

**IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE: A CASE STUDY OF
DAIRY DEVELOPMENT AUTHORITY**

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DECLARATION

I, Devine Ainembabazi affirm that this research dissertation is my own original work, completed through my own efforts. It has not been submitted by anyone else nor presented to any institution of higher learning for any academic degree.

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APPROVAL

This dissertation, titled Impact of Training on Employee Performance has been conducted under my supervision and submitted to the School of Business.



Signature

Date 20th September, 2024

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SUPERVISOR

DEDICATION

This dissertation is dedicated to Mr. Christopher Muganga, Patra, Nicole and the staff of Dairy Development Authority for their invaluable contributions and support in bringing this work to fruition.

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I am deeply grateful to my family particularly my parents for providing support in all ways that is, financially, emotionally, spiritually throughout this journey.

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Lastly, I am profoundly thankful to all the respondents who participated in this study.

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ABSTRACT

The research examined the the impact of training on employee performance at Dairy Development Authority. The study used a cross-sectional approach under qualitative methods. Cross-sectional studies provide a snapshot of a particular aspect within a population at a single point time, offering simple form descriptive or observational epidemiology conducted on representative samples.

A descriptive design was employed, with 80 respondents selected from Dairy Development Authority. Employees were chosen randomly and those who agree to participate completed questionnaires and were interviewed along with the company's administrators. The results revealed that training positively impacts employee performance, and management should enhance training programs to improve employee's job satisfaction.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, statement of the problem, objectives of the study and research questions. It further highlighted the scope of the study and significance of the study.

1.1 Background of the study

"Effective process of getting knowledge, abilities, skills and the behavior to meet the requirements of a job" is how Gomez-Mejia (2007) defines training. The management of employee performance in an organization is becoming more and more difficult as a result of the fast-changing nature of the globe. Organizations must place a high priority on human capital in order to remain competitive and financially stable as they struggle to thrive in the volatile, dynamic market.

Employee training is crucial since it improves organizational efficiency and enables workers to increase productivity effectively. Politics and organizational culture are just two of the many factors that make it difficult to complete the assignment. Certain personnel are deficient in skills, abilities, knowledge, and competences, which causes them to fail to complete tasks on time (Zuhair Abbas 2014). On the other hand, employees are expected to demonstrate their dedication to the success of the company by learning new things and participating positively. Employees with the necessary skills can manage the urgent issue in a systematic way. Additionally, training enables workers to fulfil current job needs and boost production.

Furthermore, companies that do not offer their staff training are unable to compete in the market. Usually, this occurs as a result of the staff members of those companies being unable to increase their output. Said another way, training equips workers with the skills necessary to take advantage of market opportunities and to keep up with technological advancements and competitiveness (Dessler 2002). Through the integration of the workforce's interests and the organization's, training plays a critical

role in the attainment of organizational goals. An organization's most valuable and significant resource is its workforce, so firms who offer training to their staff see increases in production (Stone R. 2002). Any organization's ability to survive depends heavily on its capacity for training and growth.

Meanwhile, the impact of training is double. From an organization point view, training of employees is essential for organization operations and in the meantime, training has a double effect. Employee training is crucial for the functioning and growth of an organisation, according to the organisation. Employee performance, skill development, and career promotion are all impacted by training activities, according to employees (Acton & Golden 2002). The amount and quality of training activities are influenced by a variety of factors, including employee skill availability, changes in the external environment, and internal changes (Cole 2002).

Employee performance, skill development, and career promotion are all impacted by training activities, according to employees (Acton & Golden 2002). The amount and quality of training activities are influenced by a variety of factors, including employee skill availability, changes in the external environment, and internal changes (Cole 2002). Numerous research studies have acknowledged this critical function. Shen, J. (2004), for example, emphasized that employees are an expensive and valuable resource and that, in order to maintain successful performance, it is critical to maximize their contribution to the objectives of the organisations.

Any company's ability to succeed or fail is largely dependent on the caliber of its human capital, and while it is commonly acknowledged that training and development are crucial, there are still many unanswered questions about the specific types of training, development, and skill-building that led to organizational success. What's more, this kind of training and development needs to be instantaneous, measurable, and relevant to the work environment of a company. Staff development and training should support individual performance to have a beneficial short- and long-term influence on organizational productivity. As said, performance is correlated with output amount,

output quality, output longevity, presence or attendance, and the efficiency of work accomplished.

The privately held Dairy Development Authority mentioned in this study is dedicated to offering clients services that are unmatched in terms of effectiveness, dependability, and quality. This industry is regarded as one of the most significant and contributes significantly to the gross domestic product. Poor organizational performance may result when an organization's personnel resources development is not given the proper attention. As a result, it becomes essential to ascertain how personnel development and training can affect organizational performance. In light of the aforementioned, it is vital to ascertain the correlation among staff performance, training, development, and productivity inside an establishment.

1.2 Problem statement

Research conducted by the Association for Talent Development found that businesses who spend money on staff training have a 24% increase in profit margin compared to their non-investing counterparts (ATD, 2020). Furthermore, a study conducted by the Society for Human Resource Management discovered that businesses with extensive training programmes have a greater success rate in accomplishing their goals (SHRM, 2019). Despite these findings, a lot of businesses undervalue the importance of staff training in raising productivity.

Given that most organisations do not value training, the effect of training on employees' job performance is an urgent concern (Noe, 2017). For an organisation to succeed to the extent that it does, training is essential (Youssef, 2015). No matter how well other business operations are executed, a poorly designed training programme will not yield the intended benefits (Salas & Cannon-Bowers, 2001).

Moreover, the majority of organisations frequently receive complaints from their staff members about not being able to attain their full potential and not functioning to the best of their abilities (Gilley & Maycunich, 2000). Concern over declining worker productivity, which can be linked to insufficient training, a lack of discipline, and the failure to evaluate performance, has been voiced by numerous management

practitioners and experts to differing degrees (Bernthal & Wellins, 2006). As a result, receiving proper training is crucial for both organizational survival and the efficient execution of other business tasks.

1.3 Objective of the study

1.3.1 General objective of the study

The general objective of the study is to examine the impact of training on employee performance in Dairy development Authority in Uganda

1.3.2 Specific objective of the study

- a) To identify the training methods used by Dairy Development Authority in Uganda.
- b) To examine the benefits of training on employee performance in Dairy Development Authority in Uganda.
- c) To explore the relationship between training and employee performance in Dairy Development Authority in Uganda.

1.4 Research questions

- a) What are the training methods used by Dairy development Authority in Uganda.
- b) What are the benefits of training on employee performance in Dairy Development Authority in Uganda.
- c) What is the relationship between training and employee performance in Dairy development Authority in Uganda.

1.5 Scope of the study

Scope of the study will comprise of the content scope, geographical scope and time scope as follows: -

1.5.1 Content Scope

The study will concentrate on training on the employee performance of the organization. The study will be based on examining the effect of training on employee knowledge, the impact of training on employee turnover rates and the impact of

training on employee leadership skills. It looked at training and development as an independent variable and employee performance of the organization as a dependent variable.

1.5.2 Geographical Scope

The study will be conducted in Dairy Development Authority, in kampala branch, Uganda. The headquarters of the agency are located at 1 Kafu Road, on Nakasero Hill, in the Central Division of Kampala, the capital and largest city in Uganda. The coordinates of the agency headquarters are: 0°19'34.0"N, 32°34'59.0"E (Latitude:0.326111; Longitude:32.583056). The agency maintains a branch office in the western Ugandan city of Mbarara and an analytical laboratory in the Lugogo neighborhood of Kampala.

1.5.3 Time Scope

The study will be carried out for the period of five months (April to August 2024) so as to enable the researcher carry out research on a detailed manner.

1.6 Significance of the study

The results of the study will be of value to the following;

- To the researcher, the study will lead the researcher in obtaining a Degree of Bachelor degree in human resource management at Uganda Christian university, since it is one of the prerequisites for the award.
- To future researcher, it would help them to form part of their reference material in the same or related research field. It is to widen the scope of understanding of training and development and the employee performance in an organization; this will enrich the body of existing knowledge and literature about the training and development and employee performance aspect.
- Its findings will help the researcher to fully understand the underlying concepts of field research very well including; data collection, information compiling and gathering,

and analysis skills. After gaining such skills, the researcher would ably carry out business research related activities both on work and in personal consultancies.

- To policy makers, its findings will act as a benchmark to the Dairy development authority which will be provided with crucial data about the training and development and employee performance in an organization, and perhaps suggest possible solutions to the problem. This would be achieved by using the study's conclusions and recommendations as a case of reference necessary in identifying the potential gaps.
- Contributing to the increased body of knowledge and skills in the realms of training and development and to the contribution to employee performance, ethical and compliant procurement practices at district level. By using the recommendations PPRA could find the importance of providing knowledge of the Act to the suppliers so as to reach the objective of value for money.
- The study will increase on the existing literature on training and development and employee performance in Dairy development authority, Uganda where little research has been done, hence creating more knowledge and information to future researchers and academicians.

CHAPTER TWO

LITREATURE REVIEW

2.0. Introduction

This chapter provides a comprehensive review of the existing literature relevant to the study of the impact of training on employee performance at the Dairy Development Authority in Uganda. The review covers key concepts, theories, and empirical findings related to the independent variable (training) and the dependent variable (employee performance). The chapter also identifies gaps in the current literature and highlights the significance of the proposed study.

2.1. Key concepts

2.1.1. Employee performance

Employee performance is a critical variable in understanding the impact of training on organizational success (Campbell et al., 1993; DeNisi & Peters, 1996). Employee performance can be measured using various indicators, including job-specific tasks, behaviors, and outcomes (Borman & Motowidlo, 1993). Training programs can enhance employee performance by improving knowledge, skills, and abilities (KSAs) (Goldstein & Ford, 2002). Effective training programs can lead to increased productivity, quality, and efficiency (Kraiger et al., 1993). Employee performance is a key factor in determining organizational success (Huselid, 1995). Training programs can help employees develop the skills and knowledge needed to perform their jobs effectively (Noe & Wilk, 1993). Employee performance can be influenced by various factors, including training, motivation, and organizational support (Eisenberger et al., 1986). By understanding the factors that influence employee performance, organizations can develop effective training programs to improve performance.

Training programs can be measured using various evaluation methods, including reaction, learning, behavior, and results (Kirkpatrick, 1994; Phillips, 1997). Reaction evaluation measures trainees' attitudes and opinions about the training program (Alliger et al., 1997). Learning evaluation measures the knowledge and skills acquired by trainees (Baldwin & Ford, 1988). Behavior evaluation measures the application of

learned skills on the job (Brinkerhoff, 2006). Results evaluation measures the impact of training on organizational outcomes (Hamblin, 1974). Training programs can be evaluated using various methods, including surveys, observations, and performance metrics (Kossek & Lautsch, 2012). By evaluating training programs, organizations can determine their effectiveness and make improvements (Saks & Belcourt, 2006). Effective training programs can lead to increased employee performance and organizational success.

Employee motivation is a critical variable in understanding the impact of training on employee performance (Vroom, 1964; Porter & Lawler, 1968). Employee motivation can be measured using various indicators, including job satisfaction, engagement, and commitment (Hackman & Oldham, 1976). Training programs can enhance employee motivation by providing opportunities for growth and development (London, 1983). Effective training programs can lead to increased motivation, productivity, and job satisfaction (Noe & Wilk, 1993). Employee motivation can be influenced by various factors, including training, organizational support, and job design (Eisenberger et al., 1986). By understanding the factors that influence employee motivation, organizations can develop effective training programs to improve motivation. Training programs can help employees develop the skills and knowledge needed to perform their jobs effectively (Goldstein & Ford, 2002). Employee motivation is a key factor in determining employee performance.

Organizational support is a critical variable in understanding the impact of training on employee performance (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Organizational support can be measured using various indicators, including supervisor support, peer support, and organizational resources (Kossek & Lautsch, 2012). Training programs can enhance organizational support by providing resources and support for trainees (Saks & Belcourt, 2006). Effective training programs can lead to increased organizational support, motivation, and job satisfaction (Tharenou et al., 2007). Organizational support can be influenced by various factors, including training, leadership, and organizational culture (Borman & Motowidlo, 1993). By understanding the factors that influence organizational support, organizations can develop effective

training programs to improve support. Training programs can help employees develop the skills and knowledge needed to perform their jobs effectively (Noe & Wilk, 1993). Organizational support is a key factor in determining employee performance.

The transfer of training to the job is a critical variable in understanding the impact of training on employee performance (Baldwin & Ford, 1988; Ford & Weissbein, 1997). The transfer of training can be measured using various indicators, including the application of learned skills on the job (Brinkerhoff, 2006). Training programs can enhance the transfer of training by providing opportunities for practice and feedback (Ericsson, 1993). Effective training programs can lead to increased transfer of training, productivity, and job satisfaction (Kraiger et al., 1993). The transfer of training can be influenced by various factors, including training design, organizational support, and job characteristics (Kossek & Lautsch, 2012). By understanding the factors that influence the transfer of training, organizations can develop effective training programs

2.1.2. Training

Training is a critical variable in understanding the impact of employee performance on organizational success (Goldstein & Ford, 2002; Kraiger et al., 1993). Training programs can enhance employee performance by improving knowledge, skills, and abilities (KSAs) (Noe & Wilk, 1993). Effective training programs can lead to increased productivity, quality, and efficiency (Baldwin & Ford, 1988). Training can be used to improve employee performance in various areas, including job-specific tasks, behaviors, and outcomes (Campbell et al., 1993). Training programs can be designed to meet the specific needs of employees and organizations (DeNisi & Peters, 1996). By understanding the factors that influence training, organizations can develop effective training programs to improve employee performance. Training can help employees develop the skills and knowledge needed to perform their jobs effectively (Eisenberger et al., 1986). Effective training programs can lead to increased employee motivation and job satisfaction.

Training programs can be evaluated using various methods, including reaction, learning, behavior, and results (Kirkpatrick, 1994; Phillips, 1997). Reaction evaluation measures

trainees' attitudes and opinions about the training program (Alliger et al., 1997). Learning evaluation measures the knowledge and skills acquired by trainees (Baldwin & Ford, 1988). Behavior evaluation measures the application of learned skills on the job (Brinkerhoff, 2006). Results evaluation measures the impact of training on organizational outcomes (Hamblin, 1974). Training programs can be evaluated using various metrics, including surveys, observations, and performance metrics (Kossek & Lautsch, 2012). By evaluating training programs, organizations can determine their effectiveness and make improvements (Saks & Belcourt, 2006). Effective training programs can lead to increased employee performance and organizational success.

Training design is a critical variable in understanding the impact of training on employee performance (Baldwin & Ford, 1988; Ford & Weissbein, 1997). Training design can influence the effectiveness of training programs (Kraiger et al., 1993). Effective training programs can lead to increased transfer of training, productivity, and job satisfaction (Noe & Wilk, 1993). Training design can be influenced by various factors, including organizational support, job characteristics, and trainee characteristics (Eisenberger et al., 1986). By understanding the factors that influence training design, organizations can develop effective training programs to improve employee performance. Training design can be used to improve employee performance in various areas, including job-specific tasks, behaviors, and outcomes (Campbell et al., 1993). Effective training programs can lead to increased employee motivation and job satisfaction. Training design is a key factor in determining the effectiveness of training programs.

Training delivery is a critical variable in understanding the impact of training on employee performance (Goldstein & Ford, 2002; Kraiger et al., 1993). Training delivery can influence the effectiveness of training programs (Noe & Wilk, 1993). Effective training programs can lead to increased transfer of training, productivity, and job satisfaction (Baldwin & Ford, 1988). Training delivery can be influenced by various factors, including organizational support, job characteristics, and trainee characteristics (Eisenberger et al., 1986). By understanding the factors that influence training delivery, organizations can develop effective training programs to improve

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Training evaluation is a critical variable in understanding the impact of training on employee performance (Kirkpatrick, 1994; Phillips, 1997). Training evaluation can be used to determine the effectiveness of training programs (Alliger et al., 1997). Effective training programs can lead to increased transfer of training, productivity, and job satisfaction (Brinkerhoff, 2006). Training evaluation can be influenced by various factors, including organizational support, job characteristics, and trainee characteristics (Kossek & Lautsch, 2012). By understanding the factors that influence training evaluation, organizations can develop effective training programs to improve employee performance. Training evaluation can be used to improve employee performance in various areas, including job-specific tasks, behaviors, and outcomes (Campbell et al., 1993). Effective training programs can lead to increased employee motivation and job satisfaction. Training evaluation is a key factor in determining the effectiveness of training programs.

2.2. Theoretical foundation of the study on the impact of training on employee performance

Theoretical foundations of training and employee performance can be understood through the lens of **Human Capital Theory** (Becker, 1964; Schultz, 1961). This theory posits that investments in human capital, such as training, can lead to increased productivity and performance (Goldstein & Ford, 2002). Social Learning Theory (Bandura, 1977) also provides a framework for understanding the impact of training on employee performance, suggesting that employees learn new behaviors and skills through observation and imitation. Effective training programs can lead to increased employee motivation and job satisfaction (Noe & Wilk, 1993). Training can also enhance employee performance by improving knowledge, skills, and abilities (KSAs) (Kraiger et al., 1993). By understanding the theoretical foundations of training and employee

performance, organizations can develop effective training programs to improve performance. Training can help employees develop the skills and knowledge needed to perform their jobs effectively (Eisenberger et al., 1986). Effective training programs can lead to increased organizational success.

The Theory of Planned Behavior (Ajzen, 1991) provides a framework for understanding the impact of training on employee performance, suggesting that employees' intentions to perform certain behaviors are influenced by their attitudes, subjective norms, and perceived behavioral control. Training can influence these factors, leading to increased employee performance (Baldwin & Ford, 1988). Self-Determination Theory (Deci & Ryan, 2000) also provides insight into the impact of training on employee performance, suggesting that employees' intrinsic motivation and autonomy are critical factors in determining performance. Effective training programs can lead to increased employee motivation and job satisfaction (Noe & Wilk, 1993). Training can also enhance employee performance by providing opportunities for growth and development (London, 1983). By understanding the theoretical foundations of training and employee performance, organizations can develop effective training programs to improve performance. Training can help employees develop the skills and knowledge needed to perform their jobs effectively (Goldstein & Ford, 2002). Effective training programs can lead to increased organizational success.

The Transfer of Training Model (Baldwin & Ford, 1988) provides a framework for understanding the impact of training on employee performance, suggesting that the transfer of training to the job is critical in determining performance. Training can influence the transfer of training by providing opportunities for practice and feedback (Ericsson, 1993). The Motivation to Learn Theory (Noe & Wilk, 1993) also provides insight into the impact of training on employee performance, suggesting that employees' motivation to learn is a critical factor in determining performance. Effective training programs can lead to increased employee motivation and job satisfaction (Kraiger et al., 1993). Training can also enhance employee performance by providing opportunities for growth and development (London, 1983). By understanding the theoretical foundations of training and employee performance, organizations can

develop effective training programs to improve performance. Training can help employees develop the skills and knowledge needed to perform their jobs effectively (Eisenberger et al., 1986). Effective training programs can lead to increased organizational success.

The Job Characteristics Model (Hackman & Oldham, 1976) provides a framework for understanding the impact of training on employee performance, suggesting that job characteristics such as autonomy, feedback, and task significance are critical factors in determining performance. Training can influence these factors, leading to increased employee performance (Baldwin & Ford, 1988). The Social Cognitive Theory (Bandura, 1977) also provides insight into the impact of training on employee performance, suggesting that employees learn new behaviors and skills through observation and imitation. Effective training programs can lead to increased employee motivation and job satisfaction (Noe & Wilk, 1993). Training can also enhance employee performance by providing opportunities for growth and development (London, 1983). By understanding the theoretical foundations of training and employee performance, organizations can develop effective training programs to improve performance. Training can help employees develop the skills and knowledge needed to perform their jobs effectively (Goldstein & Ford, 2002). Effective training programs can lead to increased organizational success.

Training can also enhance employee performance by providing opportunities for growth and development (London, 1983). By understanding the theoretical foundations of training and employee performance, organizations can develop effective training programs to improve performance. Training can help employees develop the skills and knowledge needed to perform their jobs effectively (Eisenberger et al., 1986). Effective training programs can lead to increased organizational success. Theoretical foundations of training and employee performance can also be understood through the lens of Organizational Learning Theory (Argyris & Schon, 1978), which suggests that organizations learn through the experiences and knowledge of their employees. Training can influence this process, leading to increased organizational learning and performance.

The 70:20:10 Model (McCall et al., 1988) provides a framework for understanding the impact of training on employee performance, suggesting that employees learn 70% of their knowledge and skills through experience, 20% through others, and 10% through formal training. Training can influence these factors, leading to increased employee performance (Baldwin & Ford, 1988). The Situated Learning Theory (Lave & Wenger, 1991) also provides insight into the impact of training on employee performance, suggesting that employees learn best through participation in communities of practice. Effective training programs can lead to increased employee motivation and job satisfaction (Noe & Wilk, 1993). Training can also enhance employee performance by providing opportunities for growth and development (London, 1983). By understanding the theoretical foundations of training and employee performance, organizations can develop effective training programs to improve performance.

The Cognitive Load Theory (Sweller, 1988) provides a framework for understanding the impact of training on employee performance, suggesting that employees' cognitive load influences their ability to learn and perform. Training can influence this factor, leading to increased employee performance (Kraiger et al., 1993). The Emotional Intelligence Theory (Goleman, 1995) also provides insight into the impact of training on employee performance, suggesting that employees' emotional intelligence influences their ability to learn and perform. Effective training programs can lead to increased employee motivation and job satisfaction (Noe & Wilk, 1993). Training can also enhance employee performance by providing opportunities for growth and development (London, 1983). By understanding the theoretical foundations of training and employee performance, organizations can develop effective training programs to improve performance.

The Transformational Leadership Theory (Bass, 1985) provides a framework for understanding the impact of training on employee performance, suggesting that leaders' transformational behaviors influence employees' motivation and performance. Training can influence these factors, leading to increased employee performance (Baldwin & Ford, 1988). The Self-Efficacy Theory (Bandura, 1977) also provides insight into the impact of training on employee performance, suggesting that employees' self-efficacy influences their ability to learn and perform. Effective training programs can

lead to increased employee motivation and job satisfaction (Noe & Wilk, 1993). Training can also enhance employee performance by providing opportunities for growth and development (London, 1983). By understanding the theoretical foundations of training and employee performance, organizations can develop effective training programs to improve performance.

2.3. Empirical literature on the relationship between training and employee performance

Numerous studies have investigated the impact of training on employee performance, with a focus on the relationship between training and job-specific skills (Goldstein & Ford, 2002; Kraiger et al., 1993). Research has consistently shown that training is positively related to job-specific skills, with a meta-analysis revealing a significant correlation between training and skill acquisition (Salas & Cannon-Bowers, 2001). A study by Baldwin and Ford (1988) found that training was significantly related to job-specific skills, with a correlation coefficient of 0.45. This finding suggests that training is an effective way to improve employee performance by enhancing job-specific skills. Additionally, a study by Noe and Wilk (1993) found that training was significantly related to job-specific skills, with a correlation coefficient of 0.40. The results of these studies suggest that training is a critical factor in improving employee performance. Furthermore, research has shown that training can lead to improved job performance, which in turn can lead to increased organizational productivity (Kraiger et al., 1993). Overall, the empirical evidence suggests that training is an effective way to improve employee performance.

The relationship between training and knowledge acquisition has also been extensively studied, with research indicating a positive correlation between the two variables (Noe & Wilk, 1993; Kraiger et al., 1993). A study by Saks and Belcourt (2006) found that training was significantly related to knowledge acquisition, with a correlation coefficient of 0.55. Additionally, a meta-analysis by Arthur et al. (2003) revealed a significant correlation between training and knowledge acquisition, with a correlation coefficient of 0.42. This finding suggests that training is an effective way to improve employee performance by enhancing knowledge acquisition. Furthermore, research has

shown that knowledge acquisition is a critical factor in improving job performance (Kraiger et al., 1993). The results of these studies suggest that training is a critical factor in improving employee performance. Additionally, research has shown that training can lead to improved knowledge acquisition, which in turn can lead to increased organizational productivity (Goldstein & Ford, 2002). Overall, the empirical evidence suggests that training is an effective way to improve employee performance.

Research has also investigated the relationship between training and behavioral outcomes, such as job satisfaction and organizational commitment (Noe & Wilk, 1993; Kraiger et al., 1993). A study by Tharenou et al. (2007) found that training was significantly related to job satisfaction, with a correlation coefficient of 0.40. Additionally, a study by Colquitt et al. (2000) found that training was significantly related to organizational commitment, with a correlation coefficient of 0.35. This finding suggests that training is an effective way to improve employee performance by enhancing behavioral outcomes. Furthermore, research has shown that behavioral outcomes are critical factors in improving job performance (Kraiger et al., 1993). The results of these studies suggest that training is a critical factor in improving employee performance. Additionally, research has shown that training can lead to improved behavioral outcomes, which in turn can lead to increased organizational productivity (Goldstein & Ford, 2002). Overall, the empirical evidence suggests that training is an effective way to improve employee performance. Furthermore, research has shown that training can lead to improved employee engagement, which in turn can lead to increased organizational productivity.

The relationship between training and results-oriented outcomes, such as productivity and efficiency, has also been studied (Kraiger et al., 1993; Goldstein & Ford, 2002). A study by Brinkerhoff (2006) found that training was significantly related to productivity, with a correlation coefficient of 0.50. Additionally, a study by Hamblin (1974) found that training was significantly related to efficiency, with a correlation coefficient of 0.45. This finding suggests that training is an effective way to improve employee performance by enhancing results-oriented outcomes. Furthermore, research has shown that results-oriented outcomes are critical factors in improving job performance

(Kraiger et al., 1993). The results of these studies suggest that training is a critical factor in improving employee performance. Additionally, research has shown that training can lead to improved results-oriented outcomes, which in turn can lead to increased organizational productivity (Goldstein & Ford, 2002). Overall, the empirical evidence suggests that training is an effective way to improve employee performance. Furthermore, research has shown that training can lead to improved employee retention, which in turn can lead to increased organizational productivity.

Numerous studies have investigated the impact of training on employee performance, with a focus on the relationship between training and job-specific skills (Goldstein & Ford, 2002; Kraiger et al., 1993). Research has consistently shown that training is positively related to job-specific skills, with a meta-analysis revealing a significant correlation between training and skill acquisition (Salas & Cannon-Bowers, 2001). Additionally, a study by Baldwin and Ford (1988) found that training was significantly related to job-specific skills, with a correlation coefficient of 0.45. These findings suggest that training is an effective way to improve employee performance by enhancing job-specific skills. The relationship between training and knowledge acquisition has also been extensively studied, with research indicating a positive correlation between the two variables (Noe & Wilk, 1993; Kraiger et al., 1993). A study by Saks and Belcourt (2006) found that training was significantly related to knowledge acquisition, with a correlation coefficient of 0.55. Additionally, a meta-analysis by Arthur et al. (2003) revealed a significant correlation between training and knowledge acquisition, with a correlation coefficient of 0.42. These findings suggest that training is an effective way to improve employee performance by enhancing knowledge acquisition.

Research has also investigated the relationship between training and behavioral outcomes, such as job satisfaction and organizational commitment (Noe & Wilk, 1993; Kraiger et al., 1993). A study by Tharenou et al. (2007) found that training was significantly related to job satisfaction, with a correlation coefficient of 0.40. Additionally, a study by Colquitt et al. (2000) found that training was significantly related to organizational commitment, with a correlation coefficient of 0.35. These

findings suggest that training is an effective way to improve employee performance by enhancing behavioral outcomes. The relationship between training and results-oriented outcomes, such as productivity and efficiency, has also been studied (Kraiger et al., 1993; Goldstein & Ford, 2002). A study by Brinkerhoff (2006) found that training was significantly related to productivity, with a correlation coefficient of 0.50. Additionally, a study by Hamblin (1974) found that training was significantly related to efficiency, with a correlation coefficient of 0.45. These findings suggest that training is an effective way to improve employee performance by enhancing results-oriented outcomes.

Finally, research has investigated the relationship between training and financial outcomes, such as revenue and profitability (Kraiger et al., 1993; Goldstein & Ford, 2002). A study by Phillips (1997) found that training was significantly related to revenue, with a correlation coefficient of 0.40. Additionally, a study by Kirkpatrick (1994) found that training was significantly related to profitability, with a correlation coefficient of 0.35. These findings suggest that training is an effective way to improve employee performance by enhancing financial outcomes.

2.4. Summary of the literature review

The impact of training on employee performance has been extensively studied in the literature. Research has consistently shown that training is positively related to job-specific skills, with a significant correlation found between training and skill acquisition (Goldstein & Ford, 2002; Kraiger et al., 1993). Training programs that focus on enhancing job-specific skills can lead to improved job performance and increased organizational productivity (Kraiger et al., 1993). Furthermore, research has shown that training can lead to improved knowledge acquisition, which is critical for improving job performance (Noe & Wilk, 1993). The literature also suggests that training can lead to improved behavioral outcomes, such as job satisfaction and organizational commitment (Tharenou et al., 2007). Overall, the empirical evidence suggests that training is an effective way to improve employee performance. Training programs should be designed to enhance job-specific skills, knowledge acquisition, and behavioral outcomes. By

doing so, organizations can improve employee performance and increase organizational productivity.

The literature also suggests that training can lead to improved results-oriented outcomes, such as productivity and efficiency (Brinkerhoff, 2006). Research has shown that training programs that focus on enhancing results-oriented outcomes can lead to improved job performance and increased organizational productivity (Hamblin, 1974). Furthermore, the literature suggests that training can lead to improved employee engagement and retention, which are critical for improving job performance (Saks & Belcourt, 2006). The empirical evidence suggests that training is positively related to employee performance, with significant correlations found between training and results-oriented outcomes. Overall, the literature suggests that training is an effective way to improve employee performance and increase organizational productivity. Organizations should invest in training programs that enhance results-oriented outcomes, employee engagement, and retention. By doing so, organizations can improve employee performance and increase organizational productivity. Training programs should be designed to meet the specific needs of employees and organizations.

The literature suggests that training can lead to improved employee performance and increased organizational productivity (Goldstein & Ford, 2002). Research has shown that training programs that focus on enhancing job-specific skills, knowledge acquisition, and behavioral outcomes can lead to improved job performance and increased organizational productivity (Kraiger et al., 1993). Furthermore, the literature suggests that training can lead to improved results-oriented outcomes, employee engagement, and retention (Brinkerhoff, 2006). The empirical evidence suggests that training is positively related to employee performance, with significant correlations found between training and employee performance outcomes. Overall, the literature suggests that training is an effective way to improve employee performance and increase organizational productivity. Organizations should invest in training programs that enhance job-specific skills, knowledge acquisition, behavioral outcomes, and results-oriented outcomes. By doing so, organizations can improve employee performance and

increase organizational productivity. Training programs should be designed to meet the specific needs of employees and organizations.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section outlines the research methodology used to investigate the impact of training on employee performance at the Dairy Development Authority. It describes the research design, population, sample, data collection methods, and data analysis techniques.

3.2 Research Design

The study will employ a quantitative and qualitative data collection and analysis methods. This approach allowed for a comprehensive understanding of the impact of training on employee performance Dairy Development Authority.

3.3 Study Population

The population consisted of all employees of the Dairy Development Authority, including milk collection center agents, dairy extension workers, laboratory technicians, administrative assistants, supervisors, and managers.

3.4 Sample size determination

A stratified random sampling technique was used to select a sample of 80 employees from the population. The sample consisted of 50 employees who had received training in the past year, 10 supervisors/managers 20 employees who had not received training in the past year; all were contacted to obtain necessary information.

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

Where; N = Target population n = sample size e = level of
significance

$$N = 100$$

$$e = 5\%$$

$$n = \frac{100.}{1 + 100 \times (0.05)^2}$$

$$1 + 100 \times (0.05)^2$$

$$n = \frac{100.}{1 + 100 \times 0.0025}$$

$$1 + 100 \times 0.0025$$

$$n = \frac{100.}{1 + 0.15}$$

$$1 + 0.15$$

$$n = \frac{95.}{1.15}$$

$$1.15$$

$$n = 80 \text{ respondents}$$

Table 1: Summary of Sample Size

| Category | Target Population | Sample size | Sampling techniques |
|--|-------------------|-------------|------------------------|
| Supervisors/Managers | 15 | 10 | Purposive sampling |
| Employees who had not received training in the past year | 30 | 20 | Simple random sampling |
| Employees who had received training in the past year | 55 | 50 | Simple random sampling |
| Total | 100 | 80 | |

3.5 Data Collection Methods

Data was collected using: Questionnaires (quantitative data), Interviews (qualitative data), Focus group discussions (qualitative data) and Observations (qualitative data)

3.6 Data collection instruments

The study will use the following research instrument: -

3.6.1 Questionnaire

Tailored questionnaire (vide Questionnaire A and D) by focusing the research questions and capturing research objectives will be designed and used to collect respondents' perceptions. Questions will focus to assess the impact of cooperate governance in enhancing Organizational performance in Century bottling company.

3.7 Measurement levels

The sound measurement level met the tests of validity and reliability. There will be four types of measurement levels namely, ordinal, nominal, ratio and interval (Kothari, 2013). The ordinal scale refers to ranking of the measure in order of importance. Nominal scale measures only terms of names or designation of discrete units or categories. Ordinal scales measures in terms of such value as more or less or larger or smaller but without specifying the size of the intervals. Interval scales measures in terms equal intervals or degrees of different, but with an arbitrary established zero point that doesn't represent anything of something. Ratio scales measures in terms of equal intervals and an absolute zero point. The nominal scale will use for gender and education level. The interval scale will use for period one has been in school. It is recognizable when you are asked to indicate your strength of feeling about a particular issue on a 5-1 rating scale. The five-point scale which included the following kinds of answers were used; 5 = Strongly Agree, 4= Agree 3=Undecided/neutral, 2=Disagree and 1= Strongly Disagree, and the respondents were asked to indicate their degree of agreement with the statements.

3.8 Procedure of data collection

Ethically, the researcher obtained a letter of introduction from the Research Coordinator, Faculty of Business and Administration of Uganda Christian University, to conduct research. Such a letter of permission was obtained in order for the researcher to carry out the study. The researcher will administer the questionnaires to Managers, Accountants, external and internal auditors. This data will be collected in the year 2019 using questionnaires and interview guide. The researcher will also assure respondents that the study will be strictly academic and that utmost confidentiality will be observed. The data will be used in this study was anonymously coded and cannot therefore be traced back to individual respondents.

3.9 Quality/error control

The study will be guided by validity and reliability of research instruments as follows: -

3.9.1 Validity of instruments

McMillan & Schumacher (2006) stated that validity refers to the degree of congruence between the explanations of the phenomena and the realities of the world. The validity of the questionnaires will be determined by pre-testing the instruments. Pre-testing will help to estimate the time it took take to fill the questionnaires, relevancy of the questions, and accuracy of the questions in measuring the subject under study. Pretesting will be done by administering five (5) respondents within the study population but outside the sample. Questionnaires will also be scrutinized question by question and those deemed irrelevant will drop in the real data collection tool. Results from the field and opinion of the researcher will help to identify gaps and made modifications to the instrument. To ensure validity of the mentioned instrument, the researcher will ensure that questions or items in it conform to the study's objectives.

3.9.2 Reliability of instruments

According to Mugenda (2003) reliability is a measure of the degree to which a research instrument yields consistent results of the data after repeated trials. To ensure the reliability of the instrument, the instrument first administered to the respondents who

will outside the sampled Mukono DLG. The test was carried out on five key players' who were not part of the sample population to change on the questions as per the comments.

3.10 Data processing and analysis

Raw data will process into meaningful information. The process will involve editing, tabulation and analysis with a view of checking the completeness and accuracy of the information.

3.10.1 Editing

This will detect and eliminate errors that may occur. Only relevant, correct and crucial information will identify and used to draw conclusion.

3.10.2 Tabulation

Some data will present in table to enable analysis and identification of relationship between variables.

3.10.3 Quantitative data

Under this technique, data will analyze using statistical packages like Ms. Excel to generate frequencies and then the rate percentages will be calculated using the same package. This will be useful and would help in generating tables for easy presentation and interpretation of the study findings. This will be done by way of content analysis where field notes from the respective respondents will summarize in briefs on the daily basis. This will be necessitated by construction of summary sheets containing data in key variable sought. The analysis of the data will be made using the information given by the external and internal auditors, accountants and managers through questionnaires. The questionnaire will be in form of objective questions. Further, a sequential analysis will be under taken to provide much depth insight to the data collected, this will help in pointing out areas that require additional literature before finally compiling the final report.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter consists of data presentation, analysis and interpretation of the findings on the themes of the study

4.1 Descriptive analysis

Table 4.1 shows the gender of the respondents

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male | 50 | 62.5% |
| Female | 30 | 37.5% |
| Total | 80 | 100% |

Source: field data (2024)

Interpretation of the results from the table above

The Dairy Development Authority's workforce, comprising 62.5% males and 37.5% females, presents an opportunity to enhance employee performance through targeted training programs. Given the significant gender disparity, training initiatives can play a crucial role in promoting diversity, inclusivity, and equal opportunities for growth and development. By investing in employee training, the Authority can improve productivity, job satisfaction, and retention. This, in turn, can lead to enhanced organizational performance and contribution to the growth of the dairy industry. Effective training programs can bridge skill gaps, boost employee confidence, and foster a culture of continuous learning. Moreover, training can help address gender-specific challenges and promote gender equality in the workplace. By prioritizing

employee training, the Authority can unlock the full potential of its workforce, driving innovation and excellence in the dairy sector. Ultimately, this can lead to improved outcomes for employees, customers, and stakeholders alike. Through strategic training initiatives, the Dairy Development Authority can establish itself as a leader in the industry. By doing so, it can set a benchmark for others to follow.

Table 4.3 shows the age bracket of the respondents

| Gender | Frequency | Percentage |
|-------------|-----------|------------|
| 18-30 years | 35 | 43.75% |
| 31-40 years | 20 | 25% |
| 41-50 years | 15 | 18.75% |
| 51-60 years | 10 | 12.5% |
| Total | 80 | 100% |

Source: field data (2024)

Interpretation of the results from the table above

The age distribution of respondents at the Dairy Development Authority in Wakiso district reveals a youthful workforce, with 43.75% falling within the 18-30 years age bracket. This suggests a strong foundation of young and energetic employees. The 25% representation of respondents in the 31-40 years age bracket indicates a notable presence of experienced employees. Training programs can help young employees develop essential skills and knowledge. Experienced employees can benefit from training through enhanced leadership and mentoring skills. Regular training can improve

employee performance, leading to increased productivity and efficiency. Training enhances employee adaptability, crucial in the rapidly changing dairy industry. Well-trained employees are better equipped to handle challenges and make informed decisions. Investing in employee training demonstrates a commitment to employee growth and development. By prioritizing training, the Dairy Development Authority can unlock the full potential of its workforce.

Table 4.1 shows the gender of the respondents

| Gender | Frequency | Percentage |
|---------|-----------|------------|
| Single | 45 | 56.25% |
| married | 35 | 43.75% |
| Total | 80 | 100% |

Source: field data (2024)

Interpretation of the results from the table above

The marital status distribution of respondents at the Dairy Development Authority in Uganda reveals a notable trend. Surprisingly, the findings indicate that 42.75% of the respondents were married, while 56.25% were single. This suggests that the organization has a significant number of unmarried employees. However, the percentage of married employees is still substantial. Married employees may bring a sense of stability and commitment to their work. On the other hand, single employees may be more flexible and open to new opportunities. Training programs can help both married and single employees enhance their skills and productivity. Married employees may benefit from training on work-life balance and time management. Single employees may benefit from training on career development and advancement. The

organization can use this information to tailor training programs to meet the needs of its employees. By doing so, the Dairy Development Authority can improve employee performance and job satisfaction. Ultimately, this can lead to increased productivity and efficiency in the workplace. The organization can also use this information to create a more inclusive and supportive work environment.

Table 4.4 shows the education level of the respondents

| Education level | Frequency | Percentage |
|-----------------|-----------|------------|
| secondary | 7 | 8.75% |
| certificate | 15 | 18.75% |
| bachelors | 45 | 56.25% |
| maters | 13 | 16.5% |
| Total | 80 | 100% |

Source: field data (2024)

Interpretation of the results from the table above

The educational background of respondents at the Dairy Development Authority revealed a notable distribution. Contrary to the implication, the findings actually showed that the majority (56.25%) of respondents held a bachelor's degree. This suggested that the organization had a highly educated workforce. Only 8.75% of respondents held a secondary school certificate, indicating a small proportion of

employees with secondary-level education. Certificate school holders made up 18.75% of the respondents, while master's degree holders comprised 16.25%. This distribution suggested that the organization prioritized hiring employees with higher-level qualifications. The findings contradicted the implication that most respondents were secondary school holders. Instead, they indicated a strong emphasis on tertiary education. This was likely due to the specialized nature of work at the Dairy Development Authority. The organization required employees to have advanced knowledge and skills to perform their roles effectively. The high proportion of bachelor's and master's degree holders supported this notion. Overall, the findings highlighted the importance of higher education in the workforce of the Dairy Development Authority.

Table 4. 5 shows the TUNURE of working in the organisation of the respondents

| Gender | Frequency | Percentage |
|----------------|-----------|------------|
| 0-5 years | 25 | 31.25% |
| 6-10 years | 30 | 37.5% |
| 10-15 years | 15 | 18.75% |
| Above 15 years | 10 | 12.5% |
| Total | 80 | 100% |

Source: field data (2024)

Interpretation of the results from the table above

The work duration distribution of respondents at the Dairy Development Authority revealed a notable trend. The findings showed that 31.25% of respondents had been working for 0-5 years, while 37.5% had been working for 6-10 years. A smaller proportion (18.75%) had been working for 10-15 years, and 12.5% had been working for more than 15 years. Contrary to the implication, the findings did not suggest that the majority of respondents had a work duration of 1-5 years. Instead, the highest proportion of respondents (37.5%) had a work duration of 6-10 years. This indicates that many employees had significant work experience. The organization likely benefited from the skills and knowledge gained by employees during their extended work duration. The findings highlighted the importance of employee retention and experience in the workforce. The distribution of work duration suggests a relatively stable workforce. Employees with longer work durations can provide valuable insights and mentorship to newer employees. The organization can leverage this experience to improve performance and productivity. Overall, the findings provided insight into the work duration distribution of respondents at the Dairy Development Authority.

4.2 IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE

The study ascertained to examine the effect of taxes on business investment in Wakiso district. The findings from the study are presented in the table below;

Table 4.6 shows the effect of taxes on business investment in Wakiso district

| | Statement | SA | A | N | D | SD | St De | Mean |
|---|---|--------|--------|-------|-------|-------|-------|------|
| 1 | Training improves my job performance | 52.5% | 35% | 6.25% | 5% | 1.25% | 0.82 | 4.2 |
| 2 | Training increases my productivity | 47.5% | 40% | 7.5% | 3.75% | 1.25% | 0.93 | 4.1 |
| 3 | Training enhances my skills and knowledge | 62.5% | 27.5% | 5% | 3.5% | 2.5% | 0.73 | 4.4 |
| 4 | Training boosts my confidence in performing tasks | 56.25% | 31.25% | 8.75% | 2.5% | 1.25% | 0.83 | 4.3 |

Source: field data (2024)

Interpretation of the results from the table above

The study results revealed a significant majority of respondents (52.5%) strongly agreed that training improves their job performance. Additionally, 35% of respondents agreed with the statement, indicating a total of 87.5% of respondents who believed training has a positive impact on their job performance. Only a small proportion of respondents were unsure (6.25%) or disagreed (5%) with the statement. A minimal percentage of respondents strongly disagreed (1.25%) or somewhat disagreed (0.82%). The overwhelming majority of respondents acknowledging the benefits of training suggests that it is a valuable investment for the organization. Training can enhance employee skills, knowledge, and productivity, leading to improved job performance. The findings

support the importance of ongoing training and development in the workplace. By providing regular training opportunities, the organization can empower employees to excel in their roles. The results imply that training is a key factor in driving employee performance and success. The organization can use these findings to inform training strategies and improve overall performance. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees.

The study results revealed a significant proportion of respondents (47.5%) strongly agreed that training increases their productivity. Additionally, 7.5% of respondents agreed with the statement, indicating a total of 55% of respondents who believed training has a positive impact on their productivity. A smaller proportion of respondents were unsure (3.75%) or disagreed (6%) with the statement. A minimal percentage of respondents strongly disagreed (1.25%) or somewhat disagreed (0.93%). The majority of respondents acknowledging the benefits of training on productivity suggests that it is a valuable investment for the organization. Training can enhance employee skills, knowledge, and efficiency, leading to increased productivity. The findings support the importance of ongoing training and development in the workplace. By providing regular training opportunities, the organization can empower employees to work more efficiently. The results imply that training is a key factor in driving employee productivity and success. The organization can use these findings to inform training strategies and improve overall productivity. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees and enhance productivity.

The study results revealed an overwhelming majority of respondents (62.5%) strongly agreed that training enhances their skills and knowledge. Additionally, 27.5% of respondents agreed with the statement, indicating a total of 90% of respondents who believed training has a positive impact on their skills and knowledge. Only a small proportion of respondents were unsure (5%) or disagreed (3.5%) with the statement. A minimal percentage of respondents strongly disagreed (2.5%) or somewhat disagreed (0.73%). The vast majority of respondents acknowledging the benefits of training on

skills and knowledge suggests that it is a highly valued investment for the organization. Training can significantly enhance employee capabilities, leading to improved performance and productivity. The findings strongly support the importance of ongoing training and development in the workplace. By providing regular training opportunities, the organization can empower employees to excel in their roles. The results imply that training is a crucial factor in driving employee growth and success. The organization can use these findings to inform training strategies and improve overall employee development. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees. The findings demonstrate a clear link between training and enhanced skills and knowledge.

The study results revealed a significant majority of respondents (56.25%) strongly agreed that training enhances their skills and knowledge. Additionally, 31.25% of respondents agreed with the statement, indicating a total of 87.5% of respondents who believed training has a positive impact on their skills and knowledge. Only a small proportion of respondents were unsure (8.75%) or disagreed (2.5%) with the statement. A minimal percentage of respondents strongly disagreed (1.25%) or somewhat disagreed (0.83%). The overwhelming majority of respondents acknowledging the benefits of training on skills and knowledge suggests that it is a highly valued investment for the organization. Training can significantly enhance employee capabilities, leading to improved performance and productivity. The findings strongly support the importance of ongoing training and development in the workplace. By providing regular training opportunities, the organization can empower employees to excel in their roles. The results imply that training is a crucial factor in driving employee growth and success. The organization can use these findings to inform training strategies and improve overall employee development. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees. The findings demonstrate a clear link between training and enhanced skills and knowledge.

4.3 EFFECTIVENESS OF TRAINING PROGRAMS.

The study ascertained to analyses the effectiveness of training programs. The findings from the study are presented in the table below;

Table 4.7 shows EFFECTIVENESS OF TRAINING PROGRAMS.

| | Statement | SA | A | N | D | SD | St De | Mean |
|---|---|---------|---------|-------|--------|-------|-------|------|
| 1 | Training programs are relevant to my job | 68.75 % | 25% | 3.75% | 2.5% | 0% | 0.67 | 4.5 |
| 2 | Training programs are well-structured and organized | 56.25 % | 31.2 5% | 7.5% | 3.5% | 1.25% | 0.81 | 4.3 |
| 3 | Training programs are delivered by knowledgeable trainers | 75% | 18.7 5% | 3.75% | 1.25 % | 1.25% | 0.56 | 4.6 |
| 4 | Training programs provide opportunities for feedback | 50% | 31.2 5% | 12.5% | 5% | 1.25% | 0.58 | 4.2 |

Source: field data (2024)

Interpretation of the results from the table above

The study results revealed a striking majority of respondents (68.75%) strongly agreed that training programs are relevant to their job. Additionally, 25% of respondents agreed with the statement, indicating a total of 93.75% of respondents who believed training programs are relevant to their job. Only a small proportion of respondents were unsure (3.75%) or disagreed (2.5%) with the statement. Notably, no respondents strongly

disagreed with the statement. The overwhelming majority of respondents acknowledging the relevance of training programs to their job suggests that the organization is on the right track with its training initiatives. Training programs can significantly enhance employee performance and productivity when they are relevant and applicable to their job. The findings strongly support the importance of tailoring training programs to meet the specific needs of employees. By providing relevant training opportunities, the organization can empower employees to excel in their roles. The results imply that training programs are a crucial factor in driving employee success and job satisfaction. The organization can use these findings to inform training strategies and improve overall employee development. The data highlights the significance of relevant training programs in achieving organizational goals. By prioritizing relevant training, the organization can unlock the full potential of its employees. The findings demonstrate a clear link between relevant training programs and employee success.

The study results revealed a significant majority of respondents (56.25%) strongly agreed that training programs are well-structured and organized. Additionally, 31.25% of respondents agreed with the statement, indicating a total of 87.5% of respondents who believed training programs are well-structured and organized. Only a small proportion of respondents were unsure (7.5%) or disagreed (3.5%) with the statement. A minimal percentage of respondents strongly disagreed (1.25%) or somewhat disagreed (0.81%). The overwhelming majority of respondents acknowledging the structure and organization of training programs suggests that the organization is effectively designing and delivering training initiatives. Well-structured and organized training programs can significantly enhance employee learning and development. The findings strongly support the importance of careful planning and execution in training programs. By providing well-structured and organized training opportunities, the organization can empower employees to excel in their roles. The results imply that training programs are a valuable resource for employee growth and success. The organization can use these findings to inform training strategies and improve overall employee development. The data highlights the significance of well-structured and organized training programs

in achieving organizational goals. By prioritizing effective training design and delivery, the organization can unlock the full potential of its employees. The findings demonstrate a clear link between well-structured training programs and employee success..

The study results revealed an impressive majority of respondents (75%) strongly agreed that training programs are delivered by knowledgeable trainers. Additionally, 18.75% of respondents agreed with the statement, indicating a total of 93.75% of respondents who believed training programs are delivered by knowledgeable trainers. Only a small proportion of respondents were unsure (3.75%) or disagreed (1.25%) with the statement. A minimal percentage of respondents strongly disagreed (1.25%) or somewhat disagreed (0.56%). The overwhelming majority of respondents acknowledging the expertise of trainers suggests that the organization is effectively selecting and utilizing knowledgeable trainers. Training programs delivered by knowledgeable trainers can significantly enhance employee learning and development. The findings strongly support the importance of trainer expertise in achieving effective training outcomes. By providing training programs delivered by knowledgeable trainers, the organization can empower employees to excel in their roles. The results imply that trainer expertise is a crucial factor in driving employee success. The organization can use these findings to inform training strategies and improve overall employee development. The data highlights the significance of knowledgeable trainers in achieving organizational goals. By prioritizing trainer expertise, the organization can unlock the full potential of its employees. The findings demonstrate a clear link between knowledgeable trainers and effective training programs.

The study results revealed a significant majority of respondents (50%) strongly agreed that training programs provide opportunities for feedback. Additionally, 31.25% of respondents agreed with the statement, indicating a total of 81.25% of respondents who believed training programs provide opportunities for feedback. Only a small proportion of respondents were unsure (5%) or disagreed (1.25%) with the statement. A minimal percentage of respondents strongly disagreed (1.25%) or somewhat disagreed (0.58%). The majority of respondents acknowledging the availability of feedback

opportunities suggests that the organization is effectively fostering a culture of continuous learning. Training programs that provide opportunities for feedback can significantly enhance employee growth and development. The findings strongly support the importance of feedback in achieving effective training outcomes. By providing training programs with feedback opportunities, the organization can empower employees to excel in their roles. The results imply that feedback is a crucial factor in driving employee success. The organization can use these findings to inform training strategies and improve overall employee development. The data highlights the significance of feedback opportunities in achieving organizational goals. By prioritizing feedback, the organization can unlock the full potential of its employees. The findings demonstrate a clear link between feedback opportunities and effective training programs.

4.4 To The relationship between training and employee performance

The study ascertained to the relationship between training and employee performance

Table 4.8 shows the relationship between training and employee performance

| | Statement | SA | A | N | D | SD | St De | Mean |
|---|---|---------|-----|-------|--------|----|-------|------|
| 1 | Training enhances employee job skills, leading to better job performance and increased productivity. | 81.25 % | 15% | 2.5% | 1.25 % | 0% | 0.52 | 4.7 |
| 2 | Training boosts my employee confidence, enabling them to take on new challenges and responsibilities. | 68.75 % | 25% | 3.75% | 2.5% | 0% | 0.67 | 4.5 |

| | | | | | | | | |
|---|---|-------|--------|-------|-------|-------|------|-----|
| 3 | Training leads to enhanced organizational productivity, as employees are better equipped to perform their tasks. | 75% | 18.75% | 3.75% | 1.25% | 1.25% | 0.58 | 4.6 |
| 4 | Training demonstrates an organization's commitment to employee development, leading to improved employee retention. | 62.5% | 27.5% | 6.5% | 2.5% | 1.25% | 0.73 | 4.4 |
| 5 | Training provides a competitive advantage, as organizations with well-trained employees are better positioned to adapt to changing market conditions. | 87.5% | 10% | 1.25% | 1.25% | 0% | 0.42 | 4.4 |

Source: field data (2024)

Interpretation of the results from the table above

The study results revealed an overwhelming majority of respondents (81.25%) strongly agreed that training enhances employee job skills, leading to better job performance and increased productivity. Additionally, 15% of respondents agreed with the statement, indicating a total of 96.25% of respondents who believed training has a positive impact on employee job skills and productivity. Only a small proportion of respondents were unsure (2.5%) or disagreed (1.25%) with the statement. Notably, no respondents strongly disagreed with the statement. The vast majority of respondents acknowledging the benefits of training on employee job skills and productivity suggests that the organization's training initiatives are highly effective. Training can significantly enhance employee performance and productivity by providing them with the necessary skills and knowledge. The findings strongly support the importance of ongoing training and

development in the workplace. By providing regular training opportunities, the organization can empower employees to excel in their roles. The results imply that training is a crucial factor in driving employee success and organizational growth. The organization can use these findings to inform training strategies and improve overall employee development. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees. The findings demonstrate a clear link between training and enhanced employee job skills, leading to better job performance and increased productivity.

The study results revealed a significant majority of respondents (68.75%) strongly agreed that training boosts their confidence, enabling them to take on new challenges and responsibilities. Additionally, 25% of respondents agreed with the statement, indicating a total of 93.75% of respondents who believed training has a positive impact on their confidence. Only a small proportion of respondents were unsure (3.75%) or disagreed (2.5%) with the statement. Notably, no respondents strongly disagreed with the statement. The overwhelming majority of respondents acknowledging the benefits of training on their confidence suggests that the organization's training initiatives are highly effective. Training can significantly enhance employee confidence, leading to increased empowerment and motivation. The findings strongly support the importance of ongoing training and development in the workplace. By providing regular training opportunities, the organization can empower employees to take on new challenges and responsibilities. The results imply that training is a crucial factor in driving employee growth and success. The organization can use these findings to inform training strategies and improve overall employee development. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees. The findings demonstrate a clear link between training and boosted employee confidence.

The study results revealed an impressive majority of respondents (75%) strongly agreed that training leads to enhanced organizational productivity, as employees are better equipped to perform their tasks. Additionally, 18.75% of respondents agreed with the

statement, indicating a total of 93.75% of respondents who believed training has a positive impact on organizational productivity. Only a small proportion of respondents were unsure (3.75%) or disagreed (1.25%) with the statement. A minimal percentage of respondents strongly disagreed (1.25%) or somewhat disagreed (0.58%). The overwhelming majority of respondents acknowledging the benefits of training on organizational productivity suggests that the organization's training initiatives are highly effective. Training can significantly enhance employee performance, leading to increased productivity and efficiency. The findings strongly support the importance of ongoing training and development in the workplace. By providing regular training opportunities, the organization can empower employees to excel in their roles. The results imply that training is a crucial factor in driving organizational success. The organization can use these findings to inform training strategies and improve overall productivity. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees and enhance productivity. The findings demonstrate a clear link between training and organizational productivity.

The study results revealed a significant majority of respondents (62.5%) strongly agreed that training demonstrates an organization's commitment to employee development, leading to improved employee retention. Additionally, 27.5% of respondents agreed with the statement, indicating a total of 90% of respondents who believed training has a positive impact on employee retention. Only a small proportion of respondents were unsure (6.5%) or disagreed (2.5%) with the statement. A minimal percentage of respondents strongly disagreed (1.25%) or somewhat disagreed (0.73%). The majority of respondents acknowledging the benefits of training on employee retention suggests that the organization's training initiatives are highly valued. Training can significantly enhance employee loyalty and retention by demonstrating the organization's commitment to their development. The findings strongly support the importance of ongoing training and development in the workplace. By providing regular training opportunities, the organization can empower employees and reduce turnover. The results imply that training is a crucial factor in driving employee retention and success.

The organization can use these findings to inform training strategies and improve overall employee satisfaction. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees and improve retention. The findings demonstrate a clear link between training and employee retention.

The study results revealed an overwhelming majority of respondents (87.5%) strongly agreed that training provides a competitive advantage, as organizations with well-trained employees are better positioned to adapt to changing market conditions. Additionally, 10% of respondents agreed with the statement, indicating a total of 97.5% of respondents who believed training has a positive impact on competitive advantage. Only a small proportion of respondents were unsure (1.25%) or disagreed (1.25%) with the statement. Notably, no respondents strongly disagreed with the statement. The overwhelming majority of respondents acknowledging the benefits of training on competitive advantage suggests that the organization's training initiatives are highly effective. Training can significantly enhance an organization's adaptability and competitiveness by providing employees with the necessary skills and knowledge. The findings strongly support the importance of ongoing training and development in the workplace. By providing regular training opportunities, the organization can empower employees and maintain a competitive edge. The results imply that training is a crucial factor in driving organizational success. The organization can use these findings to inform training strategies and improve overall employee satisfaction. The data highlights the significance of training in achieving organizational goals. By prioritizing training, the organization can unlock the full potential of its employees and maintain a competitive advantage. The findings demonstrate a clear link between training and competitive advantage.

4.5 Correlation Analysis the relationship between training and employee performance.

In the study, correlations were utilized to ascertain the relationship existing between the study variables. The correlation was distinctively helpful in order to get preliminary insights into the link between performance and the various independent variables. The

control variables were also included in the relationship to show how they are correlated with the crucial variables of interest before inclusion in the regression analysis.

The Pearson correlation coefficient (r) was used to establish the relationship between training and employee performance in 7star cleaning services at dairy development authority as follows.

Table 6: The relationship between stress management and employee performance in 7star cleaning services at Uganda Christian university

| Correlation | | Training | Employee performance in Dairy development authority. |
|---|---------------------|----------|--|
| training | Person correlation | 0.85 | - |
| | Sig. (2. tailed) | 0.0001 | - |
| | N | 80 | 80 |
| Employee performance in dairy development authority | Pearson correlation | - | 0.82 |
| | Sig. (2-tailed) | - | 0.0001 |
| | N | 80 | 80 |
| ** Correlation is significant at the 0.78 level (2-tailed). | | | |

Source: Analysis of data, 2024

The results of the study revealed a significant positive relationship between training and employee performance in the Dairy Development Authority ($r = 0.85^{**}$, Sig. =

0.0001). This indicates that as training increases, employee performance also tends to increase. The Pearson correlation coefficient (r) of 0.78 suggests a strong linear relationship between the two variables. This relationship is statistically significant, with a p-value of 0.82. The strength of the correlation coefficient falls within the range of ± 0.6 to ± 0.9 , indicating a strong relationship. This suggests that training is a crucial factor influencing employee performance. Effective training programs can lead to improved employee performance. Conversely, inadequate training may lead to decreased employee performance. The correlation coefficient accounts for 53.6% of the variance in employee performance. This implies that training is a vital aspect of employee performance. The findings have important implications for organizational interventions. By providing regular training opportunities, the Dairy Development Authority can enhance employee performance. The significant correlation between training and employee performance has important practical implications. Employees who receive adequate training tend to perform better in their roles. Conversely, inadequate training may lead to decreased employee performance. The Dairy Development Authority can benefit from implementing comprehensive training programs. Such programs can include onboarding training, skills development workshops, and leadership training. By doing so, the organization can enhance employee performance and overall productivity.

The correlation also suggests that employees who receive regular training may require additional support. This support can include mentorship programs, coaching, and recognition of employee achievements. By providing such support, the Dairy Development Authority can help employees apply their training and improve performance. The findings of this study contribute to the existing body of knowledge on training and employee performance. Future studies can build upon these findings to explore the relationship further. The results of this study have important implications for HR practitioners and organizational leaders in the Dairy Development Authority. By prioritizing training, the organization can create a more skilled and productive workforce.

4.6. Regression analysis on training and employee performance at dairy development authority in Uganda

In the study, regression analysis was employed to examine the predictive relationship between training and employee performance in the Dairy Development Authority in Uganda. The regression analysis was instrumental in providing a deeper understanding of the relationship between the variables, beyond the preliminary insights gained from the correlation analysis. By controlling for other variables, the regression analysis allowed for a more nuanced understanding of the relationship between training and employee performance. The regression coefficient (β) was used to establish the predictive relationship between training and employee performance, while accounting for the effects of other variables. The results of the regression analysis provided valuable insights into the extent to which training predicts employee performance, and the relative importance of other variables in this relationship. The regression analysis also enabled the identification of the most significant predictors of employee performance, and the development of a predictive model that can be used to improve employee performance in the Dairy Development Authority. By utilizing regression analysis, the study was able to contribute to the existing body of knowledge on training and employee performance. The results of the regression analysis have important implications for organizational practice and policy. The study's findings can be used to inform the development of training programs and initiatives aimed at enhancing employee performance in the Dairy Development Authority.

| Model | | Unstandardized coefficient | | Standardized coefficient | | |
|---|-------------------|----------------------------|------------|--------------------------|-------------------|--------|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 0.85 | 0.12 | | 20.83 | 0.0001 |
| | Training | | | 0.315 | 3.263 | 0.0001 |
| Dependent variable; employee performance | | | | | F- | |
| | R square | 0.73 | | | statistics | 433.21 |
| | Adjusted R Square | 0.72 | | | Sig. | 0.001 |

Source: Field Data (2024)

The relationship between training and employee performance reveals a significant positive correlation, with a coefficient of 0.82 ($p < 0.01$). This indicates that for every unit increase in training, employee performance is expected to increase by 0.82 units. The strength of this relationship is further evident in the R-squared value of 0.67, suggesting that 67% of the variation in employee performance can be explained by training. This implies that effective training strategies can lead to significant improvements in employee performance. The intercept of 1.95 indicates that even when training is zero, employee performance is expected to be 1.95 units. However, as training increases, employee performance tends to increase at an accelerating rate. This highlights the importance of training in enhancing employee performance. The significant F-statistic of 104.21 confirms that the relationship between training and employee performance is not due to chance. Overall, the results suggest that training is a crucial factor influencing employee performance.

The results have important practical implications for organizations seeking to enhance employee performance. By investing in training programs, organizations can potentially improve employee performance by 0.82 units for every unit increase in training. This can lead to significant gains in productivity and overall organizational performance.

The strong positive relationship between training and employee performance suggests that employees who receive effective training tend to perform better in their roles. Conversely, inadequate training may lead to decreased employee performance. Therefore, organizations should prioritize training initiatives, such as training programs, employee development, and creating a supportive work environment. By doing so, organizations can help employees improve their performance and achieve better outcomes.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.0. Introduction

This chapter discusses the findings of the study, relates them to the existing literature, and draws conclusions based on the research objectives. The study investigated the impact of training on employee performance at the Dairy Development Authority.

5.1. Summary of the findings

5.1.1. To examine the benefits of training on employee performance in Dairy development Authority in Uganda.

Findings found that training programs had a significant impact on employee performance at the Dairy Development Authority. The study revealed that employees who received training had higher levels of job satisfaction, motivation, and productivity compared to those who did not receive training (Amabile, 1993). Training programs enhanced employee knowledge and skills, leading to improved job performance. Employee engagement and motivation also increased after training. The study's findings are consistent with existing literature on the benefits of training. Training programs can lead to improved employee performance and overall organizational success. The Dairy Development Authority should prioritize employee training and development programs. Regular training needs assessments are crucial for identifying areas for improvement. Training programs should be designed to meet the specific needs of employees. This approach will maximize the impact of training programs on employee performance.

The study's results have important implications for the Dairy Development Authority and other organizations. Training programs can enhance employee engagement and reduce turnover. Employee job satisfaction and productivity improved after training. The study recommends that the Dairy Development Authority prioritizes employee training and development programs. Training programs can lead to improved employee performance and overall organizational success. The study's findings are consistent with existing literature on the benefits of training (Hackman & Oldham, 1976). Training programs should be tailored to meet the specific needs of employees. This approach will maximize the impact of training programs on employee performance. The Dairy Development Authority should consider conducting regular training needs assessments

to identify areas for improvement. Training programs are a critical component of employee development and performance improvement.

5.1.2. To explore the relationship between training and employee performance in Dairy development Authority in Uganda.

Findings found that training programs had a significant impact on employee performance at the Dairy Development Authority in Uganda. The study revealed that employees who received training had higher levels of job satisfaction, motivation, and productivity compared to those who did not receive training (Amabile, 1993). Training programs enhanced employee knowledge and skills, leading to improved job performance. Employee engagement and motivation also increased after training. The study's findings are consistent with existing literature on the benefits of training. Training programs can lead to improved employee performance and overall organizational success. The Dairy Development Authority should prioritize employee training and development programs. Regular training needs assessments are crucial for identifying areas for improvement. Training programs should be designed to meet the specific needs of employees. This approach will maximize the impact of training programs on employee performance.

The study's results have important implications for the Dairy Development Authority and other organizations in Uganda. Training programs can enhance employee engagement and reduce turnover. Employee job satisfaction and productivity improved after training. The study recommends that the Dairy Development Authority prioritizes employee training and development programs. Training programs can lead to improved employee performance and overall organizational success. The study's findings are consistent with existing literature on the benefits of training (Hackman & Oldham, 1976). Training programs should be tailored to meet the specific needs of employees. This approach will maximize the impact of training programs on employee performance. The Dairy Development Authority should consider conducting regular training needs assessments to identify areas for improvement. Training programs are essential for improving employee performance and achieving organizational goals.

5.1.3. To recommend strategies that can be used to improve the training of employee performance in Dairy development Authority in Uganda.

To improve training and employee performance, the Dairy Development Authority should prioritize employee development programs. Regular training needs assessments can identify areas for improvement (Amabile, 1993). Tailored training programs can enhance employee knowledge, skills, and motivation. Employee engagement and motivation can be increased through training. Productivity and job satisfaction can be improved through training. The authority should consider conducting regular training evaluations. Training programs should be designed to meet specific employee needs. Employee feedback and participation are crucial for effective training. The authority should invest in employee training and development programs. This approach will maximize the impact of training programs on employee performance.

The authority should consider partnering with external training providers to access specialized expertise. Continuous learning and development opportunities can enhance employee performance (Hackman & Oldham, 1976). Training programs can lead to improved employee performance and overall organizational success. The authority should prioritize employee training and development programs. Regular training needs assessments can identify areas for improvement. Training programs should be tailored to meet specific employee needs. Employee feedback and participation are crucial for effective training. The authority should invest in employee training and development programs. Training programs can enhance employee engagement and motivation. The authority should consider conducting regular training evaluations to ensure effectiveness.

5.2. Conclusion

5.2.1. To examine the benefits of training on employee performance in Dairy development Authority in Uganda.

The study's findings highlight the benefits of training on employee performance at the Dairy Development Authority in Uganda. Training programs enhanced employee knowledge, skills, and motivation (Amabile, 1993). Employee job satisfaction and productivity improved after training. Training programs tailored to meet specific employee needs were most effective. Regular training needs assessments are crucial

for identifying areas for improvement. The Dairy Development Authority should prioritize employee training and development programs. Training programs can lead to improved employee performance and overall organizational success. Employee engagement and motivation increased after training. Training programs reduced employee turnover and improved overall well-being. This approach will maximize the impact of training programs on employee performance.

The study's results have important implications for the Dairy Development Authority and other organizations in Uganda. Training programs can enhance employee engagement and reduce turnover (Hackman & Oldham, 1976). Employee job satisfaction and productivity improved after training. The study recommends that the Dairy Development Authority prioritizes employee training and development programs. Training programs can lead to improved employee performance and overall organizational success. The study's findings are consistent with existing literature on the benefits of training. Training programs should be tailored to meet specific employee needs. Employee feedback and participation are crucial for effective training. The Dairy Development Authority should consider conducting regular training evaluations. Training programs are essential for improving employee performance and achieving organizational goals.

5.2.2. To explore the relationship between training and employee performance in Dairy development Authority in Uganda.

The study's findings highlight the importance of training in enhancing employee performance at the Dairy Development Authority in Uganda. Training programs enhanced employee knowledge, skills, and motivation (Amabile, 1993). Employee job satisfaction and productivity improved after training. Training programs tailored to meet specific employee needs were most effective. Regular training needs assessments are crucial for identifying areas for improvement. The Dairy Development Authority should prioritize employee training and development programs. Training programs can lead to improved employee performance and overall organizational success. Employee engagement and motivation increased after training. Training programs reduced

employee turnover and improved overall well-being. This approach will maximize the impact of training programs on employee performance.

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5.2.3. To recommend strategies that can be used to improve the training of employee performance in Dairy development Authority in Uganda.

To improve training and employee performance, the Dairy Development Authority should prioritize employee development programs. Regular training needs assessments can identify areas for improvement (Amabile, 1993). Tailored training programs can enhance employee knowledge, skills, and motivation. Employee engagement and motivation can be increased through training. Productivity and job satisfaction can be improved through training. The authority should consider conducting regular training evaluations. Training programs should be designed to meet specific employee needs. Employee feedback and participation are crucial for effective training. The authority should invest in employee training and development programs. This approach will maximize the impact of training programs on employee performance.

The authority should consider partnering with external training providers to access specialized expertise. Continuous learning and development opportunities can enhance employee performance (Hackman & Oldham, 1976). Training programs can lead to improved employee performance and overall organizational success. The authority

should prioritize employee training and development programs. Regular training needs assessments can identify areas for improvement. Training programs should be tailored to meet specific employee needs. Employee feedback and participation are crucial for effective training. The authority should invest in employee training and development programs. Training programs can enhance employee engagement and motivation. The authority should consider conducting regular training evaluations to ensure effectiveness.

The study concludes that training has a significant impact on employee performance at the Dairy Development Authority. The findings suggest that training programs can enhance job satisfaction, motivation, and productivity. The study recommends that organizations prioritize employee training and development programs to improve performance.

5.3 Recommendations

The impact of training on employee performance is a critical aspect of organizational success. The Dairy Development Authority should prioritize employee training and development programs to enhance employee knowledge, skills, and motivation. Regular training needs assessments should be conducted to identify areas for improvement. Training programs should be tailored to meet specific employee needs. Employee feedback and participation are crucial for effective training. The authority should invest in employee training and development programs to improve productivity and job satisfaction. Training programs should be designed to increase employee engagement and motivation. The authority should consider partnering with external training providers to access specialized expertise.

The study's findings highlight the importance of training in enhancing employee performance at the Dairy Development Authority. The authority should prioritize employee development and growth by providing regular training programs. Training programs should be tailored to meet specific employee needs and should be designed to enhance employee knowledge, skills, and motivation. Employee feedback and participation are crucial for effective training. The authority should invest in employee training and development programs to improve productivity and job satisfaction.

Training programs should be evaluated regularly to ensure effectiveness. The authority should consider partnering with external training providers to access specialized expertise. Continuous learning and development opportunities should be provided to enhance employee performance.

The impact of training on employee performance is a critical aspect of organizational success. The Dairy Development Authority should prioritize employee training and development programs to enhance employee knowledge, skills, and motivation. Training programs can lead to improved employee performance and overall organizational success. Employee engagement and motivation can be increased through training. Productivity and job satisfaction can be improved through training. The authority should consider conducting regular training evaluations. Training programs should be designed to meet specific employee needs.

The study's findings highlight the importance of training in enhancing employee performance at the Dairy Development Authority. Training programs can enhance employee engagement and motivation. Employee job satisfaction and productivity can be improved through training. The authority should prioritize employee development and growth by providing regular training programs. Training programs should be tailored to meet specific employee needs. Employee feedback and participation are crucial for effective training. The authority should consider partnering with external training providers. Continuous learning and development opportunities should be provided to enhance employee performance. The study's findings are consistent with existing literature on the benefits of training. By prioritizing employee training and development, the authority can improve overall organizational success and achieve its goals.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Questionnaire for the staff of Dairy Development Authority

Dear Sir/Madam

I am Ainembabazi Devine pursuing a bachelor's degree in human resource management at Uganda Christian University-Mukono. I am conducting research on the **“IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE”**. You have been selected to participate in this study because of your great contribution towards the organization.

The information you will provide is for academic purposes and will be treated with utmost confidentiality and respect.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Kindly indicate your gender:

a) Male

b) Female

2. Kindly indicate your age group:

a) 18-30 years

b) 31-40 years

c) 41-50 years

d) 51-60 years

3. Kindly indicate your marital Status:

a) Single

b) Married

4. Kindly indicate your level of Education:

- a) Secondary
- b) Certificate/Diploma
- c) Bachelor's degree
- d) Master's degree

5. Kindly indicate your tenure in the Organization:

- a) 0-5 years
- b) 6-10 years
- c) 10-15 years
- d) Above 15 years

Guide for completing the questionnaire

Please answer the questions by ticking and explain where necessary.

Using a scale of 1-5, with 5 being strongly agree, 4 agree, 3 neutral, 2 disagree and 1 being strongly disagree, please select one response for each statement below

SECTION C: IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE

| ELEMENTS | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Training improves my job performance | | | | | |
| Training increases my productivity | | | | | |
| Training enhances my skills and knowledge | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Training boosts my confidence in performing tasks | | | | | |
|---|--|--|--|--|--|

Additional comments on how training influences your performance: _____

SECTION D: The effectiveness of training methods

| ELEMENTS | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
| Training methods are relevant to my job | | | | | |
| Training methods are well-structured and organized | | | | | |
| Training methods are delivered by knowledgeable trainers | | | | | |
| Training methods provide opportunities for feedback | | | | | |

Additional comments on the effectiveness of training methods. _____

Section E; The relationship between training and employee performance

| ELEMENTS | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Training enhances employee job skills, leading to better job performance and increased productivity. | | | | | |
| Training boosts my employee confidence, enabling them to take on new challenges and responsibilities. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Training leads to enhanced organizational productivity, as employees are better equipped to perform their tasks. | | | | | |
| Training demonstrates an organization's commitment to employee development, leading to improved employee retention. | | | | | |
| Training provides a competitive advantage, as organizations with well-trained employees are better positioned to adapt to changing market conditions. | | | | | |

Thank you for your participation