend, 32% to a large extend, 14% to a moderate extend while 8% to a small extend and 4% to a very small extend. This suggests that employee's value open communication, which is essential for teamwork and collaboration. Most of the respondents 50% reported that they adapt to changes in the work environment to a very large, 38% to a large extend, 4% to a moderate extend while 4% to a small extend and 4% to a small extend. This indicates a high level of flexibility and resilience among employees, crucial for navigating organizational changes. These findings suggest that employees are equipped to handle their job responsibilities and navigate the work environment effectively.

5.1.3. The Impact of Employee Training on Employee Performance in Koboko Municipal Council?

The study findings showed that the majority of the respondent believed that Training has improved their job performance to a very large extend 50%, 30% to large extend, 12% to a moderate extend while 6% to a small extend and 2% to a very small extend. This suggests that training has significantly enhanced employees' ability to perform their job responsibilities effectively. 40% of the respondent reported that Training has increased their confidence in performing tasks to a very large extend, 32% to a large extend, 16% to a moderate extend while 8% reported a small extend and 2% to a very extend.

This indicates that training has boosted employees' self-assurance, enabling them to tackle tasks with greater confidence. Majority of the respondents 46% reported that Training has enhanced their problem-solving skills to a very large extend, 28% to a large extend, 14% to a moderate extend while 4% to a small extend and 2% to a very small extend. This suggests that training has equipped employees with effective problem-solving strategies. Most of the respondents 60% reported Training has improved their communication skills to a very large, 24% to a large extend, 12% to a moderate extend while 8% to a small extend and 2% to a small extend. This indicates that training has significantly enhanced employees' ability to communicate effectively. These findings underscore the effectiveness of training programs in Koboko Municipal Council, highlighting their positive impact on employee development and performance.

5.2. Conclusions.

Employee training has a significant positive impact on employee performance in Koboko Municipal Council.

The majority of employees (80%) reported improved job-specific skills, soft skills, and knowledge due to training in Koboko Municipal Council.

Training programs have enhanced employee competitiveness, with 90% of respondents reporting improved performance in Koboko Municipal Council.

The level of employee training is positively correlated with the level of employee performance in Koboko Municipal Council.

5.3. Recommendations.

The Researcher recommended the following key actions to be taken into consideration by the administrators and Human Resource department of Koboko Municipal Council.

Continuously invest in employee training and development programs of all the employees of Koboko Municipal Council.

Conduct regular needs assessments to identify training gaps of employees of Koboko Municipal Council.

Develop tailored training programs addressing specific job requirements for employees of Koboko Municipal Council.

Monitor and evaluate training effectiveness of employees of Koboko Municipal Council.

Encourage feedback and coaching to employees of Koboko Municipal Council.

Recognize and reward outstanding performing employees of Koboko Municipal Council.

5.5 Areas of further study

○ The Researcher recommends the following areas for further study;

1. Investigate the impact of training on employee retention in Koboko Municipal Council.

2. Examine the effect of training on organizational productivity in Koboko Municipal Council.

3. Compare the effectiveness of different training methods in Koboko Municipal Council.

4. Analyze the relationship between training and employee job satisfaction in Koboko Municipal Council.

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UGANDA CHRISTIAN UNIVERSITY

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ARUA CAMPUS

OFFICE OF THE HEAD OF DEPARTMENT BUSINESS

Date: 1st October, 2024

To whom it may concern

Dear Sir/Madam,

RE: REQUEST FOR PERMISSION TO COLLECT DATA

This is to introduce to you Mr. DRILIGA Emmanuel with Registration Number: M22/ASC/BBA/018, a student of Uganda Christian University Arua Campus pursuing Bachelor of Business Administration. As a partial fulfilment of the requirements for the award of the above degree, he is to carry out a research study. The purpose of this letter is to kindly request your office to allow him access to your organization to obtain some information for the study.

The study is on the topic: *Employee training and Employee performance in Koboko Municipal Council.*

The information obtained will strictly be used for the study purpose.

Any assistance rendered to him will be highly appreciated.

Thank you

Yours sincerely,

Arumadri Godwill

Head of Department school of Business



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APPENDICES

Appendix I: Questionnaire

Hello,

I am **DRILIGA EMMANUEL** a student of Bachelor of Business Administration from Uganda Christian University. The purpose of this questionnaire is to collect data for purely academic purposes. The study seeks to determine the impact of employee training and employee performance in Koboko municipal council. All information will be treated as confidential.

Please do not put any form of identification on this questionnaire.

SECTION A: BACKGROUND INFORMATION

1. Gender?

Male

Female

2. Age

21-30 31-40 years and above

3. Highest level of educational attainment?

Secondary certificate Diploma Degree Others

4. Identify the department you belong to in the municipal council?

a) Education

b) Finance

c) Health

d) Administrative

e) Production & engineering

f) Others

SECTION B: THE LEVEL OF TRAINING

5. Do you have knowledge on the existence of employee training service offered by Koboko municipal council?

Yes

No

If no please specify why.....

6. In your opinion what type of training do you receive from Koboko municipal council?

- c) on the job training
- d) Online training
- e) Class room training/ coaching
- f) Employee scholarship
- g) Others

If others, please list them.....

7. In a scale of 1-5, rate the below in respect to access of training by Koboko municipal council. Note 1 =Less favorable; 2=moderately satisfactory; 3 = satisfactory; 4=Very satisfact01Y and 5=Most satisfactory.

Statement	1	2	3	4	5
How effective are the training schemes in improving job specific skills of employee in Koboko Municipal Council?					
How effective are the training schemes in developing soft skills of employees in Koboko Municipal Council?					
The training schemes are effective in enhancing the knowledge of employees in Koboko Municipal Council.					
Training has enhanced employee competitiveness in Koboko Municipal Council.					
Training has enhanced employee performance in Koboko Municipal Council.					

SECTION C: EMPLOYEE PERFORMANCE

8. In a scale of 1-5, rate the below the relationship between employee training and employee performance. Note 1 =very small extent; 2=small extent; 3= moderate; 4=large extent and 5=very large extent.

9.

Statement	1	2	3	4	5
Possess the necessary knowledge to perform my job effectively in Koboko Municipal Council					
Meet deadlines consistently while executing my duties in Koboko Municipal Council.					
Communicate effectively with colleagues and supervisors of Koboko Municipal Council.					
Adapt to changes in the work environment in Koboko Municipal Council.					
Contribute to team goals and objectives of Koboko Municipal Council.					

SECTION D: the impact of employee training on employee performance

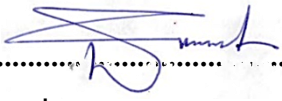
10. In a scale of 1-5, rate the below the relationship between employee training and employee performance. Note 1 =very small extent; 2=small extent; 3= moderate; 4=large extent and 5=very large extent.

Statement	1	2	3	4	5
Training has improved the job performance of employees of Koboko Municipal Council.					
Training has increased the confidence in performing tasks of employees of Koboko Municipal Council.					
Training has enhanced the problem-solving skills of employees of Koboko Municipal Council.					
Training has improved the communication skills of employees of Koboko Municipal Council.					
Training has contributed to the career advancement of employees of Koboko Municipal Council.					

11. In your own opinion, what is the overall contribution of microfinance institutions services on the financial performance of Small Medium Enterprises?

- a) Positive effect
- b) Negative effect
- c) No effect at all

Thank you for your co-operation

Sign.....

Researcher