

**EXAMINING THE IMPACT OF TRAINING AND DEVELOPMENT ON  
EMPLOYEE PERFORMANCE IN ADJUMANI DISTRICT LOCAL GOVERNMENT**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
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**UGANDA CHRISTIAN  
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## DECLARATION

I **MANDERA CONCY KAREO**, with sincerity declare that this research Dissertation is my own work, completed through my effort and zeal, has never been copied from any body and it's my true copy for the award of Bachelor's Degree in Human Resource Management, and has never been used in any institution for any academic degree.

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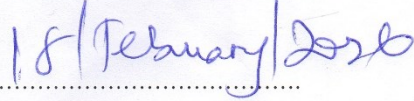
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## APPROVAL

This research has been conducted under my supervision and submitted to the School of  
Business

Signature .....  ..... Date.....  .....

MR. KIBUUKA DAVID

SUPERVISOR

## DEDICATION

In this Research Dissertation, my greatest appreciation and dedication goes to Mr. Kibuuka Davide, for encouraging and guiding me throughout the research work, my beloved parents MUM MIKELINA KAREO, DADDY JACK BOLLA OKUSI, family members Mr. UNZIMA ROBERTS, Mr. ECIMA HENRY, Ms. ACHIDRIA SARAH GLORIA, relatives and friends for their great entrust, support and encouragements throughout pursuing my career, course, and financial support through fees and other materialistic supports.

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And lastly, am really grateful to the respondents from the different departments who participated in the progress of this study. Thank you all and may the almighty Bless each and everyone.

## ABSTRACT

The study aimed at examining the impact of training and development at Adjumani District Local Government. It was conducted using cross-sectional approach where both the qualitative and quantitative approaches of research were used. The data from the research were collected using questionnaires and interviews, during the collection process, stratified sampling method was used.

A descriptive research design was used as well, with a total of 63 respondents selected from Adjumani District Local Government. The employees were selected randomly from the population and those that wished to participate completed the questionnaire filling process smoothly and were as well interviewed with some of the administrators.

The findings from the research indicated that training and development greatly impact the performance of employees and so the management of ADLG should develop training programs so as to improve their employee's job satisfaction at the work place.

## ABBREVIATIONS

HR- Human Resource

ADLG- Adjumani District Local Government

NGOs- Non- Government Organizations

## Table of Contents

<b>DECLARATION</b> .....	<b>ii</b>
<b>APPROVAL</b> .....	<b>iii</b>
<b>DEDICATION</b> .....	<b>iv</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>v</b>
<b>ABSTRACT</b> .....	<b>vi</b>
<b>ABBREVIATIONS</b> .....	<b>vii</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>1.0 INTRODUCTION</b> .....	<b>1</b>
<b>1.1 Background of the study.</b> .....	<b>1</b>
<b>1.2 Problem statement</b> .....	<b>3</b>
<b>1.3 Main objective of the study</b> .....	<b>3</b>
<b>1.4 Specific objectives of the study</b> .....	<b>3</b>
<b>1.5 Research Questions</b> .....	<b>3</b>
<b>1.6 Scope of the study</b> .....	<b>4</b>
<b>1.6.1 Content scope</b> .....	<b>4</b>
<b>1.6.2 Geographical scope of the study</b> .....	<b>4</b>
<b>1.6.3 Time frame</b> .....	<b>4</b>
<b>1.7 Significance of the study</b> .....	<b>4</b>
<b>1.8 Justification of the study</b> .....	<b>5</b>
<b>1.9 Conceptual Framework</b> .....	<b>6</b>
<b>CHAPTER TWO</b> .....	<b>7</b>
<b>LITERATURE VIEW</b> .....	<b>7</b>
<b>2.0 Introduction</b> .....	<b>7</b>
<b>2.1 Understanding Training and Development on employee performance</b> .....	<b>7</b>
<b>2.2 Training and development</b> .....	<b>7</b>
<b>2.3 Employee Performance</b> .....	<b>8</b>
<b>2.4 Relationship Between Training and Employee performance.</b> .....	<b>9</b>
<b>2.5 Strategies that organizations can use for improving training and development on employee performance.</b> .....	<b>10</b>
<b>CHAPTER THREE</b> .....	<b>12</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>12</b>
<b>3.0 Introduction</b> .....	<b>12</b>
<b>3.1 Research Design</b> .....	<b>12</b>
<b>3.2 Study Population and the sample size</b> .....	<b>12</b>
<b>3.4 Sampling Technique and procedures</b> .....	<b>13</b>

<b>3.5 Data collection Methods .....</b>	<b>13</b>
<b>3.5.1 Questionnaire.....</b>	<b>13</b>
<b>3.5.2 Interviews.....</b>	<b>14</b>
<b>3.6 Data Collection Procedure.....</b>	<b>14</b>
<b>3.7 Data analysis, Presentation and Interpretation. ....</b>	<b>14</b>
<b>3.8 Data Quality Control .....</b>	<b>14</b>
<b>3.8.1 Validity .....</b>	<b>14</b>
<b>3.8.2 Reliability .....</b>	<b>15</b>
<b>3.9 Ethical Considerations.....</b>	<b>15</b>
<b>CHAPTER FOUR .....</b>	<b>16</b>
<b>PRESENTATION, ANALYSIS AND INTERPRETATION OF RESEARCH FINDINGS.....</b>	<b>16</b>
<b>4.0 Introduction .....</b>	<b>16</b>
<b>4.1 Demographic information of the respondents .....</b>	<b>16</b>
<b>4.1.1 A table showing Age distribution of the respondents .....</b>	<b>16</b>
<b>4.1.2 A Table showing the Gender categories of the Respondents .....</b>	<b>16</b>
<b>4.1.3 Education Level of the Participants .....</b>	<b>17</b>
<b>4.1.4 length of Employment at Adjumani District Local Government.....</b>	<b>17</b>
<b>4.1.5 Departments/ Sections of the Respondents at Adjumani District Local Government.....</b>	<b>18</b>
<b>4.2 Establishing Training and Development Strategies at Adjumani District Local Government..</b>	<b>18</b>
<b>4.3 Staff Performance at Adjumani District Local Government . ....</b>	<b>21</b>
<b>CHAPTER FIVE.....</b>	<b>24</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS OF THE FINDINGS .....</b>	<b>24</b>
<b>5.0 introduction .....</b>	<b>24</b>
<b>5.1 Summary of findings.....</b>	<b>24</b>
<b>5.2 conclusion .....</b>	<b>25</b>
<b>5.3 Recommendations.....</b>	<b>25</b>
<b>Reference.....</b>	<b>27</b>
<b>APPENDICES.....</b>	<b>29</b>
<b>Appendix 1: Questionnaire for staff of Adjumani District Local Government.....</b>	<b>29</b>

## CHAPTER ONE

### 1.0 INTRODUCTION

This chapter presents the background to the study, statement of the problem, purpose of the study, objectives, research questions, scope of the study, significance, justification of the study, conceptual framework and definition of key terms.

### 1.1 Background of the study.

Employees play a very big role in every aspect of an organization and their contributions are as well key factor to its success. Knowing the fact that employees are the valuable assets in the organization, therefore it is an important privilege to provide them with training and development ideas tailored to achieve organizational goals increase individual needs. According to Ahmad, (2025), Training is a human resources program to help your employees sharpen their competencies. This helps to increase performance and productivity in their current role in the organization. Additionally, training is a process that helps employees learn the necessary skills to perform their jobs effectively and it can be delivered in various formats to the employees including online, on-the-job, off-the-job and through coaching and class-room based training which is mainly used for the new employees in the organization, (Enroute,2024)

Training and development is the process of acquiring knowledge, skills and attitude that helps improve employee's job performance and enables future career growth.(keka,2025) and it is usually long-term and it covers acquiring knowledge that goes beyond the requirements of their current jobs to prepare the employees for future job roles or career advancement opportunities in form of job shadowing, mentoring, attending conferences and pursuing future education enhance their job performance, career growth and job satisfaction through training and development which in contrast can benefit from employee engagement, retention and productivity.

Employee training and development programs are widely found to improve an employee's performance and organizations offer training and development opportunities for their employees whether that be online courses or in-person courses. The most common types of training and development opportunities offered to employees are apprenticeship, management training, mentoring programs, new employee training and sales training. (Vivianna,2021), positively it affects the employees in a way that training and development serve as instrumental platforms for enhancing the knowledge, skills and competencies of employees through workshops, seminars and on-the-job training which helps them to acquire new skills and refine

existing ones enabling them to perform their roles more effectively and efficiently (Salas et al, 2012). Training and development programs are closely linked to employee job satisfaction and this is attributed to the intrinsic rewards associated with learning and skill acquisition as well as the positive impact of training on job anatomy, task variety and career advancement prospects (Anguini et la, 2020). While the benefit of training and development are undeniable, designing and implementing effective programs can pose several challenges for organizations, these include limited resources, resistance to change, and the need for ongoing evaluation and adaptation (Rothwell et la, 2016). To overcome these challenges and maximize the impact of training and development initiatives, organizations can adopt several techniques like aligning training and development initiative with organizational goals and strategic priorities, provide continuous learning opportunities tailored to diverse needs and fostering a culture of learning and knowledge sharing across organization (Goldstein et al,2019).

employee performance refers to how well (or poor) an employee fulfils their duties and reaches their goals. Accurate performance measurements include the quality, quantity and efficiency of a person's work according to vizier(2025), additionally, vizier(2025)also outlined the ways on how to improve employee performance which is done through standard performance evaluation which involves one on one assessments where a manager evaluates one of the direct reports of employees, 360-degree evaluation that gathers feedback from multiple sources including co-workers, subordinates and customers and it provides insights into task performance and collaboration abilities, self-assessment where the managers have to look at their employee's willingness to improve and grow and objective-based performance which looks at the goals an employee has reached and whether met designated deadlines. The limited resources and time needed for training is a big problem faced by organization and this the long run will affect the performance of employees leading low productivity.

Training impacts performance in a way that it increases efficiency and effectiveness, better training equips employees with necessary skills and knowledge to complete tasks faster and achieve better results, improves problem-solving and critical thinking since it involves exercises that develop thinking skills that enables employees solve problems effectively, according to Ramkrishna (2022) and therefore organizations that invest in their employees' training and professional development expect a reasonable return on investment and this help the management understand the relationship between training and development and employee performance (Ruth, M, 2025), and this enhances employee motivation and engagement, it also reduces errors among employees and hence aligning individual employee performance with

the organizational goals according to Shora (2004), in addition, a poorly executed training to employees can negatively have an effect making it essential to align training with the organization's specific needs and provide continuous support.

## **1.2 Problem statement**

Training of employees in an organization is a critical tool for enhancing the skills, knowledge, abilities and competence of employees which will in return improve productivity, decision-making and adaptability (Deus, 2023). However, in Uganda's local government organizations, the low levels of training and skill development have remained a critical challenge to most the performance of employees and service delivery. In addition to that, the training programs as well suffers from insufficient time and resources, limited practical relevance on some training methods, poor staff evaluation and also misalignment with employee need, coupled with poor and weak leadership support by the top management hence leading to reduced performance, engagement and as well as return on investment in the organization (Ciohub, 2024). Inadequate training and development can lead to mistakes, also lowers quality, and as well reduces standards while continuous training enhances quality according to research by Armstrong and Tayla (2020). Noe et al. (2021) note that training inadequacies also reduces productivity, employee confidences and motivation whereas increasing resistance to change and employee turnover rate. Another research by Dessler (2020) similarly emphasis that training and development boosts confidence and effectiveness and lack of them can lead to lose of morale and confidence hence resulting into low employee performance.

## **1.3 Main objective of the study**

The main objective is to investigate the impact of training and development on employee performance at Adjumani District Local Government.

### **1.4 Specific objectives of the study**

- I. Examine the training needs analysis at Adjumani District Local Government.
- II. Examine the methods of training used at Adjumani District Local Government.
- III. Examine the challenges and barriers hindering the successful implementation of training and development initiatives at Adjumani District Local Government.

### **1.5 Research Questions**

- I. What are the training needs analysis used at Adjumani District Local Government.
- II. What are the training methods use at Adjumani District Local Government.

III. What challenges and barriers exist that hinder the success of training and development at Adjumani District Local Government.

## **1.6 Scope of the study**

The scope of the study covers three dimensions that is; content of the study, geographical scope of the study and time frame of the study.

### **1.6.1 Content scope**

The study specifically focuses on; examining the impact of training needs assessment, examining the effect of training methods on organizational performance and examining the effect of training evaluation on organizational performance.

### **1.6.2 Geographical scope of the study**

Geographically the study will be conducted from Adjumani District Local Government in Adjumani Town Council, Central parish.

### **1.6.3 Time frame**

The research spanned a duration of four months to facilitate thorough data analysis by the researcher.

## **1.7 Significance of the study.**

To the policymakers, Human Resource practitioners and scholars, the study will provide insights into the importance of employee training and development in the public sector, private organizations and how this training is going to impact on performance of the organization and also help policymakers in formulating policies that promote employee training and development in an organization leading to improved service delivery and increased productivity.

To the stakeholders like the Ministry of Gender, Labour and Social Development, Uganda Investment Authority, Government Institutions and Private sector, it is hoped that the study will be beneficial to them and it will help in addressing the impact of employee training on organizational performance since the outcome of the study will help the stakeholders make informed decisions in relations to resource allocation towards employee training and development programs hence improving the skills, knowledge and abilities of its employees leading to improved organizational performance.

To the employees, the study will be of great importance as it will provide reflections into understanding the importance of training and its impact on their performance and career development and also it will help them understand the benefit of training hence motivating them to participate in training programs leading improved job performance and productivity among themselves.

To the researchers as it will help them find more knowledge as it contributes to the existing understanding of training and how it impacts the organizational performance, and it will also inspire future research in areas that have not been researched on and lastly this study contributes to the researcher's award of Human Resource Management Degree requirement at Uganda Christian University Mukono.

### **1.8 Justification of the study**

The impact of employee training on organizational performance is justified by its potential to improve employee skill, enhance productivity and ultimately boost the organization's overall success. Training equips employees with the necessary knowledge and skills leading to better performance, increased efficiency and more engaged workforce which positively affects the organization's performance according a study conducted by (Jennifer, 2025).in addition to that, another research by (Ravijla, 2025), also shows that employee performance plays a big role in the success of any organization. When performance slips, it doesn't just affect one person, it can impact entire teams, departments, and business results and still many companies struggle to measure performance effectively and find the right ways to improve it by encouraging training and development, communicating to employees often and clearly and also recognizing the work of employees hence improvement on the organizational performance.

## 1.9 Conceptual Framework

### Independent Variable

#### Training and development

- Training Need Assessment
- Training design and delivery
- Training durations
- Employee engagement

### Dependent Variable

#### Employee Performance

- High productivity
- Goal achievement
- Customer satisfaction
- Organizational culture



## CHAPTER TWO

### LITERATURE VIEW

#### 2.0 Introduction

This section points out the existing literature that have been put forward by different scholars on training and development on employee performance as well as critically analysing the deviations in the explanations to find out the research gaps in the study variables. Literature will be reviewed objectively by starting with definition of key terms of a concept and then reviewing of objectives. Sources like newspapers, magazines, textbooks, journals and encyclopaedia for getting information for the literature collection.

#### 2.1 Understanding Training and Development on employee performance

Training and development programs are very crucial for enhancing employee performance and overall organizational success. To develop the most effective training and development plan, companies need to grasp their organizational goals and requirement. They should also consult with managers and departmental leaders to determine what training and development types and methods will best benefit the employees the most and perfectly and if there are areas for improvement, prioritize those that have the greatest impact on key organizational objectives.

#### 2.2 Training and development

According to the training and development theory, training and development are effective for an organization and function as an interrelated designed to improve employee performance and individual productivity (Keka, 2025). Research shows that the role of training and development in human resources is to ensure that employees have the necessary skills and knowledge to do their jobs effectively (Pelago, 2025). Additionally, it describes training and development as the process of providing employees with the skills and knowledge necessary to do the jobs. Kadiresan et al, (2015) describe development as a way of preparing employees for future roles and challenges. Effective training encourages organizations to address skill gaps, as it determines the categories of people that require the training, benefit of training to the organization and the individuals in the organization to improve their performance and achieve organizational goals (CFI, 2015). Training needs assessment is also another aspect that involves identifying the organizational skill gaps and determining the training needs of employees and it helps employees and organizations to know what they need to improve their performance for

the development of the goals that align with the organization's overall strategy. The training activities are designed and delivered based on recent job performance by the employees in the organization (Keka, 2025). Consequently, when organizations engage their employees during training and development, they are able to learn new ideas during the training and develop from their past performance boosting their satisfaction and commitment enhance helping the organization to achieve their goals and adapt to challenges that may face the organization in the near future.

## 2.3 Employee Performance

Employee performance is defined as how well a person executes their duties and responsibilities. Many organizations assess their employees' performance on an annual or quarterly basis to define certain areas that need improvement and to encourage future success in areas that are meeting or exceeding expectations. (Litmos,2025). Research shows that performance is a critical factor in organizational success helping to also improve overall productivity, profitability, and employee morale and organizations assessing employee performance regularly, they can identify gaps that needs improvement and development opportunities and ensuring that all the employees and the managers are working towards the same goal.

Factors such as sales revenue, customer satisfaction, quality of work, attendance and punctuality, time management, team work and collaboration are at times challenging to organizations but they also drive organizations to sustain and improve employee performance, (Litmos, 2025). Therefore, by adapting to increased technological advancement, stakeholder engagement and market demands, this can address the gaps in employee attitudes and behaviour towards the organization which is crucial for the organization to achieve its goals (Shah et al, 2017). According to Islami et al, 2018, he states that performance management has a structured process involving agreement, measurement, support and feedback which all impact the employees' performance and that of the organization. Employee performance refers to how well or poorly an employee fulfils their duties and reaches their goals and accurate performance measurement includes the quality, quantity and efficiency of a person's work. According to Visier, (2025), Employees drive the organization forward in that high performers can help the organization achieve goals faster while the low performers can have the opposite effect on the organization and therefore the employees' hard work, creativity and capacity for innovation inspires their peers and help the organization stay competitive.

An effective performance management process is strategic, and systematic establishing a continuous conversation between employees, managers and HR to drive individuals and organizational success. It combines verbal and written components which take place throughout the year culminating in an annual performance appraisal, performance management aims to develop the skills and competencies employees need to improve performance and success in their jobs. Therefore, establishing a continuous line of communication with employees and monitoring their skills, learning and training developments helps uncover potential skills and performance gaps in the organizations hence enabling the organization achieve its goals. (Erik et al, 2025)

## 2.4 Relationship Between Training and Employee performance.

Organizations that invest in their employees' training and professional development expect a reasonable return on investment and it's not repayment of the cost to send staff to workshops, seminars or reimbursement of job coaching services but return on investment employers seek is improved or sustainable job performance (Ruth et al, 2025). Training plays a vital role in enhancing employee job performance (Getahun et al, 2025).

According Merriam, (2025), training is the skill, knowledge or experience acquired by one that trains. The purpose of training is to maintain a skilled workforce for maximum productivity. According to learning Everest, (2024), training plays a crucial role in the success and sustainability of businesses and also is an important factor for achieving tangible outcomes. Training builds skills and expertise, build employee proficiency in multiple areas, increase employee motivation, and increase employees' independence among the employees and for the organization, training is a vital enabler of productivity, retention and business growth. Additionally, according to learning Everest (2024), training is a massive investment which can cost organizations and therefore it is crucial that the training is well-defined to create targeted interventions that address underlying needs and conditions to produce measurable impact on the organization.

Research by Claned, (2023) shows that the ultimate goal of individualized plans is to enhance learner engagement by personalizing their learning paths and this could be as simple as allowing learners to set their own pace or choose from a variety of learning resources. Training and development programs serve as instrumental platforms for enhancing the knowledge, skills and competencies of employees. Through targeted interventions such as workshops, seminars and on-the-job training, employees acquire new skills and refine existing ones enabling them

to perform their roles more effectively and efficiently (Salas et al, 2012). Skill enhancement not only improves individual job performance but it as well contributes to overall organizational effectiveness through fostering innovation, problem-solving and adaptability (Noe, 2013). There is a direct correlation between employee training and increased productivity where well-trained employees are more efficient in their work, make fewer mistakes and a better understanding of company goals and processes, they also tend to be more engaged and motivated which results in improved overall performance and productivity (Clip training, 2023)

Research by OrangeHRM, (2024) shows that organizations need a workforce equipped with the skills and knowledge to navigate change and stay ahead of curve, effective training and development is a strategic investment that fosters a culture of continuous learning, boosts employee engagement and ultimately drives significant improvements in overall performance.

## **2.5 Strategies organizations can use to improve training**

To enhance employee performance through training and development, organizations should focus on identifying skill gaps, providing tailored training programs, fostering a culture of continuous learning and measuring the effectiveness of their initiatives and this can be done through offering a blend of formal and informal learning opportunities to the employees by the management, this learning opportunities can be inform of on-the-job training, mentoring, and coaching as well as ensuring that training is aligned with business goals and hence providing measurable results for the organization and the individual employees(Leanna, 2024)

According to Claned, (2024), having an effective training strategies is not just a nice to have but a must in today's fast workplaces, it also when ahead to explain that the right training program can make a big difference in how well employees perform their jobs which directly affects the company's success and on the other hand it can lead to lower productivity, demotivated retention problems. Additionally, Claned,(2024) emphasis that employers need to improve well-planned training programs that target specific needs and encourage continuous learning, use blended learning approach which refers to an instructional methodology that combines traditional face-to-face instruction with digital learning activities and this method encourages active participation and engagement of employees and also provides opportunities for real-time feedback and interaction, enhancing the overall learning experience for the employees hence improving their performance.

Effective communication in that the importance of managers communicating with their employees clearly and directly cannot be overstated, employees need to be continuously and regularly informed about what they expect including which kind of tasks needs to be completed, deadline and methods to be used. Providing better feedbacks on the employees by the managers is also essential on their work since it indicates that their inputs and concerns are being put into considerations. Indeed, Editorial Team, (2025) show that when employee understand their jobs, duties and purpose, they are more likely to reach the goals that was set by the organization and so managers have to be purposeful when communicating to their employees which will help them unmistakably establish relevant performance benchmarks.

Research by Disha G, (2025) shows that organizations of all sizes can benefit by implementing employee training software to develop effective and standardized learning experiences for employees and this effective training keeps employees motivated, enhances their knowledge hence improving performance. Collaborative training is a methodology that enables employees to learn from one another through activities like peer-to-peer teaching and group project and this not only helps employees develop a wide range of skills and knowledge, but also fosters teamwork and builds a positive work culture that improves employee satisfaction and performance (Disha, 2022)

Organizations can overcome skill gaps with re-skilling and up-skilling opportunities in that re-skilling is the acquisition of new knowledge or skills, allowing an employee to move into a different role. Up-skilling on the other hand, refers to learning additional skills to become better equipped for one's current job, therefore according to Disha, (2025), providing continuous learning opportunities for employee is a powerful way to show them their hard is taken into considerations by their employers, these opportunities lead the employees to feel happier, satisfied, and motivated in their roles which in turn boosts employee productivity, satisfaction and retention rates within an organization and they can conduct a skill assessment to identify the skills within the workforce and this helps them understand which skills are most critical to the organization and which employees need training to fill those gaps and this helps to increase productivity, improve employee morale, bridge skill gaps and improve employee retention.(Disha, 2023).

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter presents the research methodology that guided the study of the following sub-headings, research design, population, sample size, sampling techniques and procedures, data collection methods, data collection tools, reliability, validity data analysis, and ethical considerations.

#### 3.1 Research Design

Research design as defined by Sunaina, (2023), refers to the plan or framework used to conduct a research study. It involves outlining the overall approach and methods that will be used to collect and analyse data in order to answer research questions and test hypotheses. The study will use a descriptive survey design. According to Kothari's handbook to research methodology second revised edition, Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or group. The primary purpose of a research design is to create a study plan that helps assess the cause- and-effect relationships between variables (Divya, S, 2025). The research design is intended to use a mixed method of both qualitative and quantitative approach to collect data.

#### 3.2 Study Population and the sample size

Study population is a subset of the target population from which the sample is actually selected (Shu Hu, 2014). the sample of a study is the subjects included in the study. The sample will be calculated using Yamane's formula of 1967;

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

Where “n” represents the sample size, “N” represents the study population and “e” stand for the margin error of calculation that is (0.05), corresponding to a 95% confidence level. The population at Adjumani District Local Government consist of approximately 80 employees and this comprised of different departments or offices and this include chief Administrative Officer, Deputy Chief Administrative Officer, Administration/Management support services, Finance, council and statutory bodies, production and marketing, Health and Sanitation, Education and

Sports, Works and Technical Services, Natural Resources and Environment, District Planning Unit, Internal Audit, office assistances and other causal workers .

$$n=80/1+80(0.05)^2$$

$$n= 80/1+80(0.0025)$$

$$n= 80/1+0.20$$

$$n=80/1.20$$

$$n=66.67$$

$$\mathbf{n=67}$$

Apparently, a sample of 67 respondents were chosen from the total population of 80 employees from Adjumani District Local Government.

### 3.4 Sampling Technique and procedures

The sampling technique gives the adequate information required to collect samples from the population. It also provides a detailed background from where research samples could be gotten from and ensuring that the population is enough for high quality selection of the participants (Ritchie and Lewis, 2003). The researcher used stratified sampling method. Stratified sampling involves dividing the population into sub-populations that may differ in important ways. It allows the researcher draw samples from the different departments like Huma Resource, Finance, Education, Health, Planning Unit, Natural Resource, Council and Statutory, Administrative office and the method ensures that each segment of the population is represented during data collection. (Shona McCombes, 2023). Sample random sampling was used by the researcher to select a portion from the larger population for data collection and as well stratified sampling was used during data collection.

### 3.5 Data collection Methods

The researcher collected data from the respondents by use of questionnaires and interviews as this data collection methods were simple and easy to use for collecting the necessary information.

#### 3.5.1 Questionnaire

According to Syeda Ayeman. M, (2021), a questionnaire is a predetermined set of questions given to a number of respondents. It can also be dichotomous, multiple-choice or open end,

should have questions that are smaller and to the point, questions should be in sequence and questions should proceed in a logical sequence moving from easy to more difficult questions. The questionnaire should also adhere to ethical and moral code of conduct.

### **3.5.2 Interviews**

According to Syeda Ayeman. M, (2021). For effective execution of the interview method, the interviewers should have to be sensibly nominated, skilled and updated, they also have to be authentic, genuine, diligent, unbiased and ought to retain the practical competency and essential applied understanding. Additionally, interviewing is a skill administered by definite scientific ethics. It involves the presentation of oral-verbal stimuli and replies in terms of oral-verbal responses.

### **3.6 Data Collection Procedure**

The researcher got an introductory letter from the school of Business of Uganda Christian University after which sought for permission from the Chief Administrative Officer of Adjumani District Local Government to use the organization as a case study to collect information for my research work. The researcher later approached many different respondents to administer interviews and also give out the questionnaire guides.

### **3.7 Data analysis, Presentation and Interpretation.**

In this phase, raw data interviews and questionnaires underwent content analysis where it was refined using SPSS software and structured in significant phrases to create a thematic analysis approach and codes to compare the different data that was got from the participants from the different departments at Adjumani District Local Government. The results were then illustrated using recurring themes that was relevant to each interview questions and then lastly to draw conclusion about the findings of this research.

### **3.8 Data Quality Control**

#### **3.8.1 Validity**

The degree to which a research instrument tends to measure what it purports is call validity according to Creswell, (2018). Research by Alvin N, (2021) defines validity as the accuracy of measurement. Validity shows a specific test for a particular situation and by using reliable and valid study equipment, the researcher was able to ensure quality control during data collection. In that during data collection, if the results are accurate according to researcher's situation,

explanation, and prediction then the research is valid and also if the method is accurate, it will produce accurate results.

### **3.8.2 Reliability**

Reliability refers to the consistency of the measurement (Alvin. N, 2021). It shows how trustworthy is the score of the test and if the collected data shows the same results after being tested using various methods and sample groups, then the information is reliable as well if the method has reliability, then the result will be valid. In this research, reliability was attained by pre-testing the research instrument in many different but comparable contexts and conflicting the outcomes other instruments that was utilized to collect data during research.

### **3.9 Ethical Considerations**

The researcher addressed several ethical issues like maintaining the confidentiality of the participants and the participants were not also required to provide personal information to the research as it will be bridge of information in the questionnaire and interview sessions. Their identity was also kept private in the questionnaire to ensure anonymity and prevent tracing responses back to the participants during data collection.

All the data collected during the study was nothing but only to used exclusively for its intended purpose therefore ensuring confidentiality and respect for organization and participant's private information, and before they participated in the survey process, they were briefed properly on the reasons for the research procedures. Personal bias wasn't allowed during interview process and questionnaire areas, to data analysis and then to reporting cases maintaining a high integrity and objectivity of the research findings.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESEARCH FINDINGS

#### 4.0 Introduction

This chapter gives the presentation, analysis and interpretation of the research findings. Information was collected from about 62 employees from the different departments at Adjumani District Local Government.

#### 4.1 Demographic information of the respondents

The researcher wished to know more about the demographic features of the respondents from whom information was gathered. The demographic information of the respondents was based on age, gender, education levels, period of employment and departments.

##### 4.1.1 A table showing Age distribution of the respondents

Respondents	Frequency	Percentage (%)
25-29	5	8.1
30-39	27	43.5
40-49	18	29.0
50 and above	12	19.4
<b>TOTAL</b>	<b>62</b>	<b>100</b>

The table above indicates that most of the respondents are between the ages of 30-39 years with a few others in other age brackets of 40-40 years, 50 and above and then 25-29 years.

##### 4.1.2 A Table showing the Gender categories of the Respondents

Respondents	Frequency	Percentage (%)
Male	40	65
Female	22	35
Total	62	100

The data presented in the table above indicates that most of the respondents in the organization are male with their percentage accounting to 65% of the total respondents that participated in answering the questionnaire. The female respondents amounted to 35% and therefore the findings from this study shows that majority of the population comprised of male employees.

### 4.1.3 Education Level of the Participants

The table shows the education level of participants that responded to this study at Adjumani District Local Government.

Respondents	Frequency	Percentage (%)
Certificate	9	15
Diploma	15	24
Bachelor's Degree	22	35
Master's Degree	13	21
Post graduate diploma	3	5
<b>Total</b>	<b>62</b>	<b>100</b>

The finding from the table above presents that majority of the respondents held a Bachelor's degree accounting to 35%, then followed by those with Diploma 24%, Master's degree with 21%, Certificate holders had 15% and post graduate diploma held 5%. The levels of education of the respondents indicates that most of the participants are knowledgeable and have good and proper understanding of the study.

### 4.1.4 length of Employment at Adjumani District Local Government.

The table below shows the period of years spent by respondents working at Adjumani District Local.

Respondents	Frequency	Percentage (%)
Less than 1 year	-	-
1-5 years	16	25
6-10 years	19	31
More than 10 years	27	44
Total	62	100

The table below shows the results from the data that was collected from the respondents where 44% were occupied by employees with work period of more than 10 years, followed by 6-10 years that hold a percentage of 31% and then lastly for those between 1-5 years that had 25% and those with less than 1 years were not represented of the respondents have a good period of, therefore the survey indicates that most of the respondents have clear knowledge on the topic of survey.

#### 4.1.5 Departments/ Sections of the Respondents at Adjumani District Local Government.

Respondents	Frequency	Percentage (%)
Health	22	35
Production Unit	8	13
Administration	8	13
Natural Resource	4	6
Finance	4	6
Education	5	8
Community Based Services	3	5
District Service Commission	2	3
Statutory Body and Commission	1	2
Planning Unit	3	5
Procurement and Disposal Unit	1	2
Engineering	1	2
<b>Total</b>	<b>62</b>	<b>100</b>

The table above shows the different departments at Adjumani District Local, from the findings during the data collection, majority of the respondents work in the health department with a percentage of 35% , followed by production unit and the administrative unit who occupied 13% respectively, this departments ensure that the communities acquire agricultural skills and employees are trained on other new things in the organization and also the financial benefits of the employees is taken care of, education department had 8% playing their role as education background of the community in Adjumani District Local Government, Natural Resource and finance had 6%, planning unit and community Based Services make 5%, then the District Service Commission make 3% and lastly statutory body and commission, procurement and disposal unit and work and engineering departments make the least percentage of 2% and all this departments ensure the safe and smooth running of the organization.

#### 4.2 Establishing Training and Development Strategies at Adjumani District Local Government.

The table above summarises the feedbacks from the respondents on establishing training and development strategies at Adjumani District Local Government with the help of a Likert scale.

S/N	Statement	Level of understanding of the respondents on the topic									
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
1	In ADLG, identifying objectives is done as a team.	22	35.4%	25	40.3%	6	9.7%	6	9.7%	3	4.8%
2	Employees who have competence in a particular field are given guidance by the organization.	17	27.4%	32	51.6%	4	6.5%	6	9.7%	3	4.8%
3	Needs analysis is done at Adjumani District Local Government.	20	32.3%	24	38.7%	11	17.7%	4	6.5%	3	4.8%
4	Performance appraisal results are used to identify training needs.	19	30.6%	25	40.3%	10	16.1%	6	9.7%	2	3.2%
5	On-the-job training involve employees while performing their job is done at ADLG.	17	27.4%	26	41.9%	11	17.7%	4	6.5%	3	4.8%
6	Job rotation an on-the-job training is done at Adjumani District Local Government.	9	14.5%	28	45.2%	13	20.9%	6	9.7%	6	9.7%
7	Conference and workshops an off-the-job training are done at ADLG.	18	29.0%	29	46.8%	6	9.7%	8	12.9%	1	1.6%
8	Coaching and mentoring of employees are done at ADLG.	22	35.4%	20	32.3%	16	25.8%	3	4.8%	1	1.6%
9	Off-the-job training involves training employees off their job duties is done at ADLG.	12	19.4%	20	32.3%	14	22.5%	11	17.7%	5	8.0%
10	Limited funds to support training activities.	27	43.5%	24	38.7%	6	9.7%	1	1.6%	4	6.5%
11	There is low employee engagement in decision making on training at ADLG.	15	24.1%	14	22.5%	8	12.9%	18	29.0%	7	11.2%

The table above focuses on establishing training and development strategies at Adjumani District Local Government, and therefore by the use of descriptive statistics, majority of the respondents showed great satisfaction on the strategies employed at the organization which has positively influenced employee performance.

The data provided above gives insight on the perceptions of employees at Adjumani District Local Government on the involvement of others when identifying objectives for training with 40.3% of the respondents agreed and this indicates that ADLG encourage participatory planning which enhances employee ownership of training programs and this enables the employees to remain committed and motivated towards the learning activities in the district, as stated by Goldstein et al, (2019), he argued that when employees participate in planning and implementation, the training programs can become more effective. Employees with competence in a particular field are given guidance as expressed by 51.6% of the respondents and this shows the idea of knowledge sharing practices in the organization which also encourages continuous development and teamwork as Salas et al. (2012), says that mentorship and peer learning improves skills transfer and workplace efficiency. Additionally, 38.7% agreed that needs analysis is done in the organization and performance appraisal results are used to identify training needs evidenced by 40.3% of the respondents, which indicates that the organization aligns training program with the gaps, as discussed by Noe. (2013), shows that organizations that base training decision on performance evaluation achieve employee productivity.

Additionally, 41.9% agreed that on-the-job training is done at the organization to help employees improve on their performance. Job rotation where employees move in different departments or role is done indicated by 45.2% of the respondents to help them gain diverse skills and knowledge and defined by (Josh F 2025)

According to Global conference, (2025), workshops are smaller, interactive, and skill-focused giving participants hands-on practice with guidance from experts and conferences are large gathering meant for broad learning, networking and exposure to ideas with 46.8% of the respondent agreeing is done, additionally, 32.3% respectively agreed that off-the-job training is done as it helps employees experience deep learning and acquire formal skills and coaching and mentoring is practiced in the organization as it exposes employees to new knowledge, professional networks and innovative ideas as a research by Claned (2024), indicates that blended training methods brings out the learning outcomes improves employee performance.

The study identifies limited fund to support training activities as a great challenge in the organization as 43.5% of the respondents strongly agreed that the limited funds affect the training programs from being done which affects their performance, as it also restricts training frequency as Rothwell et al. (2016), shows that inadequate training resources reduce organizational capacity in implementing effective training programs. Additionally, 29% affirm that there is strong employee engagement in decision making on matters concerning training at ADLG and this has greatly fostered an organization that support each other to monitor continuous improvement and skill development that is very important to all employees and the organization for their growth in the future.

Furthermore, though the study indicates that employees participate in training programmes, there is still low employee involvement when it comes to decision-making on training. The limited participation reduces their commitment and as well weakens training effectiveness and engaging employees in decision making is good as it ensures training programs address the actual needs of employees in the organization.

#### 4.3 Staff Performance at Adjumani District Local Government .

S/N	Statement	Level of understanding of the respondents on the topic									
		Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
1	My relationship with my supervisor is good at ADLG.	40	64.5%	18	29.0%	1	1.6%	2	3.2%	1	1.6%
2	We work as a team at the organization.	33	53.2%	21	33.8%	3	4.8%	3	4.8%	2	3.2%
3	I always meet my work targets at ADLG.	15	24.1%	34	54.8%	7	11.2%	4	6.4%	2	3.2%
4	I freely receive continuous feedback that helps me to improve my performance.	21	33.8%	29	46.7%	4	6.4%	5	8.0%	3	4.8%
5	There is good communication between me and my supervisor.	29	46.7%	30	48.3%	1	1.6%	1	1.6%	1	1.6%

6	Conflicts at ADLG is handled in a fair and constructive way.	8	12.9%	42	67.7%	8	12.9	2	3.2%	2	3.2%
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The data on staff performance at Adjumani District Local Government shows a wide range of understanding among employees.

The data on the table above shows that 64.5% of the respondents acknowledged the relationship with their supervisors being perfect and this promotes effective communication, trust and support hence improving job performance as Erik et al. (2025), indicates that a strong workplace relationship improves motivation and productivity among employees, 1.6% were not sure and strongly disagreed respectively. 53.2% had a strong agreement about them working in teams in the organization which promotes collaboration, knowledge development problem-solving hence organizational efficiency, though 3.2% strongly disagreed with that statement and employees that work in teams meet performance targets and deliver quality services. Additionally, 54.8% of the respondents indicated that they always meet their targets at the work place, as continuous feedback enables employees to identify weakness hence improve performance as a study by Visier (2025) shows that strong feedback system strengthens employee performance through encouraging continuous improvement, although 3.2% strongly disagreed.

The employees at Adjumani District Local Government were an acknowledgment that they freely receive feedback that helps them to achieve their performance indicated by 46.7% of the respondents whereas, 4.8% strongly disagreed on it as they have a dissatisfaction in feedback provision. Some of the respondents revelled the communication between them and their supervisors is always good as indicated by 48.3% where good communication ensures clarity of work expectations and performance standards hence quality output unlike 1.6% were not sure, disagreed and strongly disagreed. Additionally, conflict resolution is being handled in a fair and constructive manner at the organization as presented by 67.7% of the respondents agreed as this contributes to peaceful working environment that supports productivity and employee satisfaction but though 3.2% of them strongly disagreed which bring disunity in the organization among the employees.

The overall findings in the study indicates that training and development programmes at Adjumani District Local Government has a strong significant impact to the employees'

performance by improving team work, communication, productivity and workplace relationship.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS OF THE FINDINGS

#### 5.0 introduction

This chapter analyses the summary, conclusions and recommendations of the findings. This chapter helps the researcher to further discuss the findings, make conclusion and recommend on areas of improvement with the help of the objectives for the study.

#### 5.1 Summary of findings

Training of employees in an organization is very important and most of the Human Resource managers use training as it helps to motivate and improve performance of employees. According to OTC team, (2025), employee training and development is one of the most powerful tools an organization like ADLG can use to stay positive. Companies benefit greatly from investing in training and development as it helps improve how employees work, encourages idea sharing and helps organizations to reach their goals, continuous learning boosts employee engagement, reduces absenteeism leads to higher productivity and profits (Srikant C, 2025).

The study found out that at Adjumani District Local Government, there is practice of training and development and this practice positively contributes to the performance of staff in the district. The employees as well identify training objectives as a team to for easy decision making, the performance appraisal results are used for identifying training needs which helps the managers to understand the areas of focus. Additionally, on-the-job training methods like coaching, job rotation and mentoring are used at the district, whereas off-the-job training methods such as conferences and workshops are organized occasionally which helps the employees to acquire more skills from other trainers to improve on the organization and employee performance and the methods of training enhance employee skills which influence performance and productivity positively.

However, the study also indicated that there is limited funding for carrying out training activities and also low engagement of employees in decision making on matters concerning training, most of the respondents reported that the managements don't involve them in decision making in the district but only the committees sit. Additionally, most of the respondents as well reported that they have good communication, team work and good relationships with their supervisors which promotes and improves performance, feedback is not given adequately to employees though it helps to improve performance among the employees.

## 5.2 conclusion

The findings that focused on examining the impact of training and development on employee performance at Adjumani District Local Government presents that training and development of employees at the organization show the importance of training as a great factor to motivate the employees. The information also shows that the employees at the organization feel motivated once the management trains them on other skills and this helps them to acquire more knowledge hence improving their performance. In a study by Jennifer Herrity (2025) indicates that investing on training has an incredible return as it supports development skills and show that employees are valuable. Training also benefits both the employees and the organization as it equips employees with the necessary knowledge to adapt to change in the organization thereby boosting performance and efficiency. It also prepares employees for higher responsibilities, and satisfies the recommendation of performance appraisal as it shows need for training programs to be organized to help employees satisfy this requirement.

Furthermore, some of the respondents disagreed that the management does not involve them in identifying objectives meant for training but a committee of board of directors seat to discuss the matters on identifying objectives which limits employees from giving out their ideas, additionally, job rotation, conferences, mentoring, coaching and workshops which are methods of training also helps the employees to learn more since experts train them into wide knowledge about their fields of work. The study also indicates that majority of the respondents were happy about their performance due to the training they attained as others were not satisfied, therefore the management ought to be mindful as not all will benefit from training. Therefore, training is of great importance as it improves skills and knowledge hence increasing performance.

Therefore, the process of training and development is very vital for organization and helps to improve performance among the staff members but in return, their impact is affected by financial constraints and low employee engagement and participation in decision making on training since it mostly affects them the employees.

## 5.3 Recommendations.

The research study provides the following recommendations

**Increase funding and budget for training.** The strong agreement by the respondents that limited funds affect training activities shows that there is a need for the organization to allocate

training funds, budget as well seek assistance from NGOs including government agencies like the ministry of public service to help support training of staff members

**Encourage continuous feedback provision and the use of performance appraisals.** Since the District uses performance appraisal results to identify training activities and as well the feedbacks provided help improve employee performance, the management and supervisors have to provide regular feedback and as well connect the appraisal results to identified training opportunities.

**Encourage team work and supervisor-employee relationship should be positive in the organization.** Human resource managers should organise team-building activities together with leadership training for all the supervisors like those in planning since there is good relationships, teamwork and communication among the employees as it helps to provide a supportive working environment to all.

**Encourage team participatory planning on training.** The management of Adjumani District Local Government should greatly involve all the employees when identifying training needs objectives as majority of the respondents agreed that the training objectives are selected as a team but engagement of the employees is still low as it helps to improve training ownership and training programs.

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## APPENDICES

### Appendix 1: Questionnaire for staff of Adjumani District Local Government.

#### Introduction

Dear Respondent,

I am Manderu Concy Kareo, a student at Uganda Christian University. My research focuses on analysing how training and development influence employee performance, with a specific case study on Adjumani District Local Government. Be rest assured that any information you provide will be kept confidential and used exclusively for the purposes of this study only.

Could you kindly take a few minutes to respond to the following questions?

#### **Section A: Demographic Information of the Respondents**

Please **SELECT/ TICK** a number with the appropriate options that reflect the responses to the following items.

##### 1. Age:

- 25-29 years       30-39 years  
 40-49 years       50 and above years

##### 2. Gender:

- Male  
 Female

##### 3. Education Level:

- Certificate  
 Diploma  
 Bachelor's Degree  
 Master's Degree  
 Others (Specify)

.....

##### 4. length of employment at Adjumani District Local Government:

- Less than 1 year  
 1- 5 years

6-10 years

More than 10 years

**5. Department/ Section:**

.....

**Instructions to follow for completing the questionnaire:**

*Please answer the questions by placing a tick ( ) in the appropriate box and provide explanations where necessary.*

**Please use the Likert scale below to rank the following sections and write the other points for the questions asked and ticking the boxes that best matches your response.**

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Section B: Establishing Training and Development Strategies at Adjumani District Local Government**

<b>S/N</b>	<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	In Adjumani District Local Government, identifying objectives for training is done as a team.					
2	Employees who have competence in a particular field are given guidance by the organization.					
3	Needs analysis is done at Adjumani District local Government.					
4	Performance appraisal results are used to identify training needs					
5	On-the-job training involves training employees while performing their job is done at ADLG.					
6	Job rotation an on-the- job training is done at Adjumani District Local Government.					
7	Conferences and workshops an off-the-job training are organized at ADLG.					
8	Coaching and mentoring of employees are done at ADLG					
9	Off-the-job training involves training employees off their job duty is done at ADLG.					
10	Limited funds to support training activities.					
	There is low employee engagement in decision making on training at ADLG					

### Section C: Staff performance at Adjumani District Local Government

S/N	statement	5	4	3	2	1
1	My relationship with my supervisor is good at Adjumani District Local Government.					
2	We work as team at the organization.					
3	I always meet my work targets at ADLG					
4	I freely receive continuous feedback that helps me to improve my performance.					
5	There is good communication between me and my supervisor.					
6	Conflicts at Adjumani District Local Government is handled in a fair and constructive way.					

**Thank you so much for your time and assistance.**

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Likely AI-generated text that was likely revised using an AI-paraphrase tool or word spinner.

#### Disclaimer

Our AI writing assessment is designed to help educators identify text that might be prepared by a generative AI tool. Our AI writing assessment may not always be accurate (i.e., our AI models may produce either false positive results or false negative results), so it should not be used as the sole basis for adverse actions against a student. It takes further scrutiny and human judgment in conjunction with an organization's application of its specific academic policies to determine whether any academic misconduct has occurred.

### Frequently Asked Questions

#### How should I interpret Turnitin's AI writing percentage and false positives?

The percentage shown in the AI writing report is the amount of qualifying text within the submission that Turnitin's AI writing detection model determines was either likely AI-generated text from a large-language model or likely AI-generated text that was likely revised using an AI paraphrase tool or word spinner.

False positives (incorrectly flagging human-written text as AI-generated) are a possibility in AI models.

AI detection scores under 20%, which we do not surface in new reports, have a higher likelihood of false positives. To reduce the likelihood of misinterpretation, no score or highlights are attributed and are indicated with an asterisk in the report (\*%).

The AI writing percentage should not be the sole basis to determine whether misconduct has occurred. The reviewer/instructor should use the percentage as a means to start a formative conversation with their student and/or use it to examine the submitted assignment in accordance with their school's policies.

#### What does 'qualifying text' mean?

Our model only processes qualifying text in the form of long-form writing. Long-form writing means individual sentences contained in paragraphs that make up a longer piece of written work, such as an essay, a dissertation, or an article, etc. Qualifying text that has been determined to be likely AI-generated will be highlighted in cyan in the submission, and likely AI-generated and then likely AI-paraphrased will be highlighted purple.

Non-qualifying text, such as bullet points, annotated bibliographies, etc., will not be processed and can create disparity between the submission highlights and the percentage shown.