

**ROLE OF TRAINING ON EMPLOYEE PERFORMANCE: A CASE STUDY OF
CENTURY BOTTLING COMPANY LTD, NAMANVE**

NORMAN RUKAARI

S23B42/023

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF HUMAN
RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

April, 2026



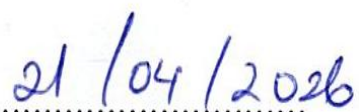
**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I, **Rukaari Norman** declare that this work is entirely mine and solely a result of my own efforts. It has never been submitted to any institution for any academic award.

Signature 

Date 

RUKAARI NORMAN

APPROVAL

This dissertation has been submitted with my approval as the University Supervisor.

Supervisor: Astha Arjama

Signed: [Signature]

Date: 21/04/2026

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
LIST OF TABLES	vi
LIST OF FIGURES	vii
LIST OF ACRONYMS	viii
ABSTRACT.....	ix
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background to the study.....	1
1.2 Statement of the Problem	2
1.3 Purpose of the Study	3
1.4 Research Objectives	3
1.5 Research questions	3
1.6 Scope of the study	3
1.6.1 Geographical Scope.....	3
1.6.2 Content Scope.....	3
1.6.3 Time Scope	4
1.7 Conceptual framework	4
1.8 Justification of the study	4
1.9 Significance of the Study	5
1.10 Operational Definition of key terms.....	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.0 Introduction	6
2.1 Conceptual Review	6
2.1.1 Employee performance.....	6
2.1.2 Training	7
2.2 Related literature review	8
2.2.1 On the Job training and employee performance	8
2.2.2 Off the Job training and employee performance	10
2.2.3 The level of employee performance	12

2.4 Summary of literature review	15
CHAPTER THREE.....	16
METHODOLOGY	16
3.0 Introduction	16
3.1 Research Design	16
3.2 Study Population	16
3.3 Sample Size.....	16
Source: CBCL HR manual (2023).....	17
3.4 Sampling techniques	17
3.5 Data sources	17
3.5.1 Questionnaire.....	17
3.5.2 Documentary Review Checklist	17
3.6 Data Collection Instruments.....	18
3.7 Reliability and Validity of the Instruments	18
3.7.1 Reliability	18
3.7.2 Validity	18
3.8 Data Processing and Analysis	18
3.9 Ethical Considerations.....	19
CHAPTER FOUR.....	20
PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS.....	20
4.0 Introduction	20
This Chapter presents the findings, tables and figures as shown below	20
4.1 Demographic characteristics of respondents.....	20
4.1.1 Age of the respondents	20
4.1.2 Gender of the respondents	21
4.1.3 The Educational level of respondents.....	22
4.1.4 Level of Experience.....	22
4.2 On-job training at Century bottling company	23
4.3 Off-job training at Century bottling company.....	24
4.3 Employee performance in Century bottling company	25
CHAPTER FIVE	27
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	27
5.0 Introduction	27
5.1 Summary	27

5.1.1. Summary of findings regarding the effect of on-job training on employee performance in Century Bottling Company	27
5.1.2 Summary on effect of off-job training on employee performance in Century bottling company	27
5.1.3. Employee performance in Century bottling company.....	28
5.2 Conclusions of the study	29
5.2.1 Effect of on-job training on employee performance in Century bottling company	29
5.2.2 Impact of off-the-job training on employee performance in Century bottling company.....	29
5.2.3 Employee Performance in Century bottling company	29
5.3 Recommendations	29
5.3.1 Impact of on-the-job training on employee performance in Century bottling company.....	29
5.3.1 Effect of off the-job training on employee performance in Century bottling company.....	29
5.3.3 Employee performance in Century bottling company.....	30
5.4 Suggestions for Further Research	30
REFERENCES	31
APPENDICES	36
Appendix 1: Questionnaire	36

LIST OF TABLES

Table 1: Population and the sample selected.	16
Table 2: Showing responses on the effect of on-job training on employee performance at Century bottling company.....	23
Table 3: Showing responses on the effect of off-job training on employee performance at Century bottling company.....	24
Table 4: Showing the responses on the effect of employee performance in Century bottling company.....	25

LIST OF FIGURES

Figure 1: Conceptual Framework	4
Figure 2: Age distribution of respondents	20
Figure 3: Gender of the respondents Source: Primary Data, 2026	21
Figure 4: Respondents level of education Source: primary data, 2026	22
Figure 5: Time spent on the current job by the respondents Source: primary data, 2026	23

LIST OF ACRONYMS

T&D - Training and Development

HR - Human Resource

Ltd – Limited

EP - Employee Performance

CBCL- Century Bottling Company Limited

ABSTRACT

This study examined the role of training on employee performance at Century Bottling Company Ltd (CBCL) in Namanve, Uganda. The research evaluated how on-the-job and off-the-job training impact staff productivity.

Data was collected from a sample of 105 employees using a descriptive research design that integrated questionnaires and document reviews.

On-the-Job Training: Improved technical skills and confidence for 67% and 65% of respondents, respectively. However, 72.2% reported that this training was not relevant to their specific job descriptions.

Off-the-Job Training: Fostered creativity for 59% of respondents and updated industry knowledge for 56%. Over half (53%) found these skills easy to apply at work.

Performance Levels: While 68% saw improved output quality, only 31.5% consistently met formal Key Performance Indicators (KPIs).

Conclusion & Recommendations

The study concludes that training is vital for organizational growth but is currently hampered by a lack of specialization. It recommends that management designs specialized training programs directly matched to individual job descriptions to bridge the existing performance gap and ensure efficiency.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter contains introduction to the study, problem statement, purpose of the study, research objectives, research questions, conceptual framework, scope of the study, significance of the study and operational definitions of the terms and concepts.

1.1 Background to the study

Throughout the world, the training of employees is intended at developing or improving the skills needed by the employees in performing the responsibilities and tasks of the current or future job roles (Landy, 1985). Likewise, development of employees involves gaining new information, skills and forming a positive attitude toward the work, which eventually increases individual and organizational productivity (Ali, Muzaffar & Salamat, 2022). Training may improve employee's morale, instill the feeling of attachment with the organization, minimize absence from work and employee turnover, as well as foster coordination between human and physical resources (Tsai et al., 2007).

In effect, employees become an indispensable tool for enhancing the productivity of the firm. It follows that the training will enable the employees to have the capability to perform their tasks effectively and efficiently (Khan & Suzan, 2019).

The aim of training and development in Africa is to bring about behavioral change in the trainees. Training and development of employees is a vital process within all organizations and plays a significant role in ensuring organizational effectiveness and efficiency. Development of human capital facilitates the immediate and long-term development, growth, and sustainability of public and private organizations (David, 2006).

Training of employees is a deliberate effort aimed at enhancing and broadening the capacity of employees, developing technical and conceptual skills in employees to ensure that they are adequately equipped to deal with difficult circumstances and work effectively (Leonard-Barton, 1992). The fundamental principle behind training in any industry is how to ensure that employees remain contemporary, dynamic, and adaptable in order for them to continue working effectively in today's rapidly changing socio-economic, political, scientific, and technological environment and the era of globalization (Mahalekamge, & Mendis, 2018).

In Uganda, it is important to note that organizational human capital needs to undergo human resource training and development programs to improve their knowledge and skills with regards to work in order to boost both present and future performance (Atikuro, 2018). Additionally, Atikuro (2018) highlighted some of the characteristics of the relationship between human resource training and organizational performance.

First, there is an increase in customer satisfaction due to the success of human resource training and development programs leading to improved organizational performance. Second, if organizations train and develop their human resources and reward them equally based on efficient performance, this will encourage them to work hard to improve their performance and that of the organization (Mahalekamge & Mendis, 2018).

At the Century bottling company ltd, Namanve, because of training, the workers will not be considered rustic. It is more necessary today than before for the employees to gain knowledge, skills, attitudes, and behavior on their job due to the current conditions prevailing in developing countries. This shows that employees have to keep themselves updated with the times and the trends associated with knowledge creation within their field so as to avoid redundancy and obsolescence. Ultimately, self-development results in achieving higher levels of job satisfaction and optimum utilization of skills and talents by employees (Mundeke, 2017).

1.2 Statement of the Problem

As per Media & Lorette (2014), companies are convinced about the advantages of recruiting employees from the university, where they acquire knowledge and skills in the classrooms that help improve the organizational performance. But it is noted that Century bottling company ltd, Namanve has employees who are graduates, have theoretical knowledge, yet lack practical skills hence making it necessary to offer employee training (CBCL annual report, 2023). Therefore, there is a need for analyzing the impact of training in the performance of the existing employees (Mundeke, 2017).

Despite efforts made by Century bottling company ltd, Namanve to ensure their employees are trained, it has experienced success and failure in the performances of its employees (CBCL annual report, 2023). With this in mind, one might wonder about the impact of training in the performance of the employees. This has created the need for carrying out this research.

1.3 Purpose of the Study

The aim of this research is to analyze the impact of training on employee performance; a case of century bottling company ltd, Namanve.

1.4 Research Objectives

1. To investigate the impact of on-the-job training on employee performance at century bottling company ltd, Namanve
2. To analyze the impact of off-the-job training on employee performance at century bottling company ltd, Namanve
3. To determine the extent of employee performance at century bottling company ltd, Namanve

1.5 Research questions

1. What is the effect of on-the-job training on employee performance of Century bottling company limited, Namanve?
2. What is the effect of off-the-job training on employee performance of Century bottling company limited, Namanve?
3. What is the extent of employee performance in Century bottling company limited, Namanve?

1.6 Scope of the study

1.6.1 Geographical Scope

This research will be conducted in Century Bottling Company Limited, Namanve, Kampala city which is situated in central part of Uganda.

1.6.2 Content Scope

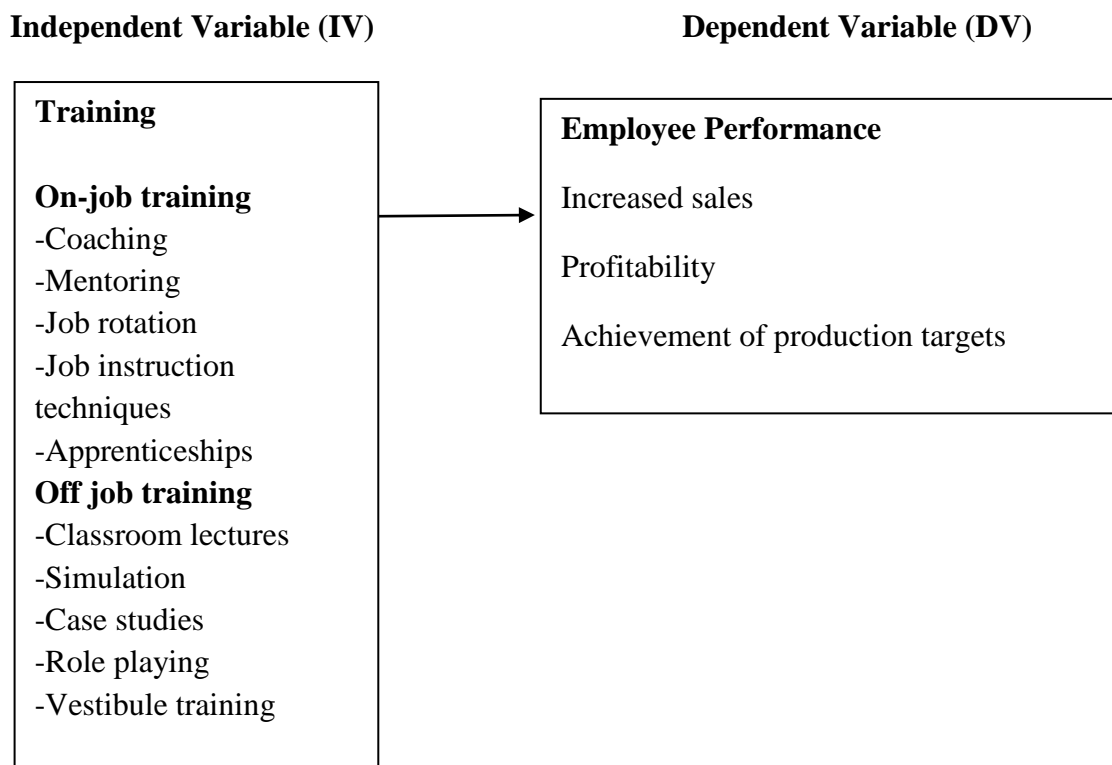
In particular, this study will examine the effects of Training (on-the-job and off-the-job training) as an independent variable on employee performance (productivity of employees, recognition and rewards and skill improvement) as dependent variables.

1.6.3 Time Scope

The duration covered in this research will be a period of four years from year 2019 to 2023. In this period, the company faced problems associated with training, hence the poor performance of its employees.

1.7 Conceptual framework

Figure 1: Conceptual Framework



Source: Adapted from Noe (2010)

1.8 Justification of the study

Studies (Kasekende, 2017, Zhou, Plaisent, Zheng, & Bernard, 2014) conducted on the training methods and employee performance have shown that the training method used is critical in determining employee performance. However, the majority of these studies have been quantitative, and there is little insight into the issue that could help solve the problem practically. It is therefore imperative to have detailed knowledge of how training methods enhance employee performance through qualitative research.

Notably, there is no empirical study conducted to assess the role that training methods play in improving employee performance in organizational settings. The existing literature in this area focuses on manufacturing organizations and public sector organizations (Zhou, Plaisent,

Zheng, & Bernard, 2014) & (Kasekende, 2017). Despite the financial and non-financial motivation Century Bottling Company LTD, Namanve has put in place to increase its employee performance, the level of employee performance has been very low as indicated by absenteeism, late arrival, poor customer relations, and material waste. Continued deterioration in the performance of employees will eventually lead to the collapse of the organization. This study will therefore provide valuable information on the impact of training on employee performance in Century Bottling Company LTD, Namanve.

1.9 Significance of the Study

The benefits of the study to different people include the following:

1. The top management of Century Bottling Company Ltd., Namanve, Kampala can make decisions regarding human resources management using the results of the research.
2. The ministry of finance planning and economic development will use the results of this research in making policies and decisions.
3. Researchers who may wish to conduct research on this topic in the future.

1.10 Operational Definition of key terms

Training – an exercise designed to develop particular job skills. This is a term used to describe the influence of certain skills, capabilities, and information to an employee.

Development – involves learning beyond what is required at present and has a long-term perspective. Skill acquisition – acquisition of additional knowledge about the skill.

Performance – Productivity measurement in terms of effectiveness or output. Recognition/promotion/reward – Fair compensation for deserving individuals in terms of performance.

On-the-job training – learning job activities through doing. Vestibule training – Training conducted outside of the manufacturing unit using similar machinery to that of the real equipment.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter involves conceptual review, related literature review about the study objectives, and summary of literature review

2.1 Conceptual Review

2.1.1 Employee performance

As per Hawthorne studies, and various other studies done about productivity of employees, it has been found out that employees who have job satisfaction will have superior job performance, which will lead to their superior job retention when compared to those who do not like their job. Moreover, it is mentioned that there are more chances of such employees being turnover because they are not satisfied, and are thus demotivated for performing well at workplace. Job performance is greater among happy and satisfied employees, and the management finds it easier to motivate them in order to achieve organizational objectives. (Landy, 2021). The employee can be considered satisfied only when he/she feels himself/herself competent to do the job, which can be made possible through proper training programs.

As mentioned by Leonard-Barton (2022), if the company wants to gain competitive advantage over its rivals because of knowledge, then the organization needs to build systems for learning, and one of the most effective ways for learning is to train the employees. As per Pfeffer (2019), properly trained employees are more likely to achieve the targets of performance and gain competitive advantage over others. Training is described as the ability to empower the employee to perform the task in a much more efficient manner, thus considered to be an important aspect of human resources management (Kinicki and Kreitner, 2017).

The need for training in order to increase the productivity of employees due to accelerated learning process is discussed in a number of literatures (e.g. McGill and Slocum, 2021; Ulrich et al., 2023). Training will enhance the performance of the employees in terms of the knowledge, skills and abilities to perform the job-related tasks, thereby increasing employee commitment to organizational objectives (Huselid, 2017). According to Kamoche and

Mueller (2018), training must help create a culture of learning that increases employee performance, thereby leading to higher ROI for the company.

The performance of an employee makes it imperative that the organization tries its best to help poor performing employees. Performance can be divided into five components, namely Planning, Monitoring, Development, Rating and Rewarding. Planning includes the process of goal-setting, strategy development and planning out tasks and timelines necessary to reach those goals. Monitoring involves the evaluation of the goals set to determine the level of achievement made with respect to the goals. This component entails continuous measurement of performance, giving the employees and work group feedback on the attainment of their goals (DiBella et al., 2016).

This enables a review of how much success the individual achieves concerning the standards that have been set in advance and even helps rectify unrealistic or unattainable standards. In the development stage, it becomes the responsibility of the employee to ensure that any kind of poor performance is improved upon after some time of employment within the organization. In the course of planning and monitoring, shortcomings in the performance of an employee will be identified (DiBella et al., 2016).

2.1.2 Training

Training is an attempt to bridge the difference between current performance and required performance levels. There can be various ways of training employees such as mentoring and coaching as well as peer support. Cooperation among team members improves performance because they will actively work on the job. Thus, the performance of the organization will improve accordingly (Lawler, 2017).

The training programs can develop employees' skills as well as allow using human resource potential to gain competitive advantage for the company. Hence, it is very important for the company to plan a program aimed at developing employees' skills required at the workplace (David, 2016).

Not only does training improve the skill set of the worker, but it enhances their ability to think and be creative when making decisions and acting on them in a productive way (David, 2016). In addition, training helps workers effectively interact with customers and handle their complaints in a timely fashion (Derue and Guzzo, 2018). Training helps build self-efficacy,

which leads to superior job performance because it replaces the old ineffective ways of working with new effective ways of working (Devadason & Zakkeer, 2016).

Training involves “a planned process intended to enhance job-related competencies.” Training focuses on improving the skills that are essential to achieving organizational objectives (Chiaburu and Tekleab, 2022). Training programs can also assist employees in reducing stress or frustrations associated with their job (Chenet al., 2018). Those who perceive themselves as unable to accomplish the work with a required standard of quality often choose to move out of the organization since their remaining there would not contribute to their efficiency (Kanelopoulos and Akrivos, 2016).

The larger the skill difference between the ones needed and the ones possessed by the staff, the higher the level of job dissatisfaction is experienced by the workers. Rowden (2022), argues that training could also prove to be an effective way to enhance ones level of job satisfaction, as the performance of the employee improves resulting into appreciation from the managers, thus leading to increased satisfaction with the job performed. As per the views shared by Rowden and Conine (2020), those employees who are trained are more likely to satisfy the customers, and the trainee employees demonstrate higher levels of job satisfaction and improved performance (Tsai et al., 2017).

2.2 Related literature review

2.2.1 On the Job training and employee performance

Jie and Roger (2020) defines on the job training as the practice whereby new or inexperienced employees learn how to do the job by watching their colleagues or managers perform the duties and attempting to emulate their actions. He continues to state that on the job training may be utilized as an efficient means of training newly recruited employees, enhancing the skills of experienced employees with the advent of technological innovations, cross-training employees in departments or working units, as well as orientation training for transferred or promoted employees. On the job training comes in different categories and includes the apprenticeship and self-learning programs. This training approach is appealing to the organization since, among all other approaches, it requires little financial investment in either time or materials.

According to Bocodol (2018), the introduction of on the job training sought to influence the attitudes and behavior of workers towards the completion of a given task or achievement of

organizational goals. The article also states that on the job training is not a new phenomenon as it was practiced in the era of industrial revolution.

According to Bocodol (2018), further, in Botswana, on the job training is not extensively undertaken as compared to developed nations like the United States, Japan, and China, which might be due to the reason that on the job training is a very time-consuming process since it requires personal interaction between the trainee and trainer. It states that: “Many organizations do not consider on the job training as a professional activity, and in most instances, trainers have not been trained. In some cases, organizations completely overlook on the job training and regard their heterogeneous workforces as homogeneous.”

In the view of Kleynhans et al. (2017), on-the-job training is where the employee’s superior or another senior colleague trains the employee on the job while performing his or her duties. He opines that on the job training is highly productive and that most of the organizational training is performed on the job.

According to Bocodol (2018), a survey conducted in the UK showed that about half of the training provided in all industries and sectors is accomplished through on the job training. From the survey results, on the job training was determined to be the most preferred mode of training and more than half of the respondents stated that it was the best mode. Additionally, the study indicated that learners tend to learn better when they are actively engaged in the learning process as opposed to passively receiving instructions.

According to Van der Klink and Streumer (2022), on the job training programs have been largely ineffective in achieving their objectives. The authors identify self-efficacy, previous experience with a task, support from management, and workload as being the strongest predictors of training effectiveness. The authors conclude that on the job training is not wholly an effective training program.

However, despite all those above-stated disadvantages, on-the-job training has more benefits compared to other training techniques because it does not remove the employee from the work context. On-the-job training is a low-cost technique that helps to make sure that the employees are abreast with the current development in the field (Tsai et al., 2017). The training method may facilitate the dissemination of innovative ideas within an organization.

It should be noted that the objective of on-the-job training is to offer the employees with specific job skills. That is, what an employee learns when he or she undergoes on-the-job

training will be relevant to his or her job (Alipour et al., 2019). From this, it could be inferred that on-the-job training is workplace friendly since it increases the employees' competence and hence makes them confident at the workplace. As a result, the customers will be satisfied, thus loyal.

According to Alipour et al., (2019), shortage of skills and mismatched skills is the major concern for policymakers in some developing countries. Thus, provision of on-the-job training may be It serves as an efficient instrument for developing the capabilities of the existing labor force to match the unique requirements of the companies.

Most on-the-job training programs fall under the category of being unplanned or, as put by Swanson and Swazin (2015), unstructured. As mentioned by Jacobs (2023), unstructured on-the-job training occurs when trainees acquire information about the work process either by explanation or demonstration from other individuals, through trial-and-error experiments, independent reading, questioning, or simply mimicking other people's behavior.

As per the quote by a newly hired nurse stated by Jacobs (2023): When I first started out, I was trained by another nurse who was around at that time. We sort of became friends, or maybe I should say friends with benefits. I had to rely on her to show me how to do everything. She would say, "Do this and don't do that," and "This is how you do this." In the end, I managed to learn what she wanted me to know, although I found I could learn just as well by myself. It's possible that I didn't really learn all I needed to. Anyhow, I just started working things out for myself after a while.

2.2.2 Off the Job training and employee performance

According to Noe (2020), off-the-job training can be defined as a form of training that takes place outside the immediate work environment of an employee through workshops, seminars, or online courses where employees learn new skills and knowledge in a more structured way. In a similar vein, according to Saks & Haccoun (2020), off-the-job training refers to training activities that take place outside the confines of an employee's work environment and involve attending formal training sessions, workshops, and conferences for new skills acquisition.

Also, Colquitt et al. (2021) define off-the-job training as training activities that occur outside the work environment involving attending formal training sessions, workshops, and other courses to acquire new skills and knowledge that apply to their jobs. There is a lack of empirical literature specifically examining the link between off-the-job training and employee

commitment. Some literature exists on the association between training activities and employee commitment in general, which includes off-the-job training activities. These encompass workshops, seminars, further education, simulation exercises, fieldwork, retreats, among others.

Various research works have outlined different off-the-job training aspects that affect employee commitment. Ugboro and Obeng (2020) state that through off-the-job training, employee commitment can be achieved by making employees more satisfied with their work as well as giving them room for personal growth. Another study by Amah and Ahiauzu (2018) revealed that the training environment is an aspect of off-the-job training which plays a critical role in influencing employee performance.

Chang et al. (2021) note that offering employees room for socializing and interacting with others within the off-the-job training environment enhances their commitment and performance at work. In addition, Yen and Hsu (2018) observed that off-the-job training programs that match the career goals of employees increase their commitment to the organizations.

In addition to this, Hsiao et al. (2016) found that the structure of the training process and supervisor/colleague support while training may positively influence employee commitment. Furthermore, according to the results presented by Noe (2020), perceived organizational support may be one of the most influential aspects of off-the-job training in terms of developing employee performance.

Recently, several studies focused on the effects of on-the-job training on employee performance. Thus, Chang et al. (2023) conducted their research in Germany and studied the correlation between types of training and employee performance. According to the results obtained, it has been shown that both on-the-job and off-the-job training are significantly positively correlated with employee performance.

Similarly, a study was conducted by Cheng et al. (2023) in Taiwan, where the researchers explored the connection between training and employee performance. It has been shown that there exists a significant positive relationship between training and employee commitment which is partially mediated by perceived organizational support.

Even further, research done by Kim & Beehr (2023) in America focused on the association between training and employees' commitment. The results found a strong positive association

between training and employee commitment. Additionally, job satisfaction partly mediates the above association.

Also, Kalimullah et al. (2019) conducted research in Pakistan to find out the association between training and employee commitment among the employees in the banks. The findings were that training has a strong positive association with employee commitment. Moreover, Guan et al. (2019) did research in China about the association between training and employee commitment. The results found a significant positive association between training and employee commitment. Also, the mediation of job satisfaction was partly found between the two variables.

Lastly, Gai et al. (2017) studied the impact of training on employee commitment in the hospitality industry in China. The results were that there is a significant positive association between training and employee commitment. The findings also revealed that the association between the variables was partially mediated by perceived organizational support.

2.2.3 The level of employee performance

From most of the previous studies, the evidence shows that there is a positive relationship between human resource management practices and organizational performance. (Hsiao et al., 2016). According to Ugbon & Obeng (2020) who stated in his study that training and development programs, as one of the essential human resource management practices, have positive effects on the workers' knowledge, skills, and capabilities, resulting in higher employee performance. The result eventually impacts the organizational performance positively.

In Rowden's (2022) research findings, the correlation between training and employee performance is $r=.233$. From this research finding, we can predict that it is impossible for firms to attain maximum gains without proper exploitation of their human resources. This is only possible when the firms address their employees' needs regarding their jobs promptly.

According to the study carried out by Jacobs (2023), training has been used as a means of enhancing organizational performance due to the high-performance levels of employees. Training is believed to be a significant aspect of accomplishing corporate objectives. Nevertheless, using training as a remedy to solving performance-related problems like closing the gap between the performance standard and the existing level is effective. (Swart et al., 2021).

As per Swart et al., (2022), the performance gap bridge is defined as a training intervention in order to build up certain skillsets among workers and improve their performance. The author elaborated on this aspect and stated that the training will assist the organization in identifying the fact that its workforce is not working as expected and hence, their competencies need to be shaped in a way that would benefit the company.

As per Swart et al., (2021), there can be various factors responsible for underperforming of workers such as lack of motivation in the workers in using their competencies, or they could be having self-doubt in terms of their ability to perform or maybe they could be having work-life balance issue. All of the aforementioned factors should be considered by the company while deciding upon an apt training intervention that would resolve all issues and motivate the workers. As pointed out by Swart et al.(2005), only proper training can bring about superior performance among workers as it motivates them and their needs are fulfilled.

The development of the employee competencies is through proper training. This not only improves the performance of employees in doing their current tasks but also helps develop knowledge and skills of the employees that they may require in future jobs. Through training the employee competencies are developed and help them in effectively performing the tasks, thus helping them in achieving their goals.

There are several environmental factors affecting the performance of employees in the firm. These include the corporate culture, organizational structure, job design, performance appraisals, organizational politics, and group dynamics in the organization (Colquitt et al., 2021). Employee performance will be affected by the existence of these issues in the firm rather than the lack of knowledge, skills, and attitude among employees.

For training to be successful and its effect to be positive on employees' performance, these aspects need to be considered (Saks & Hacoun, 2020). Furthermore, according to Tsai et al. (2017), when employees have organizational commitment to their organization, they are more committed to their work and therefore become more productive.

According to Khan & Suzan (2019), there is a positive relationship between a training program that is effective and the productivity of employees, but for this to be achieved, as suggested by Swart et al., (2018), managers should identify factors that inhibit training programs from being effective and counteract their effects on employees' productivity.

Moreover, Devadason & Zakeer (2017) discovered that employee commitment can be achieved through training, which is effective since it enhances the performance of employees at both the individual and organizational levels.

Overall, it can be stated that the impact of a training program on employee outcomes like motivation, job satisfaction, and organizational commitment has never been a topic of discussion. Very little effort has been made to determine whether a company can influence its employee attitudes through effective training. According to Lang (2022), the training programs should be designed in a manner that it creates organizational commitment among its workers.

On the other hand, Chenet et al., (2018) suggest that organizational commitment is the outcome of certain HR practices. These practices include succession planning and promotion, career development, and training of employees. The accomplishment of these practices will eventually lead to better employee performance. Derue and Guzzo (2018), try to explore the relationship between HR practices and organizational commitment in order to understand what makes for successful employee performance.

In spite of the above literature that highlights the role of training and its impact on performance, it has been stated by Alipour et al. (2017) that there are many factors due to which management remains hesitant in making investment in its human resources.

However, sometimes, even with good and prompt training programs provided, employees are inclined to use the training benefits for their own market value and employment chances, or decide to change jobs simply due to higher pay, which means that investing money in the training becomes costly instead of being profitable. As noticed, the fact that organizations tend to resist the introduction of training programs makes people invest in their professional development and improve their performance (Kasekende, 2017).

According to Pfeffer (2019), training helps to develop the creative abilities of workers and prevents the obsolescence of human resources resulting from demographic factors like age, attitude, or inability to adapt to technological developments. Huselid (2017), noted that training is an organized process of developing knowledge, skills, and attitude, which ensures the satisfactory performance of employees in their job. The author pointed out that the purpose and goals of training must be defined prior to providing it.

It was proposed that training is the most critical element for improving organizational management since it increases efficiency and effectiveness of employees. Furthermore, it was pointed out that training process is closely interrelated with all other HR practices because as Lawler (2019) stated, it helps employees to improve themselves in an organization and increase their value on the labor market. Training also allows shaping employees' behaviors on job and helps them contribute to organizational success, which results in high returns for firms.

As stated by Mahalekamge & Mendis (2018), a properly trained employee can utilize effectively organization's resources with minimum level of losses. According to Kamoche & Mueller (2019), organizations can assign more responsibilities and authorities to well-trained employees because they are sure that it will result in organizational success.

2.4 Summary of literature review

This research study has reviewed the past researches about the effect of training on the performance of employees. It has been found that past researches indicate that the use of training methods in organizations positively influences the performance of employees in different companies (Swanson & Swazin, 2015; Kinicki & Kreitner, 2017; Tsai et al., 2017). However, it should be noted that there has been no particular research on the effect of training on the performance of Century bottling company ltd, Namanve.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This part provides an explanation of the methods to be used in the study. It entails the description of the research methodology, study subjects, scope of the study, number of samples to be used and the method of sampling, sources of data and tools for data collection. The measures of reliability and validity of the tools are also provided.

3.1 Research Design

In this study, descriptive study design will be applied to accomplish enumeration and data collection from the selected sample population as suggested by Amin (2015). This study will adopt a triangulation approach where both qualitative and quantitative approaches will be used in analyzing data collected to ensure the derivation of an informed conclusion from the research findings. Through the quantitative approach, analysis of the research problem will be accomplished as well as establishing the relationship among the research variables while the qualitative approach will involve collecting real life data including interviewing, observing and document analysis (Amin, 2015).

3.2 Study Population

The selected study population will include 894 employees at Century Bottling Company Ltd, Namanve (CBCL Human Resource Department, 2023)

3.3 Sample Size

From the study population of 894 employees in Century Bottling Company Ltd., Namanve, 105 samples will be selected.

Table 1: Population and the sample selected.

Category	Population size	Technique
Human resource	4	Purposive
Logistics	25	Simple random
Warehousing	8	Simple random

Procurement	6	Purposive
Other staff	62	Simple random
Total	105	

Source: CBCL HR manual (2023)

3.4 Sampling techniques

Simple random sampling

For the study, the researcher shall adopt simple random sampling to identify the number of samples to be used while purposive sampling will be applied at times when necessary to pick participants for the study.

Purposive sampling

Purposive sampling shall be used to choose the respondents because they are believed to possess some characteristics like gender, age, level of education and level of experience as well as possessing special information about the topic under study.

3.5 Data sources

For the study, the researcher will use secondary data obtained from the journals and primary data that shall be collected from the respondents of Century bottling company ltd, Namanve through a self-administered questionnaire.

3.5.1 Questionnaire

Primary data shall be collected through the use of a survey questionnaire. Survey questionnaire will be used since the data collection exercise in the study shall be suitable for a social survey research and among literate respondents who can be able to fill the questionnaires. Structured questionnaire design will be used considering that the variable of the study comprises of closed and open ended questions to facilitate data analysis through frequency and percentage tabulation.

3.5.2 Documentary Review Checklist

This will be gathered from the current reports and journals of the organization in relation to the subject matter. Moreover, data will be obtained from previous research conducted by other authors on the same subject matter in relation to that particular organization.

3.6 Data Collection Instruments

Questionnaire

The questionnaire is an inventory of questions or items designed for obtaining information from individuals concerning their feelings, experiences, or opinions. The questionnaire will be used as the primary instrument for data gathering. It will contain questions that have been formulated in accordance with the research objectives in order to obtain accurate responses to the research questions that have been formulated. The questionnaires will be distributed to the Management and employees of Century Bottling Company Limited, Namanve.

3.7 Reliability and Validity of the Instruments

3.7.1 Reliability

Issues relating to reliability in qualitative research have barely been addressed within the methodology development process. On the contrary, addressing the reliability of any other research work has always been deemed as a taboo act since it appears like an accusation of incompetence. Usually, qualitative research interviews are presumed reliable in case of one person collecting and analyzing the information. In this research, reliability of the instruments is going to refer to the level of resistance that a reliable instrument exhibits in such a way that it receives the same score after measuring a variable repeatedly, in case there is any change in the particular entity.

3.7.2 Validity

Qualitative interview validity is only established through the relaxed conversation during the collection of information. Unlike surveys where conversation can be very restricted at some instances, a qualitative interview provides opportunity to the two persons involved in the conversation to ensure that the information being passed is fully understood. To guarantee validity, the instruments developed will be presented to the supervisor who will then approve them before conducting a pilot test. In this research, content validity will be adopted where the researcher identifies indicators of the concept under measurement.

3.8 Data Processing and Analysis

The data will be edited, processed, and coded with the use of Microsoft Excel. The presentation of results will be conducted with the help of frequency table and pie chart. The

relationships between the variables will be analyzed by means of correlation and regression analyses.

3.9 Ethical Considerations

First, the researcher will receive the introductory letter from the Department of Human Resource and Supply Management of UCU which he will present to the management of Century bottling Company Ltd. The researcher will obtain a letter of consent for conducting the research on behalf of the manager of Century bottling Company Ltd. After that, the researcher will distribute questionnaires to the targeted respondents in chosen departments. High confidentiality will be observed, and the introduction will be made to each respondent. The questionnaires will be returned within two days and reporting will begin at once.

Considering that the business is a manufacturing company, its employees tend to lack enthusiasm when participating in various studies. In other words, it might become problematic to find some employees and convince them to participate in the research. However, the researcher will make as many appointments as possible in order to complete respondents.

Funding may be a problem for the researcher as there may be lack of enough financial resources to support the researcher in data collection.

Time is another constraint to an effective research process as the researcher is a student who will have to do this research and balance it with his lectures concurrently, which might be difficult. The solution to this could be getting approval from the researcher's supervisor to allow the researcher to submit his work on weekends as he conducts the research during weekdays.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This Chapter presents the findings, tables and figures as shown below

4.1 Demographic characteristics of respondents

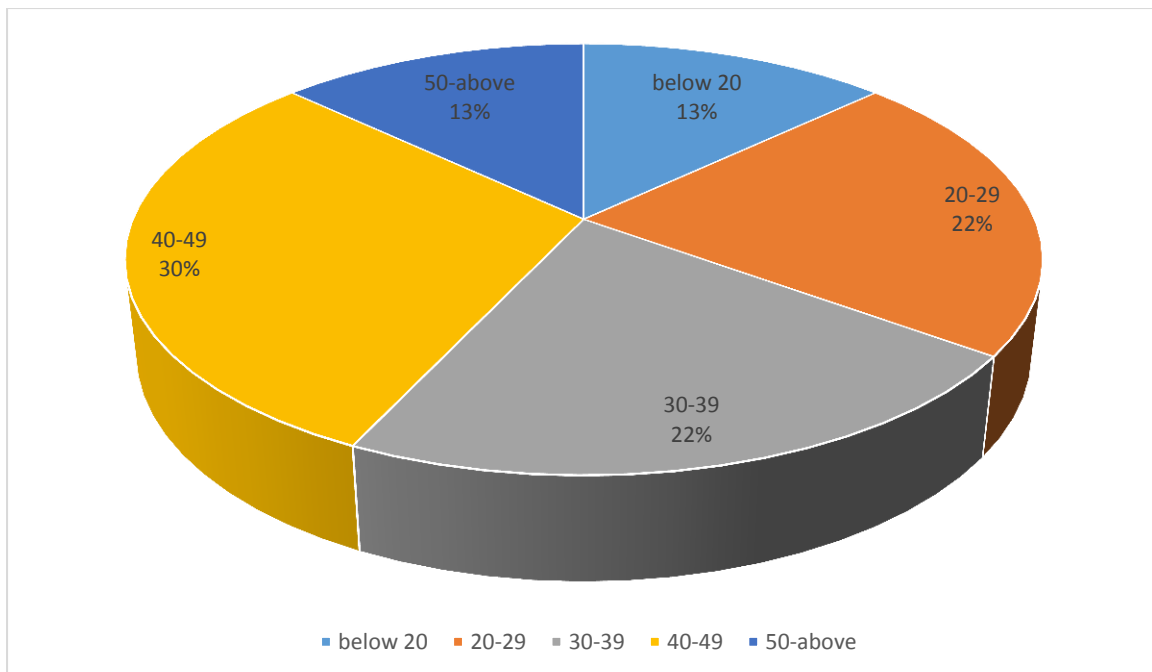
The respondents demographic characteristics include; Age, Sex, Level of education, Level of experience.

4.1.1 Age of the respondents

The distribution of the respondents by age is presented in the study as shown in table 4.1

Figure 2: Age distribution of respondents

Respondents were asked questions related to their age and the results are shown in the table below



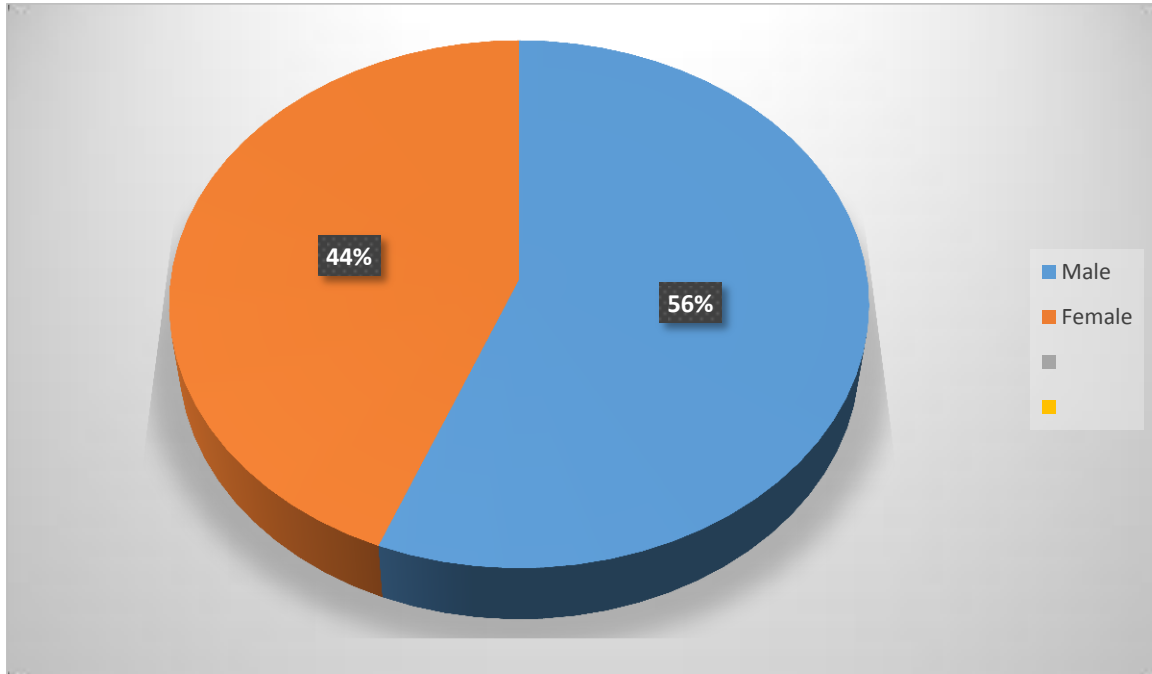
Source: Primary Data, 2026

Table 4.1, shows that 13% of the respondents were below 20 years, 22% were between 20-29 years of age, 22% were between 30-39 years of age, 31% were between 40-49 years and 13% were above 50 years of age.

4.1.2 Gender of the respondents

Gender is also another factor which was considered during the study.

Figure 3: Gender of the respondents



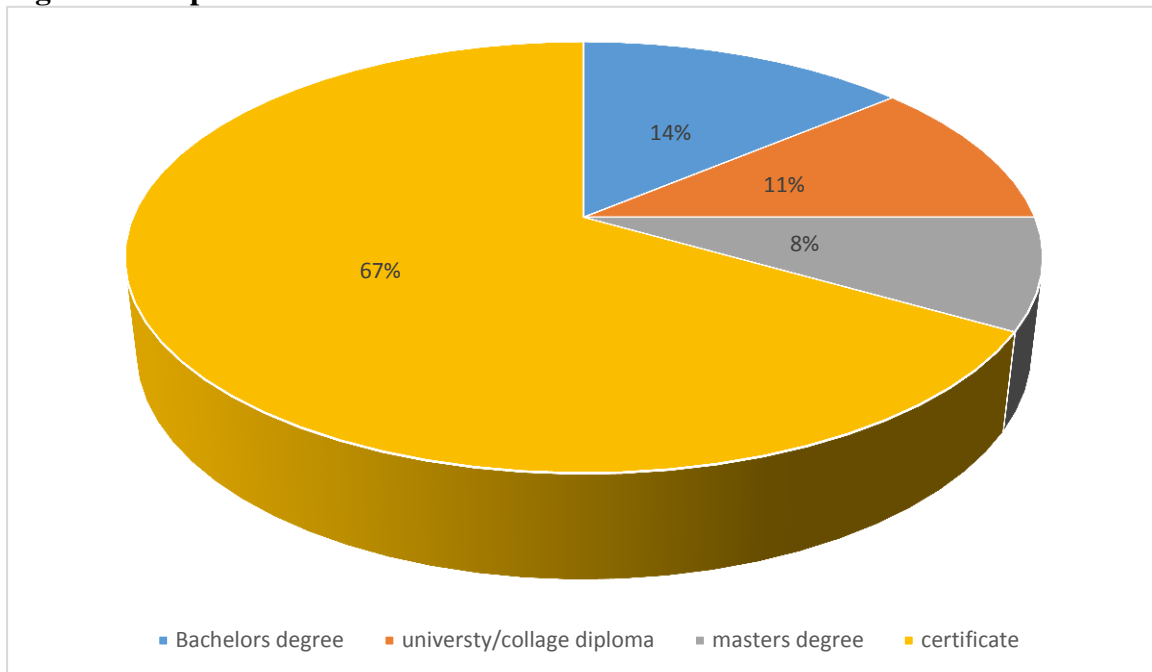
Source: Primary Data, 2026

Table 4.2 shows gender of the respondents and it was found out that 56% of the respondents were males and 44% were females. This implies that majority of the employees in Century bottling company ltd are males

4.1.3 The Educational level of respondents

Respondents were asked questions related to their educational status and their responses are shown in the table below;

Figure 4: Respondents level of education



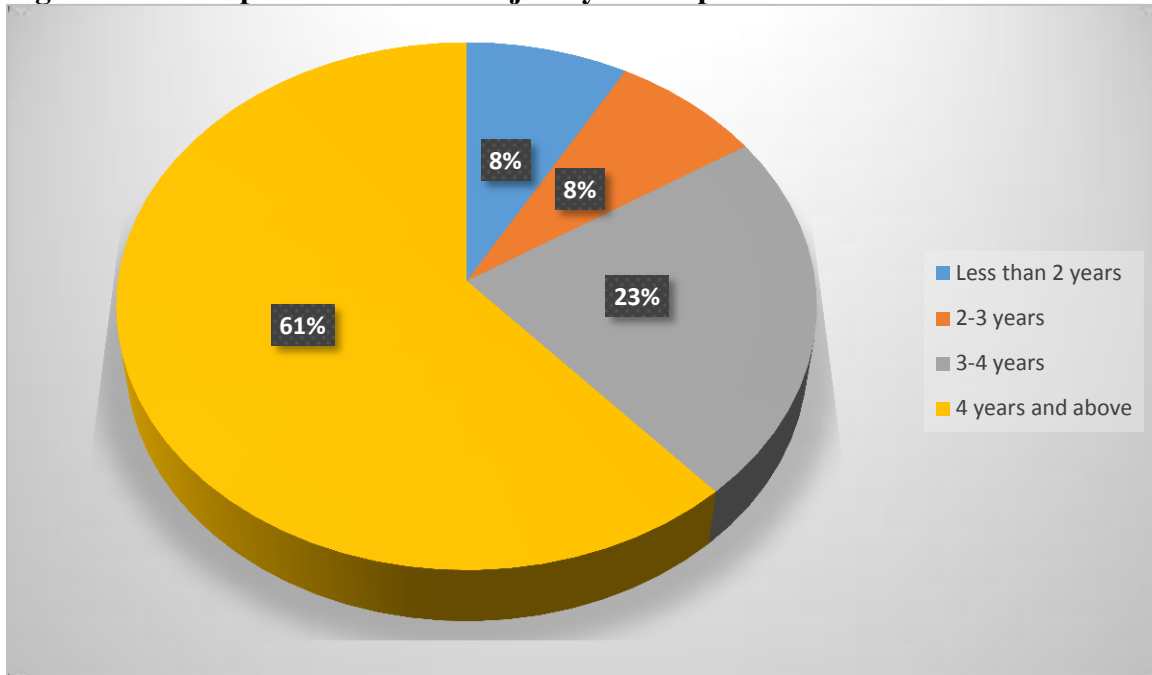
Source: primary data, 2026

Table 4.3 illustrates that most of the respondents, with 40%, were certificate holders, while 25% held a bachelor degree, 20% university/college diploma, and the fewest respondents, with 15%, held a master's degree. This shows that the researcher collected valid and reliable data because the respondents could understand and interpret the questionnaire.

4.1.4 Level of Experience

To determine the experience of the respondents, the researcher asked the time they had been working to measure their experience and knowledge of how training impacts employees' performance. It was evident that the experience levels of the respondents are very high, as indicated in table 4.4 below. This shows that most of the respondents are capable of providing relevant data based on their experiences and knowledge.

Figure 5: Time spent on the current job by the respondents



Source: primary data, 2026

4.2 On-job training at Century bottling company

Table 2: Showing responses on the effect of on-job training on employee performance at Century bottling company

STATEMENT	Disagre	Not sure	Agree	Total (%)
The mentorship/coaching I receive while working has improved my technical skills.	21	12	67	100
Learning while doing tasks makes me more confident in my daily duties.	32	04	65	100
On-job training at this company is relevant to my specific job description.	72.2	14.8	13	100
I make fewer mistakes after receiving on-the-job guidance from my supervisor.	21	12	67	100

Source; Primary data, 2026

Regarding Table 4.6 above:

Mentorship/coaching I have received while working has improved my technical skills, 67% agreed, 12% were not sure, and 21% disagreed.

Learning while performing helps me feel confident about my work, 65% agreed, 4% were not sure, and 32% disagreed.

The on-job training available at this company is relevant to my job description, 13% agreed, 14.8% were not sure, and 72.2% disagreed.

I am committing fewer errors than before since I have been guided by my supervisor in the course of my work, 67% agreed, 12% were not sure, and 21% disagreed

Conclusion

It was evident from the above analysis that On-job training impacts the performance of employees. These conclusions are similar to earlier conclusions made by Bakar (2007), where on-job training is considered to be the most effective training that impacts organizational performance.

4.3 Off-job training at Century bottling company

Table 3: Showing responses on the effect of off-job training on employee performance at Century bottling company

STATEMENT	Disagree	Not sure	Agree	Total (%)
Workshops and seminars held outside my workstation help me think more creatively	17	29	59	100
Attending external training sessions has updated my knowledge of industry standards	16	28	56	100
Taking time away from the routine to train has increased my motivation	25	22	53	100
The skills I learned in off-job training are easy to apply back at my desk	19	28	53	100

Source; Primary data, 2026

From the table 4.7 shown above;

Workshops and seminars conducted away from my workstation have helped me become more creative had 59% of the respondents agreeing, 29% uncertain and 17% disagreeing.

Off-job training has enabled me acquire knowledge on industry trends had 56% of the respondents agreeing, 28% were unsure and 16% disagreeing.

Training conducted away from the normal work schedule has improved my motivation had 53% of the respondents agreeing, 22% unsure and 25% disagreeing.

The information learnt during off-job training is easily implemented in my workplace had 53% of the respondents agreeing, 28% unsure and 19% disagreeing.

Conclusion

From the findings of this research paper, it becomes extremely crucial to engage employees in off-job training programs. Therefore, off-job training influences employee performance at Century bottling company.

4.3 Employee performance in Century bottling company

Table 4: Showing the responses on the effect of employee performance in Century bottling company

STATEMENT	Disagree	Not sure	Agree	Total (%)
I consistently meet my performance targets (KPIs).	48.1	20.4	31.5	100
The quality of my output has significantly improved over the last year.	16	16	68	100
I am able to complete my tasks faster than before I received training.	31	16	53	100
I feel that my overall contribution to the company has increased.	23	15	62	100

Source; Primary data, 2026

From table 4.8 above;

I always meet my performance objectives (KPIs), 31.5% of the respondents agreed, 20.4% were unsure, and 48.1% disagreed.

There have been improvements in the quality of my work over the past one year, 68% of the respondents agreed, 16% were unsure, 16% disagreed.

I can perform my tasks much faster now compared to when I was not trained, 53% of the respondents agreed, 16% were unsure, 31% disagreed.

I believe that my total contribution to the firm has increased, 62% of the respondents agreed, 15% were unsure, 23% disagreed.

Therefore, from the findings it can be concluded that there is marked employee performance in the Century bottling company.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter offers the findings summary, conclusions, recommendations, and suggestions for future research.

5.1 Summary

This part discusses the findings of the current study. In presenting the findings, the writer takes into consideration the objectives of the research. Also, the summary takes into account the comparison of findings in the present study and those in literature in accordance with the objectives set.

5.1.1. Summary of findings regarding the effect of on-job training on employee performance in Century Bottling Company

From the study, it was realized that on-job training does have effects on employee performance in Century Bottling Company; Such findings were consistent with previous research conducted by Bakar (2007) who argues that on-job training is the most important training practice that has a significant impact on organizational performance. Similarly, according to Daft (2018), during training, the employee becomes aware of the environment he will be operating in.

5.1.2 Summary on effect of off-job training on employee performance in Century bottling company

Off-job training influences employee performance in Century bottling company. This was revealed by the researcher based on the findings of Balinywa (2021) where off-job training takes one outside the workplace to gain knowledge regarding the job or the business. In this case, you move away from the office environment into another training ground where you gain skills concerning the recent trends or technologies in your business. The purpose of such training is to ensure there are no distractions while developing a new workforce.

According to Chadan (2017), off-job training can be used to teach employees corporate work, diversity in the workplace, among other things which are important in one's job. It can be related to how to deal with other people, personal health and wellbeing, etcetera. With the

exposure to different training methods and resources, you gain skills in problem solving, making decisions and critical thinking among others. Such skills may include dealing with stress and other factors within the place of work.

Or you may end up with hard skill trainings like computer or machines usage, including code camp training and case competition. According to Stoner et al., (2020), “Off-the-job training doesn’t have any fixed rules as per the industrial domain; you can adopt different strategies.” The programs are designed to suit all kinds of jobs, and thus, you get quality and comprehensive knowledge that is relevant to what you do. You may also end up with all of the above at once if you attend conferences and workshops where there is a lot of information to be disseminated within a short while.

5.1.3. Employee performance in Century bottling company

From the findings, the researcher established that there is a better and good known performance by the employees in Century bottling company. The findings are consistent with Narayana (2021) who stated that training provides opportunity for employees to develop knowledge and skills needed for working in different departments within the organization. Training also helps in low labor turnover in organizations, which means retaining people for long periods in organizations.

According to Cascio (2018), through adequate training, employees gain the ability to be promoted to occupy more responsible posts. Organizations are always growing and expanding, and they therefore seek to develop the current workforce by offering them training such that they occupy more prestigious positions. Organizations cannot afford not to pay attention to career development programs. As stated by Becker, (2019), effective training requires skilled and dedicated personnel, which results into good organizational performances. It is indicated that employees who consider their training useful and applicable in their job are more satisfied with their jobs and therefore unlikely to quit their jobs (Becker, 2019). According to Cascio (2018), the association between off-job training and job satisfaction has been researched on in various sectors, making it clear how universal the concept is irrespective of culture and organization. In one study for example, it was found that training creates a good environment of learning and growth of knowledge among workers, thus raising their job satisfaction levels. Training satisfaction is regarded as an important predictor of job satisfaction.

5.2 Conclusions of the study

5.2.1 Effect of on-job training on employee performance in Century bottling company

Training while on the job impacts employees' performance in Century bottling company. On-the-job training will enable the employees who work in Century bottling company to have the necessary skills to accomplish their duties competently.

5.2.2 Impact of off-the-job training on employee performance in Century bottling company

Off-the-job training will lead to minimal costs and minimize staff supervision, efficient use of materials, and ensure proper use of machinery, which leads to improved performance. Training enables employees to work with enthusiasm and efficiency. This helps Century bottling company to satisfy customer demands and schedule their work with zeal.

5.2.3 Employee Performance in Century bottling company

In summary, therefore, it can be stated that there is notable, better and improved performance of employees in Century bottling company

5.3 Recommendations

5.3.1 Impact of on-the-job training on employee performance in Century bottling company

The management should encourage on-the-job training for employee performance improvement

5.3.1 Effect of off the-job training on employee performance in Century bottling company

Management should come up with diversified off the job training programs to cover both specific training needs and overall general training covering all its business operations such as managerial and supervisory courses. This will enable the staff to acquire different required skills

5.3.3 Employee performance in Century bottling company

Century bottling company should ensure that training being the core of business progress, be supported fully by management in order to help in manpower planning and succession gaps. This will ensure that vacant positions are filled with candidates with relevant knowledge and skills.

5.4 Suggestions for Further Research

A research similar to this study can be carried out in other organizations so as to ascertain the applicability of the research findings in other contexts. In addition, further research can be carried out using organizations in other geopolitical zones and also, research could be carried out using more than one organization as a study.

REFERENCES

- Ali, Muzaffer & Salamat, (2022), *Effect of work discipline and training on employee performance of Federal International Finance Depok Branch. Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran dan Penelitian Administrasi Publik* 10(1), 234-246.
- Alipour et al., (2009). *Human resource development and organizational performance in the Nigeria liquefied natural gas company limited, Bonny. Journal of Management and Sustainability*,4(4),134-146.
- Amah & Ahiauzu. (2014).*Effectiveness of training and development on employees' performance and organisation competitiveness in the Nigerian Banking Industry. Bulletin of the Transylvania University of Braşov.* 7(1), 161-173.
- Amin, K. (2005). *An evaluation of the impact of training and development on organizational performance: A case study of the Gauteng Provincial Department of Economic Development. Journal of Human Resource and Sustainability Studies*, 8(1), 48- 74.
- Atikuro, H. M. (2018). *Training transfer: An integrative literature review. Human Resource Development Review*, 6, 263-296.
- CBCL Human Resource department manual, 2023
- Chenet et al., (2004). *The science of training and development in organizations: What matters in practice. Psychological Science in the Public Interest Journal*, 13(2),74-86.
- Chiaburu & Tekleab. (2005). *The relationship between workplace learning and job satisfaction in US small to midsize businesses. Human Resource Development Quarterly*, 13(4), 407- 425.
- Colquitt et al., (2021). *Training transfer: An integrative literature review. Human Resource Development Review*, 6, 263-296.
- David, L. B. (2006). *Staff training and development: A vital tool for organizational effectiveness. European Journal of Scientific Research*, 24, (3), 23 -31.
- David, M. (2006) *The impact of investments in human resources activities on the effectiveness of investment in human capital: The case of commercial banks in*

Jordan. *International Journal of Business and Social Science*, 3(18), 253- 261. Zamfara
Journal of Politics and Development | Vol. 2, No. 2 | Department of Political Science

Derue & Guzzo. (2004). *Impact of human resource development practices on pharmaceutical industry's performance: The mediating role of employee performance*. *European Journal of Training and Development*, 43 (2),188- 210. doi.org/10.1108.

Devadason & Zakeer, M. (2006). *Enhancing employees' commitment to organisation through training*. *International Journal of Business and Management*, 6(7), 280-286.

DiBella et al.,. (1996). *Training and development strategy and its role in organizational performance*. *Journal of public Administration and Governance*, 1(2),42-57.

Gai et al. (2017). *Appraisal system: A tool for performance in selected organizations in Nigeria*. *International Journal of Sociology and Anthropology*, 5(7), 249-261.

Guan et al.,. (2016). *Influence of intrinsic and extrinsic rewards on employees' performance: The Banking sector Pakistan*. *Journal of Academic Research International*,4(1), 282-291.

Hsiao et al.,. (2016). *Effect of training and development on employee's performance in Benue State internal revenue service*. *International Journal of Contemporary Research and Review*, 10(10), 21620-21634.

Huselid, M. (1995). *Employees training and organizational performance: Mediation by employees performance*. *Institute of Interdisciplinary Business Research*, 5(4), 490-503.

Jacobs, R. (2003). *The impact of training on employees' outcome in IT sector Pakistan*. *Global Journal of Management and Business Research*, 12(6)14-32.

Jie & Roger, M. (2005). *Training and retraining Nigeria workers to enhance task performance*. *Interdisciplinary Journal of Contemporary Research in Business*, 4(1), 69-78.

Kalimullah et al., M. (2015). *Combating brain drain menace in tertiary institutions in Nigeria: The way forward*. *International Journal of Novel Research in Education and Learning*. 1(2), 20-33.

Kamoche & Mueller, W. (1998). *The impact of employee perceptions of training on organizational commitment and turnover intentions: a study of multinationals in the*

Chinese service sector. The International Journal of Human Resource Management, 22(8), 1765-1787. Zamfara Journal of Politics and Development | Vol. 2, No. 2 |Department of Political Science

Kanelopoulos & Akrivos, M. (2006), *Determinants analysis of motivation, influencing employee performance in public sector organizations: evidence from Pakistan. International Journal of Management, 12(4),191-209.*

Kasekende, A. (2017). *Effect of training and development on employee's performance in Benue State internal revenue service. International Journal of Contemporary Research and Review, 10(10), 21620-21634.*

Khan & Suzan, T. (2019). *Human resource development and organizational performance in the Nigeria liquefied natural gas company limited, Bonny. Journal of Management and Sustainability,4(4),134-146.*

Khim & Beehr.T. (2013). *Influence of staff training and development on employee performance in University Libraries in Southern Nigerian. Nigerian School Library Journal,4(19)244- 267.*

Kinicki & Kretner, M. (2007). *Combating brain drain menace in tertiary institutions in Nigeria: The way forward. International Journal of Novel Research in Education and Learning. 1(2), 20-33.*

Kleyhans et al.,. (2007). *Training and its multiplier effect on productivity at the Olabisi Onabanjo University Library. Pacific Northwest Library Association Quarterly, 75(3), 12-26.*

Landy, M. A. (1985). *Training and its multiplier effect on productivity at the Olabisi Onabanjo University Library. Pacific Northwest Library Association Quarterly, 75(3), 12-26.*

Lawler, A. (1993). *Appraisal system: A tool for performance in selected organizations in Nigeria. International Journal of Sociology and Anthropology, 5(7), 249-261.*

Leonard-Barton. (1992). *The impact of training on employees' outcome in IT sector Pakistan. Global Journal of Management and Business Research, 12(6)14-32.*

Mahalekamge & Mendis, S. H. (2018). *Effect of training and development on employee performance in the Special Economic Zone Authority. Journal of Business & Management, 8(1), 20- 34.*

- Mc Gill & Slocum. (1993). *An evaluation of the impact of training and development on organizational performance: A case study of the Gauteng Provincial Department of Economic Development. Journal of Human Resource and Sustainability Studies*, 8(1), 48- 74.
- Media & Lorette, S. (2014). *Effectiveness of training and development on employees' performance and organisation competitiveness in the Nigerian Banking Industry. Bulletin of the Transylvania University of Braşov*. 7(1), 161-173.
- Mundeke, A., (2017). *The effect of training on employee performance. European Journal of Business and Management*, 5(4), 137-147.
- Noe, A. (2010). *Towards improved funding of tertiary institutions in Nigeria. Asian Journal of Humanities and Social Sciences*.3 (2).83- 90.
- Pfeffer, S. (1994). *Influence of intrinsic and extrinsic rewards on employees' performance: The Banking sector Pakistan. Journal of Academic Research International*,4(1), 282-291.
- Plaisent, Zheng & Benard, Y.T. (2014). *Influence of staff training and development on employee performance in University Libraries in Southern Nigerian. Nigerian School Library Journal*,4(19)244- 267.
- Rowden & Conine. (2005). *Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations. Journal of Organizational Behaviour*.35(3), 393-412
- Rowden, M. (2002). *The relationship between training and development and employee performance of executive level employees in apparel organizations. International Invention of Scientific Journal*, 2(01), 12-17.
- Saks & Hacoun. H. (2010). *Effect of training and development on employee performance in the Special Economic Zone Authority. Journal of Business & Management*, 8(1), 20- 34.
- Swanson & Swazin. (2015) *The impact of investments in human resources activities on the effectiveness of investment in human capital: The case of commercial banks in Jordan. International Journal of Business and Social Science*, 3(18), 253- 261. *Zamfara Journal of Politics and Development | Vol. 2, No. 2 | Department of Political Science*

- Swart et al., (2005). *Assessment of management strategy on training and development in Nigeria polytechnics. Global Journal of Human Resource Management, 2(4), 95-102.*
- Tsai et al., (2007). *Managing human resources. Academy of Management Journal, 2(2):26-72.*
- Ugbon & Obeng. (2010). *The effect of training on employee performance. European Journal of Business and Management, 5(4), 137-147.*
- Ulrich et al., (1993). *Assessment of management strategy on training and development in Nigeria polytechnics. Global Journal of Human Resource Management, 2(4), 95-102.*
- Van der Klink & Streamer, (2002), *Effect of work discipline and training on employee performance of Federal International Finance Depok Branch. Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran dan Penelitian Administrasi Publik 10(1), 234- 246.*
- Yen & Hsio. (2015). *Towards improved funding of tertiary institutions in Nigeria. Asian Journal of Humanities and organisation Social Sciences.3 (2).83- 90.*

APPENDICES

Appendix 1: Questionnaire

Dear respondent,

I am **Rukaari Norman**, a student of Uganda Christian University, Mukono conducting a study on “The effects of training on employee performance at Century bottling company ltd, Namanve”. I hereby request you to fill this questionnaire and give me back the earliest time possible.

Thank you for your time and interest in the survey

Section A: Personal Information

Please tick (\checkmark) the appropriate box.

1. Department: _____

2. Years of experience at Century Bottling Company: Less than 2 years 2-3 years 3-4 years 4 years and above

3. Age Group: Below 20 years 20–29 years 30–39 years 40-49 years 50 years and above

4. Highest Level of Education: Bachelor’s Degree University/ college Diploma Master’s degree

5. Gender: Male Female

SECTION B

Table 2 On-Job Training

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Statement	1	2	3	4	5
The mentorship/coaching I receive while working has improved my technical skills.					
Learning while doing tasks makes me more confident in my daily duties.					
On-job training at this company is relevant to my specific job description.					
I make fewer mistakes after receiving on-the-job guidance from my supervisor.					

Section C: Table 3 Off-Job Training

Statement	1	2	3	4	5
Workshops and seminars held outside my workstation help me think more creatively.					
Attending external training sessions has updated my knowledge of industry standards.					
Taking time away from the routine to train has increased my motivation.					
The skills I learned in off-job training are easy to apply back at my desk.					

Section D: Table 4 Employee Performance

Statement	1	2	3	4	5
I consistently meet my performance targets (KPIs).					
The quality of my output has significantly improved over the last year.					
I am able to complete my tasks faster than before I received training.					
I feel that my overall contribution to the company has increased.					

Section E: The Relationship

1. In your opinion, which type of training has a **greater** impact on your performance at Century Bottling Company? (On-job or Off-job?) Why?

2. What challenges, if any, do you face when trying to apply training knowledge to your work?
