

**STAFF TRAINING AND EMPLOYEE PERFORMANCE : A CASE OF BUGWERI
TOWN COUNCIL**

HELLEN KAUMA

J21/MUC/MBA/001

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF MASTER OF BUSINESS
ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

November, 2024



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I, **Kauma Hellen** hereby declare that this research proposal is my original work that has never been presented to any other University or Institution for a similar or any other award.



.....

Date:.....19th-09-2024.....

KAUMA HELLEN

APPROVAL

This research proposal was written by **Kauma Hellen** under my supervision and meets the standards set by Uganda Christian University. It has been submitted under my approval.



.....
MAENA DANIEL
Supervisor

Date: ...19th-09-2024

Uganda Christian University

DEDICATION

I dedicate this report to my dear mother Nankya Joweria who recognized the value of my education from childhood and have devoted a lot of their efforts to seeing that I get to the top.

Also to my dear husband, Aligyawa Simon Peter, brothers, Sisters and friends who have been there for me whenever I needed them through the compilation of this piece of work.

ACKNOWLEDGEMENT

First, I thank the Almighty God for the gift of life, knowledge and wisdom granted to me throughout all this time of my study.

I am also grateful to all those people in one way or the other who contributed towards the completion of this research. Writing this work has involved contact with numerous people whose contributions acknowledged. I owe my profound gratitude to my supervisor MAENA DANIEL for his valuable suggestions and constructive criticisms, time that he devoted going through the entire work, without his dedication this research would not have been possible.

I give my heartfelt thanks to, my lovely parents, husband, brothers, sisters, in-laws and friends for their continued support financially, spiritually and for the mutual love they showed me during my studies.

I am also thankful for the management and employees of Bugweri Town Council for providing me with the information I needed to complete my report.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLE.....	viii
LIST OF FIGURES	ix
LIST OF ACRONYMS AND ABBREVIATIONS	x
ABSTRACT	xi
CHAPTER ONE	1
INTRODUCTION.....	1
1.1. Introduction.....	1
1.2. Background to the Study.....	1
1.2.1 Historical background	1
1.2.2. Theoretical background	2
1.2.3 Conceptual background	3
1.2.4 Contextual Perspective	5
1.3. Statement of the Problem.....	6
1.4. Purpose of the Study.....	7
1.5. Objectives of the Study	7
1.6. Research Questions	7
1.7. Justification of the study	7
1.8. Significance of the study	8
1.9. The Scope of the Study	8
1.9.1. Geographical Scope.....	9
1.9.2. Content Scope.....	9
1.9.3. Time Scope	9
1.10. Conceptual framework.....	10
1.11. Operational definitions	11

2.2. Theoretical review	12
2.3. Actual review.....	13
2.3.1. Induction training and employee performance	13
2.3.2. On-the-job training and employee performance	15
2.3.3. Off-the-job training and employee performance.....	17
2.4. Summary of literature review	18
CHAPTER THREE	20
METHODOLOGY	20
3.1 Introduction	20
3.3Population of the Study	20
3.4 Sample size and sampling approach.....	21
3.5Sampling Technique	21
3.7. Data collection Instruments.....	23
3.8 Reliability and Validity	23
3.8.1 Validity	23
3.8.2. Reliability.....	24
3.9.Data Analysis.....	25
CHAPTER FOUR	27
4.1. Introduction	27
4.2. Response rate.....	27
4.3. Demographic characteristics of respondents.....	28
4.3.1. Respondents gender	28
4.3.2. Age of respondents.....	28
4.3.3. Education of respondents	29
4.3.4. Marital status of respondents	29
4.3.5. Respondents period of service	30
4.4. Empirical findings	30
4.4.1. Descriptive statistics of Induction training and employee performance in Bugweri Town Council. 31	
4.4.1.1 Regression analysis of induction training and employee performance.....	34
4.4.1.2. Analysis of variance (ANOVA) for induction training and employee performance	35
4.4.2. On the job training and employee performance in Bugweri Town Council.....	35
4.4.2.1. Regression analysis of on the job training and employee performance.....	38

4.4.2.2. Analysis of Variance (ANOVA) for on job training and employee performance	39
4.4.3. Off the job Training and employee performance in Bugweri Town Council	39
4.4.3.1. Regression analysis of off the job training and employee performance	42
4.4.3.2. Analysis of variance (ANOVA) for off job training and employee performance.....	43
4.4.3. Employee performance.....	43
4.4.4. Multiple Regression coefficient.....	45
CHAPTER FIVE.....	46
DISCUSSION OF FINDINGS	46
5.1. Introduction	46
5.2. Induction training and employee performance in Bugweri Town Council	46
5.3. On job training and employee performance in Bugweri Town Council.....	47
5.4. Off the job training and employee performance in Bugweri Town Council	48
CHAPTER SIX.....	50
CONCLUSIONS AND RECOMMENDATIONS.....	50
6.1. Introduction	50
6.2. Conclusions	50
6.2.1. Induction training and employee performance in Bugweri Town Council	50
6.2.2. On job training and employee performance in Bugweri Town Council.....	51
6.2.3. Off job training and employee performance in Bugweri Town Council	51
6.3. Recommendations.....	52
6.3.1. Induction training and employee performance in Bugweri Town Council	52
6.3.2. On job training and employee performance in Bugweri Town Council.....	52
6.3.3. Off job training and employee performance in Bugweri Town Council	53
6.4. Areas of further study.....	53
REFERENCES	55
APPENDIX: I QUESTIONNAIRE FOR THE RESPONDENTS	57
APPENDIX II: INTERVIEW GUIDE FOR THE RESPONDENTS	61
APPENDIX III: BUDGET FOR THE RESEARCH ACTIVITIES	63
APPENDIX IV: WORK PLAN FOR THE RESEARCH ACTIVITIES	64
Appendix IV: Post Viva Report	65
Appendix V: Research field letter.....	68

LIST OF TABLE

Table 3.1: Population size, sample size and sampling techniques.....21

Table 3.2: Reliability results.....24

Table 4.1: Response rate.....27

Table4.2: Respondents gender.....28

Table 4.3: Age of respondents.....28

Table 4.4: Education level of respondents.....30

Table 4.5: Marital status of respondents30

Table 4.6: Period of service of respondents.....31

Table 4.7: Descriptive statistics of induction training and employee performance.....32

Table 4.8: Correlation analysis for induction training and employee performance.....36

Table 4.9: Regression analysis Model summary for induction training and employee performance.....36

Table 4.10: Analysis of variance for induction training and employee performance.....37

Table 4.11: Descriptive statistics of on the job training and employee performance.....37

Table 4.12: Correlation analysis for on job training and employee performance.....40

Table 4.13: Regression model analysis summary for on job training and employee performance.....41

Table 4.14: Analysis of variance for on job training and employee performance.....42

Table 4.15: Descriptive statistics of off the job training and employee performance.....42

Table 16: Correlation results for off job training and employee performance.....45

Table 4.17: Regression model analysis summary.....46

Table 4.18: Analysis of variance for off job training and employee performance.....46

Table 4.19: Descriptive statistics of employee performance.....47

Table 4.20: Multiple Regression Coefficient Results.....47

LIST OF FIGURES

Figure 1: Conceptual Framework.....10

LIST OF ACRONYMS AND ABBREVIATIONS

CLT- Constructivist Learning Theory

CVI-Content Validity Index

SPSS-Statistical Package for Social Sciences

UCU-Uganda Christian University

WW2-World War Two

ABSTRACT

This study aimed at investigating the effect of staff training on employee performance in Bugweri Town Council. The study adopted a cross sectional design using a mixed approach. Data was collected from a sample of 73 respondents using self-administered questionnaires and interview guides. Out of the planned sample only 60 respondents participated in the study with 53 in the questionnaires 7 in interviews. Data analysis was carried out using SPSS using descriptive and inferential statistics.

The findings showed that induction training explained 2.5% of variation in employee performance in Bugweri Town council, on job training affects employee performance by 28.3% and the remaining and off job training accounts for only 12.5% variance in employee performance. The multiple regression coefficient results found that on job training had the largest effect on employee performance at 54% followed by off job training at 38.6% and induction training had the least effect at 19.3%. The study concluded that although induction training had a positive effect on employee performance, its influence was insignificant while the influence by on job training and off job training and employee performance were positive and significant. The study recommended that Management of Bugweri Town Council should embrace on job training and off job training as a way of attaining positive employee performance and little or no emphasis on induction training.

CHAPTER ONE

INTRODUCTION

1.1.Introduction

This study focused on the analysis of the effect of staff training and employee performance of Bugweri Town council. This specific chapter consists of the background to the study, the statement of the problem, purpose of the study, objectives of the study, research questions, scope and the significance of the study.

1.2.Background to the Study

This subsection consists of four viewpoints which are the history, theoretical, conceptual and contextual backgrounds.

1.2.1 Historical background

Staff training emerged in the period of the Second World War in Europe and United States where when the in-service training became a prerequisite for employers to transform the industry from the normal industry to war industry requiring staff to acquire skills from semi-skilled to skilled staff (Armstrong, 2006). Staff were required to switch jobs and within record time. For women with limited skills, this was a time for them to replace the men in the industry front as men had to be on the frontlines of war (Duff, 2003). It was also during this era that technology registered a rapid transformation in emerging economies such as Japan, Sweden and Germany that projected and transformed global competition in unprecedented levels. The industrial complexities required new methods and techniques of production, called for new means of power while automation became the new normal. The age of computers followed requiring entry, storage and use of data using the computing systems, and advent that had not been in light in the past 2 years (Chen, 2001). The transformation facilitated and called for training opportunities to enable the staff to

adopt to the changes and acquire skills to suit the existing technology of the time. For most of the organization, the solution was not in getting rid of the existing staff, but rather to train it and equip them with skills for the emerging production lines and to stay competitive on the global stage (Chen, 2001).

In Africa, the idea of staff training resulted from the need to adopt to new mechanism to boost production post-independence mainly from the 1960s (Armstrong, 2006). The training was based on the needs changes in basic skills, at the clerical and industrial levels and in the technical, supervisory and management fields in large numbers. To achieve development, many African countries needed a mass of skilled administrators; educators as well as educators to propel their economies forward (Armstrong, 2006). Its during this same period that a number of polytechnics where set up to meet the current demands as universities where a less of a priority with little or no science and technology which was mainly supported through the polytechnics.

In Uganda, staff training emanated from the introduction of vocational and polytechnic institutions from the colonial era in the early 1920s and have since become multidimensional today (RDFA, 2006). But even the strides that have been undertake, the desire to implement best approaches for human resource training remains a daunting task for many organizations a duty placed under the human resources department as a means for increasing service delivery.

1.2.2. Theoretical background

The study was built on the Constructivist Learning Theory (CLT) which was advanced by Bartlett in 1932 and formalized by Jean Piaget in 1950. Under this framework the role of the trainer becomes that of a facilitator, providing guidance so that learners can construct their own knowledge. A constructivist-based training program to improve work performance will, therefore, accentuate that the learner should be an active participant constructing knowledge about tasks so as enhance their performance, and not just a passive receptacle for information

(Chen, 2001). This idea intimates that in the workplace, staff training is an effective way to attaining employee performance. g can be among the most effective ways of improving employee performance. In summary, constructivist learning theory calls for fronting staff training in line with actual activities of the organization if there is going to be any realization of employee performance..

1.2.3 Conceptual background

A vast majority of scholars argue that performance and training are two terms used by organization which cannot be separated (MPS, 2010). It is the systematic plan aimed at attaining the right performance in activities that range various ways. For this study, staff training will be defined as induction training, on job training and off job training.

Training is also defined as a learning process from which trainees gain knowledge, skills, experience and attitudes needed to perform jobs and fulfill organizational goals (Mathias and Jackson, 1998). Furthermore, Training is a type of activity which is planned, systematic and it results in enhanced levels of skills, knowledge and competency that are necessary to perform work effectively (Gordon 1992). Lastly, Training is the process from which employees acquire the capabilities to perform their jobs and is an essential part of any successful business. Training is linked to employee performance and retention. In addition, employees will not reach their full potential and higher levels of productivity will not be achieved unless employees are adequately trained. A poorly trained work force will eventually lead to poor performance and result in costly mistakes (Becker 1993). In this study, training is defined as a systematic process to enhance employees acquiring skills, knowledge and experience needed by an organization to achieve predetermined goals.

Employee performance refers to the capacity of staff to execute their role with ease and yet produce good results. . It is the manner in which employees is measured in terms of outcome based on the satisfaction of the customer or client (Meyer and Smith, 2000). Moreover, employee performance is considered to be the ability of an employee to perform the duties or activities assigned to him or her as required by the predetermined performance standard of the organization (Parmenter, 2010). In other words, job performance needs the interaction between personal abilities of doing a particular job and the motivation which acts as the catalyst added to competencies, skills and knowledge possessed by an individual. In this study, employee performance is defined as the ability of employee to execute the duties or responsibilities assigned to him or her efficiently and effectively.

Bernadin, Kane, Ross, Spina and Johnson (1995), Kane (1996) and Armstrong (2000) regard performance as simply the record of outcomes achieved. Brumbach (1988), nonetheless considers performance in a broader aspect envisaging the issue in relation to the input in terms man power and the actual result results derived from the activities relating to the role.

In this particular study, performance was defined as attainment of desired outputs with minimum cost, accuracy, timeliness, quality, creativity and absenteeism. Though Brombach's definition considers behavioral aspects of performance, behavior can arguably be considered as a means but not indicator of performance. For example, absenteeism may affect one's ability to accomplish planned tasks or he or she may accomplish the tasks but out of planned time. Basedon this argument, the study adopted the definition by Armstrong which identifies task accomplishment and quality of tasks as measures of performance. In this study staff training as the independent variable is conceptualized as causes of staff training, challenges encountered

while handling staff training and strategies employed during staff straining, while employee performance as the dependable variable is understood to mean timely service delivery, Ability to perform in all key areas of role, Consistency and Initiative.

1.2.4 Contextual Perspective

Bugweri Town Council was incepted in 2018 and is located in Bugweri district in the eastern region of Uganda. It is along Iganga to Bugiri road, 11 Km from Nakalama Junction. It's an operating council that deals several services such as revenue collection targets, physical planning targets, and proper implementation of their job descriptions; it's also responsible for the overall management of the human resource and the provision of structures' standards and operating systems to provide an effective and harmonized service; supported by a well-developed and motivated human resource that delivers timely and cost effective services affordable and responsive to the needs of the people in Bugweri Town (Bugweri District Human Resource Report 2020). Despite the fact that Bugweri Town Council has taken a number of efforts to see that they train their human resources in a number of ways including orientation, coaching, delegation and so many others (Bugweri District Human Resource Report 2020). This is done with an effort to improve their performances. However, the performance of employees seems to be still below standards. For instance, in 2020, most of the targets that had been set by the Town Council were not achieved in its strategic plan. The rate of labor turnover is also going high (Bugweri District Human Resource Report 2020). These and others have a lot of questions on whether the staff training done by the Town Council have improved employee performance in Bugweri Town Council.

1.3.Statement of the Problem

According to the ministry of local government report of 2021, that was presented by Raphael Magezi heighted a drop in achieving the set targets towards achieving the millennium goals by 6%, with a decline in service delivery with newly created town councils in the country at the lead.

At the inception of Bugweri Town council in 2018, properly qualified personnel's were systematically recruited and were placed in nice and efficient physical infrastructure with a hope of turning one of the youngest town councils in the district as "a demo" through meeting it's set annual staff targets (revenue collection targets, physical planning targets, proper implementation of their job descriptions (Bugweri District Human Resource Report 2020).

The Bugweri town council monthly score card revealed that the town council is crippling with rampant staff absenteeism, reduced output per work force, lack of supervision of operational staff, breakdown of recently constructed bridges, poor drainage system, breakdown of the street lights, rampant killings especially at night, land wrangles among the people living in Bugweri town council with a general drop in revenue collection from 350M in 2018 to 154M in 2021 and a further drop in service delivery to the people.

If staff under performance is not checked, Bugweri Town council may not achieve its five-year master plan and attaining a municipality status by 2030 may remain a distant dream and in the waggles. It's not yet known whether the underperformance of Bugweri town council is due to managerial inadequacies, lack of staff trainings, lack of supervision, or, whether it's due to poor government policy. It is from such a background that the researcher decided to carry out a study to assess the effect of staff training on employee performance of Bugweri Town council.

1.4.Purpose of the Study

The main purpose of the study was to investigate the effect of staff training on employee performance in Bugweri Town Council.

1.5.Objectives of the Study

1. To assess the effect of induction training on employee performance in Bugweri Town Council.
2. To examine the effect of on-job training on employee performance in Bugweri Town Council.
3. To find out the effect of off-job training on employee performance in Bugweri Town Council.

1.6.Research Questions

1. What is the effect of induction training on employee performance in Bugweri Town Council?
2. What is the effect of induction on employee performance in Bugweri Town Council?
3. What is the effect of off-job training on employee performance in Bugweri Town Council?

1.7.Justification of the study

The rationale for this study was premised on the argument that there is reduced output per work force in Bugweri Town Council, poor report handling, decline in service delivery with newly created town councils in the country including Bugweri and the neglect of duty (Bugweri District Human Resource Report 2020). In addition, the study is justified given that there is no study that has been carried out regarding staff training and employee performance in Bugweri Town council.

In addition, this study took into consideration the training dimensions like induction, on the job training and off the job training in relation to employee performance which dimensions have not been carried on many studies. And therefore this would produce results that are different from other studies.

1.8. Significance of the study

This study is significant to the government, respondents, future researchers, community, and the researcher in the following ways; first, the study will be an eye opener to the respondents as it will trigger interest to carry further research for development purposes. Secondly study will help the government in pointing out new avenues for policy formulation and implementation in relation to staff training and employee performance. Thirdly study will also be useful to future researchers **by** adding a new stock of knowledge of dealing with staff training and employee performance. Fourthly research study will also be essential in providing new knowledge for improving community welfare and life style thus promoting economic growth and socio-economic development of the respective areas. Lastly the study will be significant in widening the scope of understanding, as well as fulfilling the requirements for the award of Master's Degree in Business Administration of Uganda Christian University (UCU).

1.9. The Scope of the Study

This entails the geographical, content, and time scope which briefly presented as follows:

1.9.1. Geographical Scope

The study was carried out from Bugweri Town Council, in Bugweri District, eastern Uganda. Bugweri Town council with offices 500 Meters from Hema Water company ltd, along Iganga to Bugiri

1.9.2. Content Scope

The study focused mainly on staff training (an independent variable) and its influence on employee performance (a dependent variable) in Bugweri Town Council. The independent variable focused mainly on the how, induction, on job training and off job training influences employee performance, a dependent variable.

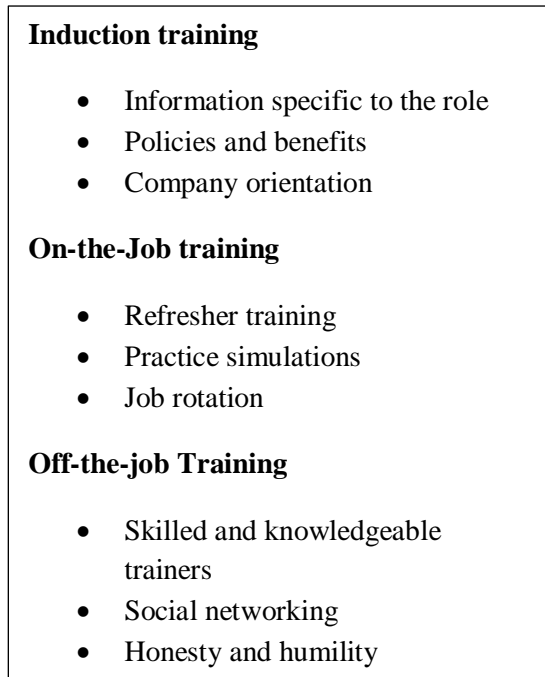
1.9.3. Time Scope

This considered the period from 2019 to 2022, considering that the operationalization of the Town Council was started in 2018 but services have been poor to which some community personnel attribute to the low performance by employees.

1.10. Conceptual framework

Independent variable

Staff training



Dependent variable

Employee performance

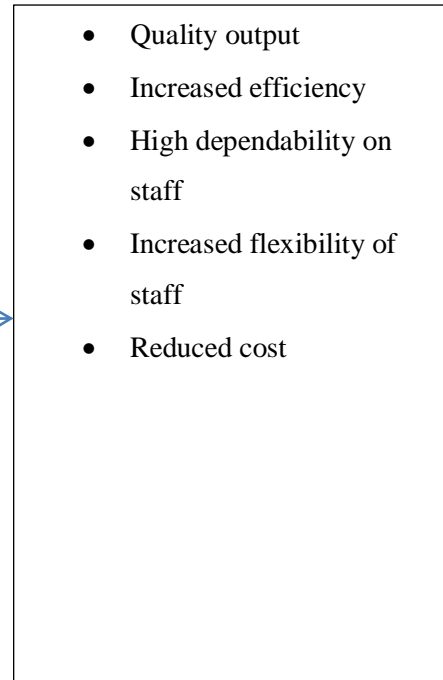


Figure 1: Conceptual Framework

Source: BiteSize (2023)

The figure above depicts the relationship that exists between the independent variable (Staff Training) and employee performance (a dependent variable). The relationship shows that induction, on the job training and off the job training leads to improved employee performance which occurs in the form of increased efficiency, High dependability on staff, increased flexibility of staff, and reduced cost towards the organization.

1.11. Operational definitions

Staff training: This is defined as induction, on the job training and off the job training in the specific study.

Induction: In this study is defined as Information specific to the role, Policies and benefits and company orientation

On the job training: In this study, this is defined as Refresher training, Practice simulations and Job rotation

Off the job training: In this study, is taken as Skilled and knowledgeable trainers, Social networking and Honesty and humility

Employee performance: In this study, is considered as Quality output, increased efficiency, High dependability on staff, increased flexibility of staff and reduced cost

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reflects on what other authors and writers have written about the objective including; how staff training of employees contributes to the achievement of the goals of Bugweri town council, the organizational issues that constrain training Bugweri town Council and how training needs of employees are determined.

2.2. Theoretical review

The study was built on the Constructivist Learning Theory advanced by Bartlett in 1932 and formalized by Jean Piaget in 1950. The theory assumes that all knowledge is constructed and that learning is a process of that involves construction of knowledge. It emphasizes that all individuals construct knowledge as part of the organization although each one has his or her own invisible view of the world that he or she believes is the same as everyone else's. This theory is applicable to the study area in that based in the process of training, the role of the trainer becomes that of a facilitator, who also aids in providing guidance so that learners or employees for this matter can construct their own knowledge which they can plough back to the organization to ensure there is improved performance. The advantage of this theory is that, the organization constructs a training program with the view of improving work performance so that employees who are the learners actively partake in constructing knowledge on the tasks which can enhance their performance and not just merely receiving information for the sake of it (Chen, 2001). The theory is also advantageous in the study area in that, it promotes employee agency by advancing their skills in the form of thinking, analysis, evaluation, and creation. It further

enables the promotion of diverse viewpoints and encourages employees under training to reflect, evaluate and identify intermediary skills required based on organizational needs. Although the theory is criticized on grounds that it may not be suitable for learners at different development levels, in terms of this study, the theory focuses on organizations which employ adults who are already tested and absorbed based on competencies. Therefore, its adoption was premised on the view that in the workplace such as Bugweri town council, staff training can be among the most effective ways of improving employee performance. In a nutshell, the constructivist learning theory advocates alignment of staff training with real organizational activities if the goal of melioration of employee performance is to be realized in the case of Bugweri town council.

2.3. Actual review

2.3.1. Induction training and employee performance

Crawford (2008) states that, induction training should be a part of an organizations strategic plan and that it should be planned in manner that can easily be implemented so that it can bring success to the organization and the staff. He also contends that most organizations have interesting programs for induction training which if embraced could lead to maximum performance. Yet for most organizations, induction training is carried out for purposes of formality with the motive of meeting the requirements for recruitment.

For Rutaihwa (2013), organizations should consider induction training programs to cover issues of employment, legal, social, and economic concerns. This is because, most organizations have a tendency to meet their needs for induction training through ad hoc, chaotic, and haphazard techniques that are not well organized and this results in confusion to the new staff which in turn results in huge turnovers, burnouts and loss of morale by employees for organizations. By

carrying out effective induction training, there is increased staff commitment, loyalty and motivation of employees and the intention for them to leave is limited (Rutaiwa, 2013).

According to Dessler (2013), induction training helps in saving recruitment costs through increasing employees' commitment, results in a reduction in employee turnover and leads to increase in motivation in terms of delivering high quality services. Besides, labor costs tend to decrease due to well trained employees who work in a more efficient manner.

Meanwhile a study by Snell (2006) found that induction training results in reduced amount of time for staff to cope with the organizations new environment and to reach full working capacity. The finding was backed by the reasoning that induction training offers substantial skills attainment for staff to fulfill their full potential, perform efficiently, develop great morale and develop the desire to keep on the same job. This Pollitt (2007), creates a spillover effect to the customers whose satisfaction ratings resulting from the introduction of induction training.

By attending orientation training, employees become significantly more acquainted to the social environment which builds their social skills compared to those without induction training (Kelin & Weaver, 2000). This is because such employees who attend induction training tend to have relatively higher levels of organizational commitment and passion.

A study by Alberta (2012) regarding effect of employee orientation on employee performance in Ghana education service revealed that induction training results in job commitment and job satisfaction, increased capacity at work, increased knowledge and skills acquisition through orientation to employees, improvement in organizational culture, mission and vision.

Meanwhile a study by Ndebele (2013) regarding the perceptions of new staff on academic staff induction program concluded that induction programs are of a great significance to the teaching

staff as it informs staff on the good teaching practices. Besides it links the new staff to the education institution's expectations and the required resources to navigate administrative, financial, human resources and support service responsibilities.

In a study by Mabaso (2012) on the effectiveness of induction programme for newly appointed staff in a college revealed that induction training have an impact and influence on the quality of service that teaching staff offer to the learners. This was found to be important as it gives newly appointed lecturers the best possible start in the teaching profession.

In summary, various studies have been found to have been carried out regarding induction training and employee performance but no particular one focused on Bugweri town council

2.3.2. On-the-job training and employee performance

On job training refers to a practical technique of teaching staff the abilities and competencies necessary to conduct specific tasks in the workplace (Warnuch, Carrel, Elbert & Hatfield, 2018). Meanwhile Kleynhans (2007) presents on job training as a training in which employees supervisor or if not an experienced co-worker teaches the existing and new employees about the job while they are carrying on with the work. It is a hands on method for learning new competencies and abilities for a given profession a genuine and or nearly actual working setting (Grobler, 2011). It is on many occasions used in learning ways to use particular tools or equipment in a live work, computer simulated or training environment.

Montgomery (2021) is of the view that on job training is a significant undertaking to all employees when it comes to the understanding of the profession, which enables them to become more proficient in their roles and provide better results. Montgomery (2021) also contends that on job training is highly correlated to increased creativity and invention, attainment or

organizational end results and overall improvement of quality. It gives employees a better understanding of their job especially as it is focused more on job that staff carry out duties on the daily basis which helps staff to improve their performance (kaminsa, 2022).

A study by Bandiera, barankay and Rasul (2007) revealed that on job training once adopted significantly results in the development of an effective organization given that it influences staff performance and also increased staff productivity which enables the organization to be well positioned in the face of competition and to try t stay afloat. This implies that organizations that subject their staff on the job training have a higher level of staying competitive compared to those that do not. This according to Pendleton, Whitefield and Bryson (2009) is a result the ability of the training to develop the knowledge, skills, ability, behaviors and competencies of the organizations that train their staff.

For Tismal and Shoaib (2016), on job training by most organizations is carried out in anticipation of cemented performance. This is a widely approved and utilized concept by many organizations which is found to be essential in assisting employees to acquire the necessary skills. Indeed Karim and Latif 2019) observed that many organizations place high value on the on job training and development given that consumers receive high quality services. The argument was premised on the fact the currently, the on job training is prioritized because initially, it was an expensive venture compared to the present day. Today most organizations run their own training programs as a way of demanding for high performance from those on the job. According to Igudia (2022), the on job training is necessary because when employees on job become ineffective due to low knowledge, skills and attitudes, there is need to boost them above the expectations.

In summary, it's clear that there are studies that have been carried out regarding on job training and employee performance although these are limited in nature. But regarding this study, there is no study that has been carried specifically in line with Bugweri Town council.

2.3.3. Off-the-job training and employee performance

Off the job training is a form of training to staff conducted outside the workplace of the employees (Saleem & Mehwish, 2011) this type of training is conducted so that learning needs of specific groups is obtained rather than for an individual. It comes in the form of workshops, simulations, conferences, lectures and games (Alipour, 2009).

According to Fapohunda (2013), off the job training is a string team building technique that helps in breaking the barriers and to solve conflicts that may exist between employees. As a form of off job training, workshops for instance are presented as means for team building approach which helps organizations to develop and maintain high performance through team building retreats. By engaging in off the job trainings such as workshops to build teams it helps to motivate staff members so that they are able to improve their skills that may have positive effects on the profits and performance of the business.

A study by Purcell (2003) indicated that off the job training leads to increased efficiency, resulted in positive quality output, transformed employee skills, attitudes towards work and promoted reduction of turnover, elimination of old technologies and application of new technologies, a reduction in employee absenteeism by employees among other benefits.

For Swart (2005), his findings revealed that off the job training results in increased profitability of an organization especially as off the job training practice imparts knowledge and skills in the

employees which results in their increased performance and this has a positive spillover effect on the organization in terms of profitability.

Meanwhile McNamara (2008), in her study concluded that on job training is grounded on the tasks so that an individual may have efficiency on the kind of work they are executing which means that it is more of a intentional and methodical alteration of behavior by means of learning, execution of activities and program tasks culminating in the participation of attaining the levels of skills, competencies, knowledge and capabilities to execute their roles.

Off the job training has been criticized by scholars like Ginting and Meilani (2022) who asserted that this technique is not so relevant except in situations like the Covid 19 lock down which forced employees to carry out off the job training since they were restricted from moving. Otherwise it is not effective in determining the effectiveness it has on employee performance.

Nonetheless, Debrha and Ofori, 2006) insist that off the job training is planned training which generates performance improvement related benefits for employees and for the organization through positively influencing employee's knowledge, skills, competencies and behavior.

In summary, although there are some studies regarding off the job training and employee performance, these are so limited and even then none of these focused on Bugweri town council as a case study.

2.4. Summary of literature review

The literature regarding, induction training and employee performance, on the job training and employee performance and off the job training and employee training and employee performance

all indicate that there is no single study that has been carried out regarding Bugweri town council in Uganda, leaving research gap that that this study aimed to undo.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used for the study. The chapter includes the research design, study population, sample size and selection, sampling techniques, data collection methods data collection instruments, quality measurements of tools, data analysis and ethical issues to be considered in the process of the study.

3.2. Study Research design

This study adopted a descriptive cross sectional design involving the qualitative and quantitative approach. The reason for using this design was based on its ability to execute the study within a limited time while it was also found to be inexpensive. The idea of having a mixed approach was to strengthen the findings.

3.3Population of the Study

A population is a group of individual persons, objects, or items from which samples are taken for measurement for example a population of presidents or professors, books or students who possess at least one common characteristic (Webster, 1985). The population of the study comprised of 90 respondents. The study population consisted of Human resource management, Top Management and non-management staff (employees) of Bugweri Town.

3.4 Sample size and sampling approach

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. The size of the sample 73 respondents and it was determined by use of the Krejcie & Morgan (1970) table as shown below.

Table 3.1: Population size, sample size and sampling techniques

Categories of Respondents	Study Population	Sample size	Sampling Technique
Human resource	10	07	Purposive
Top management	05	05	Purposive
Employees	75	61	Simple Random
Total	90	73	

Source: *Human Resource records, Bugweri Town council (2019). Sample based on Krejcie and Morgan Table (1970)*

3.5 Sampling Technique

For the case of the employees, they are quite numerous and so the appropriate technique that the researcher used simple random sampling. A random sample is one where each item in the universe has an equal or known opportunity of being selected. In the words of W.M Harper, “a random sample is a sample selected in such a way that every item in the population has an equal chance of being included”. Random sampling is more suitable in more homogeneous and comparatively larger groups, like this study in question. The researcher used simple random

sampling in selecting members from the employees group who were none management staff. For the top management and human resource staff, the Purposive sampling technique was used to access the needed data. Purposive sampling is also called “deliberate sampling” or “judgment sampling “. When the researcher deliberately selects certain units for study method there is a deliberate selection of certain units on the judgement of the researcher and nothing is left to the chance. But it must be kept representative of the universe. According to Adolph Jenson (2005), “Purposive selection denotes the method of selecting a field as nearly as possible the same averages or proportion as the totality with respect to these characteristics which are already a matter of statistical knowledge. “It’s basing on this that the researcher will adopt this technique to get opinions of the various people who are seen to be more knowledgeable on staff training and employee performance.

3.6. Methods of data collection

According to Patten and Mildred (2001), data collection is the systematic means of gathering information in line with the study variables. In this study, a mixed approach of data collection was adopted which involved the interview method as well as questionnaire method. And these are both provided in detail below.

3.6.1. Questionnaire

This is a quantitative method of data collection which controlled questions are generated and then they are filled by selected respondents. This method was adopted for this study due to its ability to gather a lot of data in a short period of time with v limited or not supervision making it a cost effective approach (Amin, 2005).

3.6.2. Interview method

This is a qualitative method of data collections which involves interaction with key informants selected for the study (Oakley, 1986). According to Amin (2005), key informants interviews are significant in the face to face data collection as it facilitates collection of first-hand information without due influence. They involve interviewing selected participants who are sought to be knowledgeable on the subject under investigation, in this specific study, interview method was used to collect information from knowledgeable respondents and these included the HR Bugweri Town council and other top management staff in the Town Council.

3.7. Data collection Instruments

The interview guide together with the questionnaire tools were used for this study. Structured interviews guides have pre-set questions to which every informant is subjected, Chawla & Sondhi,(2018) as cited in Malunda & Atwebembeire, (2021). A structured interview guide was used to gather first-hand information from the human resource management and top management while the questionnaire was used to gather primary information from employees who were in none management position at Bugweri town council. The questionnaire contained only closed ended questions.

3.8 Reliability and Validity

Validity and reliability tests were conducted on the research instruments to ensure they were valid and reliable as expounded below.

3.8.1 Validity

This explains the ability for a tool to measure what it has to measure. In pursuit of validity, the researcher used the supervisor from the Uganda Christian University to examine the research

tool and rate it. The content validity index was determined as means of assessing the validity of the research tool and the results as follows:

$$CVI = \frac{\text{no.of valid items } 23}{\text{Total no.of items } 26} * 100 = 88.5\%$$

Basing on the CVI result above which was more than 0.7, the tool was found to be valid for use in this study.

3.8.2. Reliability

This has to do with the ability of the tool to give the same results from time to time. The aspect of consistency is fronted and once attained, then the tool is said to be reliable. To determine reliability, the researcher subjected the tool to 8 respondents from Bugweri Town Council who were not part of the target population. The findings were subjected to the Cronbach alpha coefficient formula to determine the reliability of the research tool and the results were as follows:

Table 3.2: Reliability results

Variable	Sum	Cronbach value
Induction training	9	.731
On job training	8	.815
Off job training	5	.784
Employee performance	5	.811
Average	26	.785

The average cronbach value was found to be 0.785 a figure which was above the coefficient value of 0.70 which means that the tool was suitable for use in this specific study.

3.9.Data Analysis

After data have been collected, it's processed in order to reduce them to manageable sizes (Ronald R. Cooper, 2003:87). Data was analyzed both qualitatively and quantitatively. The data that was obtained from the field or documents was analyzed and described in relation to research questions and research objectives. Data collected with the use of interview schedules was put into meaningful and exhaustive categories. Content analysis was the main method of analyzing qualitative results. Data collected by questionnaires was sorted, coded and captured in SPSS and analyzed using by descriptive and inferential approaches.

3.10. Variable measurement

This involved the assignment of a number to the observation and this also acted as the contextual anchor of scientific investigation (Michell, 1987). The likert scale was used to rate the statements that were used for each variable using the 1 for strongly disagree and 5 for strongly agree in that order. The application of likert scale for the variables was due to the complex linkages where in-depth data regarding the research study was not easily accessible (Kothari, 2004). In SPSS, the nominal scale was used for demographic information while the ordinal scale was applied on Likert rating scale.

3.11. Data collection procedure

After a successful proposal defense, the researcher obtained a letter which was used to introduce her to the authorities in Bugweri Town Council and to the respondents. The university introductory letter given to the researcher indicated the name of the researcher and the intent of the letter. The respondents were also issued with consent letters organized by the researcher to which they were meant to sign as means of accepting that they were not forced to participate in

the study. After collecting the data, the researcher, embarked on sorting and cleaning it and capturing it in the SPSS for analysis and report writing.

3.12. Ethical aspect

According to Shah (2011), this has to do with the general conduct of the researcher while pursuing research in terms of protecting the image of the institution and the respondents. For this specific study, the researcher ensured that all respondents were protected from harm and that they were not exposed to the public through keeping them anonymous. The researcher made sure the respondents remained unknown to the public such their names were not revealed in the report. The researcher also ensured that she obtained a letter to introduce her to the authorities which ensured that the authenticity of the researcher, implying that the researcher had taken the right steps from proposal level. The researcher further ensured that the information provided by respondents was kept confident and preserved for strictly academic reasons. And finally the researcher ensured permission was granted by the authorities and respondents who signed on consent forms.

3.13. Limitations of the study

The study did not go without any challenges as the researcher experienced problems of meeting with the interviewees as they always got busy. Secondly, this caused a major challenge in terms of time as the report writing process could not be completed on schedule and this had a ripple effect in terms of costs. Nonetheless, the researcher remained resilient and patient to the very end until he objective was achieved.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.1. Introduction

In this chapter, the presentation, interpretation and analysis of findings are covered. The chapter starts with description and analysis of demographic characteristics of respondents followed by descriptive and inferential analysis of data based on study objectives.

4.2. Response rate

From a population of 90, the researcher sampled 73 for this study of which 12 were for interviews and 61 were for surveys. A total of 53 respondents returned the questionnaires and 7 participated in the interviews. This brought the total to 60 from the sample of 73 as presented in the table below.

Table 4.1: Response rate

Tool used	Planned and administered or held	Administered	Percentage
Interview guide	12	7	9.59%
Questionnaire	61	53	72.60%
	73	60	82.19%

Source: Primary data

Results in the table above show that the response rate was 82% which was above the 50% which according Mugenda and Mugenda, a 50% return is adequate, 60% good and 70% and is very good.

4.3. Demographic characteristics of respondents

The questionnaire contained sections on respondents' gender, age, education, marital status and period of service and the results are presented below.

4.3.1. Respondents gender

Table4.2: Respondents gender

Gender	Frequency	Percent
Male	32	60.4
Female	21	39.6
Total	53	100

Source: Primary data

From the 53 respondents who participated in the questionnaire, 32 (60.4%) were male and 21 (39.6%) were female. This implies that the males dominate the workforce in Bugweri Town Council. Although the margin is high, there is an increasing number of females in public service as the government continues for advocate for women emancipation in Uganda through increased affirmative action at the local and national level.

4.3.2. Age of respondents

Table 4.3: Age of respondents

Age in years	Frequency	Percent
20-30 years	18	33.9
31-40 years	24	45.3
41-50 years	8	15.1
50 years and above	3	5.7
Total	53	100

Source: Primary data

In regards to age, 18 (33.9%) of the respondents were in the age category of 20-30 years, 24 (45.3%) were in between 31-40 years, 8 (15.1%) were between 41-50 years and 3 (5.7%) were

above 50 years. This implies that majority of the public service staff in Bugweri town Council were between 31 to 40 years. It means that they were mature and willing learners in the middle of their carrier who can willingly improve performance through training programs at their work place.

4.3.3. Education of respondents

Table 4.4: Education level of respondents

Education	Frequency	Percent
O' Level	5	9.4
A' Level	10	18.9
Diploma	15	28.3
Degree	21	39.6
Masters	2	3.8
Other	0	0.0
Total	53	100

Source: Primary data

The results reveal that 5 (9.4%) respondents had O' level certificate, 10 (18.9%) had A' level certificate, 15 (28.3%) had diploma level education, 21(39.6%) had bachelors' degrees and 2 (had at least masters degrees. This implies that the respondents were quite highly educated and they understood the questionnaires and had knowledge of staff training and performance. This explains why the researcher was able to generate a high response rate since respondents understood the value of the research.

4.3.4. Marital status of respondents

Table 4.5: Marital status of respondents

Marital status	Frequency	Percent
Single	12	22.6
Married	39	73.6
Divorced	2	3.8

Total	53	100
-------	----	-----

Source: Primary data

The study revealed that 12 (22.6%) of the respondents were single, 39(73.6%) were married and 2(3.8%) were divorced. Since performance affects all categories of the population, knowing the marital status of the respondents was very important since each category has interest in a particular performance of the town council in one way or the other.

4.3.5. Respondents period of service

Table 4.6: Period of service of respondents

Period of service	Frequency	Percent
1-3 years	21	39.6
4-7 years	32	60.4
8-11 years	0	0.0
12 and above	0	0.0
Total	53	100

Source: Primary data

The results show that 21 (39.6%) had been in service for 1-3 years, 32 (60.4%) had been in service for 4-7 years and non from 8 years and above. This is a result of the recent operationalization of the town council which was started in 2018. Therefore it implies that staff in Bugweri town council have been in service in that town council for a relatively short period of time but with the government focused on attainment of the middle income status, there is no excuse of low performance.

4.4. Empirical findings

In the empirical findings, the researcher addressed the study in an objective by objective basis. The findings were first addressed in a descriptive approach where the Likert findings (measured as 1=strongly disagree and 5 strongly agree) were presented together with mean and standard as

below. The mean values ranging between 0 to 1.0 meant very low, 1.1-2.0 low, 2.1-3.0 moderate, 3.1-4.0 high and 4.1 to 5.0 very high in comments section of the tables.

4.4.1. Descriptive statistics of Induction training and employee performance in Bugweri Town Council

Table 4.7: Descriptive statistics of induction training and employee performance

Statements	SD	D	N	A	SA	Mean	Std.	Remarks
Induction provides information specific to the role which is good for performance	4.4	12.2	3.3	66.7	13.3	3.7222	.99468	High
Orientation provides information on how employee roles fit into organizational strategy	10.0	18.9	10.9	57.8	3.3	3.2556	1.11739	High
Staff introduction to policies and benefits such as company benefits wellbeing policies enhance performance	4.4	14.4	7.8	62.2	11.1	3.61	1.01333	High
Staff company orientation on customer care policies influences performance	7.8	13.3	12.2	47.8	18.9	3.5667	1.17129	High
Introduction of staff to facilities like access systems, file sharing, communication tools gives a sense of confidence towards performance	2.2	11.1	8.9	58.9	18.9	3.8111	.94684	High
Training on health and safety such as awareness to first aid procedures and facilities gives a sense of security and reason for performance	7.8	16.7	20.0	42.2	13.3	3.3667	1.14607	High
Work place compliance training acts as a good safety measure for staff performance	6.7	10.0	15.6	54.4	13.3	3.5778	1.05976	High
Understanding work place human resource policies facilitates staff with ideas of sticking company HR policies	8.9	12.2	10.0	54.4	14.4	3.5333	1.15340	High
Staff orientation to performance management acts as a baseline for performance improvement	6.7	23.3	6.7	45.6	17.8	3.4444	1.21887	High
Overall						3.5444	1.091363	High

Source: Primary data

Results in Table 4.6 above shows that, the mean for all 9 items was high at 3.5444 which was above the average 2.5 on a five Likert scale that was used in the study to obtain respondents perception on induction training variables. In regards to item one, results show that 80% of respondents agreed that induction provides information specific to the role which is good for performance as supported with high mean of 3.7222 and standard deviation of .99468. In line with this finding, one interview regarding how induction training influences employee performance stated that:

“When an employee the right instruments and information on their roles and they understand the support of the team is real and when there is a welcoming and understanding culture, they stick their work and this reduces turn over which is also a recipe for employee performance.”

Results also show that 61.1% agreed that orientation provides information on how employee roes fit into organizational strategy as supported by high mean of 3.2556 and standard deviation of 1.11739. The statement is supported by a response from one interview who stated that:

“By conducting induction training especially for new employees, the organization sets them up for success in that from the very beginning, they focus exactly on their tasks and they get to know exactly what they need to do to meet organizational strategy, operational efficiency and productivity.”

Results further show that 73.3% respondents agreed that staff introduction to policies and benefits such as company benefits wellbeing policies enhance performance. This was supported with a high mean of 3.61 and standard deviation of 1.01333.

The findings also reveal that 66.7% agreed that staff company orientation on customer care policies influences performance as supported by high mean value of 3.5667 and standard deviation of 1.17129. This statement was supported by one interviewee who noted that:

“By carrying out induction training, employees are notified on customer care policies and work culture which makes them feel included in the work environment enabling them to enjoy work and this result in efficiency and reduction to turn over.”

In addition, findings reveal that 77.8% agreed that introduction of staff to facilities like access systems, file sharing, communication tools give a sense of confidence towards performance. This was also supported by a high mean value of 3.8111 and standard deviation of .94684. This statement was supported by one of the interviewees who stated that:

“Application of induction training creates open communication lines between workers and management from the very beginning and this builds confidence in that workers feel they can share with managers and they feel so because of the kind of induction process.”

Findings further revealed that 55.3% agreed that training on health and safety such as awareness to first aid procedures and facilities gives a sense of security and reason for performance and tis was supported by a high mean value of 3.3667 and standard deviation of 1.14607. Meanwhile 20% respondents were undecided while only 24.5% disagreed with the item.

Also results revealed that 67.7% agreed that work place compliance training acts as a good safety measure for staff performance and this was supported by high mean of 3.5778 and standard deviation of 1.05976. This was also supported by one interviewee who said that:

“By undergoing induction training, staff is able to use the available technology and software systems with ease which optimizes their time resulting in overall productivity.”

Besides, results reveal that 68.8% agreed that understanding work place human resource policies facilitates staff with ideas of sticking company HR policies. This was supported by a high mean value of 3.5333 and standard deviation of 1.15340

Finally in line with objective one, results show that 63.4% agreed that staff orientation to performance management acts as a baseline for performance improvement as supported by a high mean value of 3.4444 and standard deviation of 1.21887. The statement was supported by one interviewee who when asked how induction training influences employee performance acknowledge that:

“Through induction training program, employee performance is enhanced as they will be thinking about the business and know they are valued from the beginning as they training helps them transition into their roles.”

4.4.1.1 Regression analysis of induction training and employee performance

The researcher found it worth to carry out a regression analysis to determine the magnitude of the effect induction training and service delivery. The model summary of regression analysis

Table 4.9: Regression analysis Model summary for induction training and employee performance

Model summary				
Model	R	R Square	Adjusted R Square	Std. error of Estimate
1	.158 ^a	.025	.014	1.15921

a. Predictors: (Constant), Induction training

The relationship (R) between induction training and was found to be .158 or 15.8%, while the R square was 0.025 and adjusted R square was 0.014. This implies that induction training explained 2.5% of variation in employee performance in Bugweri Town council while remaining 97.5% variations are caused by other factors.

4.4.1.2. Analysis of variance (ANOVA) for induction training and employee performance

Table4.10: Analysis of variance for induction training and employee performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean square	F	Sig
1	Regression	3.037	1	3.037	2.260	.136 ^b
	Residual	118.252	52	1.344		
	Total	121.289	53			
a. Dependent Variable: Employee performance						
b. Predictor: Induction Training						

The overall goodness of fit of the model had F value of 2.260 with p value greater than critical (P<0.01), implying that there was a significant relationship between contract induction training and employee performance. This also implies that the model was not found to be good for predicting employee performance in Bugweri Town Council in relation to induction training.

4.4.2. On the job training and employee performance in Bugweri Town Council

Table 4.11: Descriptive statistics of on the job training and employee performance

Statements	SD	D	N	A	SA	Mean	Std.	Remarks
Refresher training improves productivity and motivation of staff	10.0	20.0	6.7	53.3	10.0	3.333	1.19925	High
Practice simulations create opportunities for valuable and memorable personal learning	14.4	16.7	8.9	45.6	14.4	3.2889	1.30895	High
Job rotation increases role fulfillment by staff to work better	14.4	15.6	5.6	55.6	8.9	3.2889	1.25639	High

Onboard training supports and improves new hire retention	13.3	1.2	5.6	45.6	23.3	3.533	1.33408	High
Peer training in the work place means spending less on those expensive onboarding programs or more cost effective	12.2	1.1	7.8	43.3	25.6	3.588	1.31452	High
On job training is more specific for improving staff ability to do their actual job in a specific work environment	15.6	1.2	6.7	44.4	21.1	3.433	1.36612	High
On job training helps staff to grow their skills in areas they may not otherwise be exposed to	7.8	2.0	7.0	42.2	22.2	3.511	1.25639	High
Staff are able to learn new skills faster and in a way that is more relevant to them	15.6	2.8	12.2	35.6	7.8	2.911	1.25997	High
Overall						3.3611	1.286959	High

Source: Primary data

The researcher analyzed respondents perceptions using the five point scale on the 8 items of on the job training and found that the overall mean was high at 3.3611 and standard deviation was 1.286959. This implies that respondents generally agreed that on the job training is vital for employees in Bugweri Town Council. Specifically, results show that 63.3% of the respondents agreed refresher training improves productivity and motivation of staff and this was supported by a high mean value of 3.3333 and standard deviation of 1.19925. Also results reveal that 60% respondents agreed that practice simulations create opportunities for valuable and memorable personal learning as supported by a high mean value of 3.2889 and standard deviation of 1.30895. One respondent who was interviewed on how on job training influences employee performance argued in support saying that:

“On job training puts employees in a state in which they continuously practice the same thing time after time as though they were doing it practically at work such it supports the to learn how to tackle important challenges and perform tasks when they get back to the real tasks.”

Results further reveal that 64.5% of respondents supported the view that job rotation increases role fulfillment by staff to work better and this was supported by high mean value of 3.2889 and standard deviation of 1.25639. In support of this finding, one interviewee regarding the influence of on job training on employee performance stated that:

“On job training involves job rotation from which learners are able to ask questions in departments where they don’t understand making them to learn new skills and roles enabling them to become more efficient in organizational roles.”

Besides, results reveal that 68.9% of the respondents agreed that onboard training supports and improves new hire retention as supported by a high mean value of 3.5333 and standard deviation of 1.33408.

Findings also reveal that 68.9% of the respondents agreed that peer training in the work place means spending less on those expensive on boarding programs are more cost effective. The high percentage of those who agreed was supported by a high mean value of 3.5889 and standard deviation of 1.31452.

In addition results show that 65% of the respondents agreed that on job training is more specific for improving staff ability to do their actual job in a specific work environment and this high number percentage of respondents was supported by a high mean value of 3.4333 and standard deviation of 1.36612. This finding relates with the statement by one interviewee who said that:

“On job training enables employees to acquire information that can be adapted to roles, needs and problem solving within their organization making them to move quickly and in the due course this makes employees to become more adaptable in their daily operations from time to time.”

Last but not least, findings show that 64.4% agreed that on job training helps staff to grow their skills in areas they may not otherwise be exposed to. The high number of respondents who supported the statement was also backed by a high mean value of 3.5111 and standard deviation of 1.25639. This as one respondent interviewed stated that:

“On job training enables employees to acquire new skills in a manner that builds their confidence and makes them to accumulate better skills as they develop in their roles and in their career path.”

Finally in line with objective two, results show that 53.4% agreed that staff is able to learn new skills faster and in a way that is more relevant to them and this was backed by a high mean value of 2.9111 and standard deviation of 1.25997. This finding is supported by one interviewee who said that:

“On job training generally increases engagement and allows employees to continue to gain more skills and knowledge that they can tap into in due process in their professionals.”

4.4.2.1. Regression analysis of on the job training and employee performance

The researcher carried out a regression analysis to determine the influence of on the job training on employee performance in Bugweri Town Council and the results are presented below.

Table 4.13: Regression model analysis summary for on job training and employee performance

Model summary ^b				
Model	R	R Square	Adjusted Square	R Std. Error of Estimate
2	.532 ^a	.283	.275	.99295

a. Predictor (Constant): On job Training

Results in table 4.12 indicate that the amount by which a change in on job training leads to employee performance is 0.283. This implies that on job training affects employee performance by 28.3% and the remaining 71.7% variation is as a result of other factors.

4.4.2.2. Analysis of Variance (ANOVA) for on job training and employee performance

Table 4.14: Analysis of variance for on job training and employee performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	34.351	1	34.351	34.771	.000 ^b
	Residual	86.938	52	.988		
	Total	121.289	53			
a. Dependent variable: Employee performance						
b. Predictor: On job training						

From the table above, results show that the F factor was 34.771 and p value of 0.000 which is less than p critical value of 0.01 and therefore statistically significant. This explains that the model was good in predicting employee performance in Bugweri Town council.

4.4.3. Off the job Training and employee performance in Bugweri Town Council

Table 4.15: Descriptive statistics of off the job training and employee performance

Statements	SD	D	N	A	SA	Mean	Std.	Remarks
Classroom lectures use special trainers who are skilled and knowledgeable which is good for application at work place	3.3	1 3.	12. 2	53. 3	17. 8	3.688 9	1.02 381	High
Off the job training creates opportunities for social networking with other trainees from other organization which is good for skill transfers	12. 2	2 1.	10. 0	44. 4	12. 2	3.233 3	1.26 358	High
Through off the job training individuals are more likely to complete training because of no work pressure which is good for mastery of work requirements	3.3	1 6. 7	7.8	55. 6	16. 7	3.655 6	1.05 107	High
Staff under off the job training is more likely to be honest since their supervisors are not present creating situation for self-drive	6.7	1 7. 8	11. 1	56. 7	7.8	3.411 1	1.07 989	High
The chance of being called away if off site is	12.	2	12.	47.	7.8	3.188	1.20	High

mild and that enables concentration on the task	2	0.0	2	8		9	760	
Overall						3.43556	1.12519	High

Source: Primary data

In line with the third objective, the researcher after analysis of respondent’s perceptions using the five point Likert scale on 5 items of off the job training found that the overall mean was high at 3.43556 and standard deviation was 1.12519. This indicates that generally respondents agreed that off the job training is important in for attaining performance in Bugweri Town Council. For instance in item one, results show that 71.1% of the respondents agreed that classroom lectures use special trainers who are skilled and knowledgeable which is good for application at work place. This high percentage of respondents in agreement was supported a high mean value of 3.6889 and standard deviation of 1.02381. One interviewee supported this saying that:

“Off job training offered by specialists optimizes employee performance by providing clarity on their roles within the organization. This is because it offers employees the opportunity to evaluate themselves an opportunity to develop self and a manner that is systematic in a period of time which ultimately results in efficient and productive staff.”

In item two 56.6% of the respondents agreed that off the job training creates opportunities for social networking with other trainees from other organizations which is good for skill transfers. This was supported by a high mean value of 3.2333 and standard deviation of 1.26358. This was supported by one interviewee who argued that:

“Off job training enables social interactions amongst employees which enables them to gain insight and to acquire social knowledge through simulating real scenarios. This because, off job training enables employees to learn more in terms of theory and application which enables to=them to prepare for various scenarios in their jobs.”

Regarding item three, results show that majority of the respondents (72.3%) agreed that through of the job training, individuals are more likely to complete training because of no work pressure which is good for masters of work requirements. This result was backed by a high mean value of 3.6556 and standard deviation of 1.05107. This was supported by one interviewee who argued that:

“During off job training employees can make mistakes and learn from them as they are not under work pressure and this helps the organization to attain highly skilled staff that reduce costs for the organization. This therefore makes off job training for employees to push their limits and practice their styles of working to gain perfection.”

As for item four results reveal that most respondents (64.5%) agreed that staff under off the job training is more likely to be honest since their supervisors are not present in creating a situation of self-drive as supported by a high mean value of 3.4111 and standard deviation of 1.07989. This statement was supported by one interviewee who stated that:

“When employees undergo off job training, they develop certain ethical principles such as trust and honesty as they work collectively with various methods which call for collaboration and teamwork. By developing great teamwork, they staff is able to develop hands on experiences working with associates who they are bound to work within their jobs as well. This offers bountiful opportunities for them to develop a healthy and honest working environment.”

Finally in this objective, results show that most of the respondents (55.6%) agreed that staff the chance of being called away if off site is mild and that enables concentration on the task and that

was supported by a high mean of 3.1889 and standard deviation of 1.20760. This statement aligns well with one interviewee response who argued that:

“Off job training programs enable organizations to apportion its staff enough time to train and acquire new skills without having to devote time to organizational work. This helps the organization to optimize resources in order to gain from the training by getting the best out of their staff.”

4.4.3.1. Regression analysis of off the job training and employee performance

The researcher further carried out a regression analysis to determine the influence of the off the job training on employee performance in Bugweri Town Council and the results are presented as follows.

Table 4.17: Regression model analysis summary

Model summary ^b					
Model	R	R Square	Adjusted Sqaure	R	Std. Error of Estimate
2	.354 ^a	.125	.115		.125

c. Predictor (Constant): Off job training

Results in table 4.13 indicate that the amount by which a change in off the job training leads to employee performance is 0.125. This implies that the off job training accounts for only 12.5% variance in employee performance while the remaining 87.5% variation is caused by other factors

4.4.3.2. Analysis of variance (ANOVA) for off job training and employee performance

Table 4.18: Analysis of variance for off job training and employee performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
3	Regression	15.165	1	15.165	12.575	.001 ^b
	Residual	106.124	88	1.206		
	Total	121.289	89			
a. Dependent variable: Employee Performance						
b. Predictors: (Constant), Off job training						

The calculated F value of 12.575 was put into consideration with a p value of 0.001. Given that the p value was less than the bench mark value of 0.01, it shows that the mode was significant in predicting employee performance in Bugweri Town Council.

4.4.3. Employee performance

Table 4.19: Descriptive statistics of employee performance

Statements	SD	D	N	A	SA	Mean	Std.	Remarks
Improved efficiency	18.9	18.9	8.9	36.7	16.7	3.1333	1.40784	High
Improved quality of output	20.0	25.6	4.4	32.2	17.8	3.0222	1.45322	Moderate
High dependability on staff by management	8.9	20.0	11.1	41.1	18.9	3.4111	1.25326	High
Increased flexibility of staff in the organization	13.3	26.7	18.9	28.9	12.2	3.0000	1.26313	Moderate
Reduced cost on the organization	14.4	34.4	12.2	28.9	10.0	2.8556	1.26811	Moderate
Overall						3.0844	1.32191	

Source: Primary data

Table 4.9 shows the overall assessment of the respondent's perceptions on the five items that measured employee performance in Bugweri Town Council. The empirical findings in the table

show that the mean distribution of the five items ranged between 2.8556 and 3.4111 on the Likert scale that was used in this study and the overall mean was moderate at 3.0844.

From the findings, majority of respondents agreed that in assessing employee performance focus is on improved efficiency (Mean=3.1333; Standard deviation=1.40784). This implies that employee performance is seen through improvement in efficiency by Town council.

The research also shows that most respondents agreed that employee performance is visible in terms improved quality of output as supported by high mean of 3.0222 and standard deviation of 1.45322, an implication that employee performance can be observed through the improved quality of output.

Results also show that most respondents agreed that employee performance is seen in the form of high dependability of staff by management with high mean of 3.4111 and standard deviation of 1.25326, meaning that employee performance in the town council can be observed in the form of high dependability of staff by management.

Further results reveal that the majority of respondents agreed that employee performance is visible through increased flexibility of staff in the organization with high mean of 3.0000 and standard deviation of 1.26313, implying that employee performance in the Town council can be seen through increased flexibility of staff in the organization.

Lastly, results show that most of the respondents agreed that employee performance is noticeable through reduced cost on the organization as supported by a high mean value of 2.8556 and standard deviation of 1.26811. This implies that employee performance in the Town council can be seen in the form of reduced on the town council.

4.4.4. Multiple Regression coefficient

Table 4.20: Multiple Regression Coefficient Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.716	0.425		3.950	0.001
	Induction Training	.193	.129	.158	1.503	.136
	On job training	.540	0.92	.532	5.897	.000
	Off job training	.386	.109	.354	3.546	.001
a. Dependent variable: Staff Training						

The standard Beta coefficient was found to be 0.158 and p value of 0.136 was greater than the critical p value ($p > 0.01$). This indicates that induction training had no significant effect on employee performance in Bugweri Town Council. The standard Beta coefficient was also found to be 0.532 and the p value of 0.000 was equal to critical p value ($P < 0.01$). This implies that on job training had a significant on employee performance in Bugweri Town Council. And finally, results revealed that the standard coefficient was 0.354 for off job training and the p value was 0.001 less than the critical p value ($P < 0.01$). The results show that off the job training had a significant effect on employee performance in Bugweri Town council. Basing on the Unstandardized Coefficients, results show that with a unit change in the independent variable which was employee performance, the result was 1.716 of the independent variable. Specifically, induction training had a 0.193 effect, on job training 0.54 effect and off job training 0.386 effect. In all the three, on the job training had the largest effect on employee performance in Bugweri Town Council with a 54.0%.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1. Introduction

In this section, a detailed discussion of the findings of the study is presented in line with the reviewed literature. The discussion is presented on the objective by objective basis as follows:

5.2. Induction training and employee performance in Bugweri Town Council

Findings of this objective revealed that induction training had a positive effect on employee performance in Bugweri Town Council. The regression results revealed that induction training explained 2.5% of variation in employee performance in Bugweri Town Council and the remainder explained by other factors.

The findings relate with the findings by Crawford (2006) who argued that induction training should be part of the strategic plan of the organization and that its involvement should consider ease of implementation in view of bringing about organizational success given that by making it a part of the strategic plan, it results in employee performance and ultimately organizational performance. The findings are also in line with the findings by Rutaiwa (2013) who argued that conducting effective induction training results in increased employee commitment, loyalty and motivation of staff and high retention which leads to increased employee and organizational performance. Besides, the findings relate to the study findings by Alberta (2012). The findings are further related to the study findings by Alberta (2012), which revealed that induction training resulted in the improved employee performance as it led to commitment of staff on the job and that staff were satisfied with their work in addition to increased capacity to work, more

acquisition of knowledge and skills, improvement in the culture, mission and vision of the of the organization. Furthermore, findings are in line with findings by Ndebele (2013) whose study revealed that induction training is a great way of improving employee performance as it informs them of great work practices, let alone linking new staff to organizations work expectations and linking the right resources to navigate administrative, financial, human resources and support responsibilities.

Finally findings relate to the study findings by Mbaso (2012) who revealed that induction training positively influence the quality of service provided by inducted staff and this was found to be significant as it offers new staff the best option to start their work.

5.3. On job training and employee performance in Buwgeri Town Council

Findings of objective two revealed that on job training had a positive significant effect on employee performance in Bugweri Town Council. The regression result were found to be 0.283 which explained that on job training explained 28.3% of variation in employee performance which the remaining percentage was found to be explained by other factors.

The findings correlate with the study findings by Bandiera, Barankay and Rasul (2007) which revealed that on job training is key in promoting an effective organization as it improves employee performance and increases staff productivity which results in the better position of the organization in terms of competition in business. Their study thus concluded that through on job training, staff acquires competitive skills than those without on job training.

The study findings also relates to the findings by Tismal and Shoaib (2016) that revealed that on job training is a sure way to promote employee performance and they concluded that on job training should be embraced as it is found to be essential in supporting staff gain necessary skills.

The study findings further relate to findings by Karim and Latif (2019) whose study revealed that most organizations prioritize on job training because its consumer end up receiving high quality services. This was found to be significant as on job training has been incorporated in the organizations strategic plans as a way of demanding for staff performance from their work.

Finally, results relate to the study findings by Igudia (2022) who revealed that on job training is significant as it enables employees at work to become effective because of its ability to boost knowledge, skills and attitudes as a way of boosting employee performance.

5.4. Off the job training and employee performance in Bugweri Town Council

Findings of the third and last objective revealed that off the job training had a positive on employee performance in Bugweri Town Council. The regression result revealed that off the job training explained 12.5% of variation in employee performance in Bugweri Town Council with 87.5% being determined by other factors.

The findings are in line with study findings by Purcell (2003) who concluded that off the job training results in increased productivity, improved skills among staff, increased knowledge among staff, improved quality of work, positive attitude towards work, use of new technologies and low absenteeism among employees, which according to him defines employee performance.

Findings of this study also relate to the study results by Swart (2005) who revealed that off job training leads to increased profitability of the performing organization as its staff are imparted with new skills and knowledge which leads to increased performance of employees and that this has a positive bearing on the organization's profitability.

The study findings further correlate with the findings by McNamara (2008), who study concluded that by paying attention to off job training, individuals develop efficiency in their work and that this shapes their behavior in terms of planning and program management which results in the attainment of new knowledge, skills and abilities leading in improved employee performance.

Finally the study findings correlate with findings by Debrha and Ofori (2006), whose study concluded that off the job training leads to generation of improved performance which is measured in form of increased employee knowledge, skills, competencies and character towards work.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1. Introduction

In this chapter, the conclusions, recommendations and areas of further study are presented as follows.

6.2. Conclusions

The conclusions for this chapter are presented in line with the study objectives as indicated below.

6.2.1. Induction training and employee performance in Bugweri Town Council

The study concludes that induction training positively influences employee performance in Bugweri Town Council. This is because induction training provides specific information on job roles; offers information on ways employees roles fit with the organization strategy; creates opportunities in which employees are introduced to policies and benefits like welfare policies; it creates conditions for enhanced customer care; introduces staff to facilities like access systems, file sharing, communication tools; offers staff training on health and safety such as awareness to first aid; offers work place compliance training; helps staff to understand work place human resource policies and supports in orienting staff to performance management. All those indicators were found to be supported as measures of employee performance in Bugweri Town Council. Nonetheless, induction training was found to insignificantly influence employee performance in Bugweri Town Council which means this variable did not hold strong in influencing employee performance as the Unstandardized coefficients revealed that it only

influenced employee performance by 19.3% while the remaining percentage was influenced by other factors.

6.2.2. On job training and employee performance in Bugweri Town Council

The study concludes that on job training positively influences employee performance in Bugweri Town Council. This conclusion was made in line with the high mean values recorded as it was found that on job training improves productivity and motivation of staff; creates opportunities for learning and memorable personal learning; increases role fulfillment by staff to work better; supports and improves new hire retention; reduces cost of on boarding programs; improves staff ability to do actual working a given environment; enables staff grow their skills in areas they may be weak and enables staff to develop relevant skills faster. On job training was also found to be significantly influence employee performance in Bugweri Town Council and its influence was the strongest with the Unstandardized coefficient being 0.540 and equivalent of 54% influence with the remaining percentage influenced by other factors.

6.2.3. Off job training and employee performance in Bugweri Town Council

Finally, the study concludes that off job training positively influences employee performance in Bugweri Town Council. The conclusion was made in relation with the high mean values which were recorded given that it was found that respondents agreed that off job training supports the attainment of skills and knowledge which is applicable at the work place; creates opportunities for social networking with other trainers from other organizations which good for skills transfers; enables individuals to complete training due to limited or now work pressure; enables staff to be honest given their independent approach to training away from work supervisors and that it enables workers to remain focused and to concentrate on training tasks without interruptions

from work. Off job training was found to significantly influence employee performance with Unstandardized measure of 0.386 or 38.6% while the remaining percentage was a result of other factors.

6.3. Recommendations

Generally the study recommends that Bugweri Town Council should put more emphasis on job training and off job training as a means to attaining employee performance as the two dimensions were found to positively and significantly influence employee performance. However induction training should not interest the management of the Town Council as its influence was found to be insignificant though it was positive. In line with the study objectives, the following specific recommendations are presented.

6.3.1. Induction training and employee performance in Bugweri Town Council

In line with the first objective and in order to enhance employee performance, the study recommends that Bugweri Town Council management should implore other indicators of induction training rather than the ones used in this study. This is because the current indicators used in this study such as: provision of specific information for the role; facilitation of access system, file sharing and communication tools; introduction to staff benefits such as company benefits wellbeing; orientation of staff to customer care policies; work compliance training and understanding work place human resource policies were found to positively influence employee performance yet they were not significant.

6.3.2. On job training and employee performance in Bugweri Town Council

In line with objective two and in order to enhance employee performance, the study recommends that management of Bugweri Town Council should embrace all the indicators of on job training

used in this study including: peer training for cost reduction; onboard training for staff retention; simulations for creating opportunities for valuable and memorable personal learning; job rotation for increased role fulfillment by staff at work among others. The reasoning is that these were found to have a positive effect on employee performance and the effect was found to be significant effect on employee performance.

6.3.3. Off job training and employee performance in Bugweri Town Council

In line with objective three and in order to enhance employee performance, the study recommends that the management of Bugweri Town Council should adopt off the job training because it uses special trainers who are not only knowledgeable but skilled; because off job training creates opportunities from social networking with other trainers from other organizations; it enables individuals to complete training due to limited work pressure; it produces honest self-driven individuals as they work under limited supervision and because it leads to worker concentration on tasks. This is because the indicators were found to positively influence employee performance and the influence was significant towards employee performance.

6.4. Areas of further study

The study found that induction training had a positive but insignificant effect on employee performance in Bugweri Town Council While the other variables (on job training and off the job training) were found to have positive and significant effect on employee performance in Bugweri Town Council. The study therefore calls for another study to be conducted to induction training with other indicators while involving the other two variables used in this study. Besides another study could be carried out to include other induction training and other variables other than on

job training and off job training to determine the its strength in influencing employee performance in relation to the new variables.

REFERENCES

- Archer, N.(2014). Benefits of Appraisal, Archer North, Senior Partner, Archer North and Associates posted 13 January, 2014on www.performance-appraisal.com/benefits.html
- Armstrong (2001).A hand book of Human Resource Management Practice, W Edition London: Kogan page.
- Assam, A.P. (2013). The impact of perceived leadership behaviors on satisfaction, commitment, and motivation: Motivation and Job Satisfaction.
- Auerbach A.(1996). An introduction to industrial/organizational Psychology. Times Mirror Higher Educational Group Inc:206-207.
- Boxall, P. & Purcell, J.(2008), Strategy and Human Resource Management, 2nd Edition, Basingstoke: Palgrave Macmillan.
- Byars Lloyd and Rue, W.Leslie (2006).Human Resource Management, 8thEdition. New York: MC Graw Hill.
- CB Power (2012), 5 Method for Employee Performance Appraisals, Heavy Duty Insight [online B2B Magazine] [theme.wordpress.com/credits/cb power](http://theme.wordpress.com/credits/cb_power).
- Daft. M (2014), Unpublished PH.D Thesis submitted to the Department of Psychology O.A.U Ile-Ife Osun State, Nigeria.
- David Mc Clelland (2011); Efficiency Wages and Firm-Union Bargaining', Economics Letters.
- Deery, (2014); High-involvement work practices, turnover and productivity: Evidence from New Zealand', Academy of Management Journal vol. 44(1).
- Hanno. J and G. Terry (2019) international dictionary of managing people at their work, Oxford: Heinemann educational group.
- Harper CO. (2006). Job Motivation and Attitude to Work as Correlates of Productivity among Workers in Manufacturing Companies in Lagos State. Nigeria.

- Herbert (2018) Motivation, theory, research, and applications, 4th ed. Pacific grove, CA: Brooks/Cole
- Ivancevich, M.J. (2003), Human Resource Management, McGraw-Hill Higher Education
- Kreitner, Robert (1999), Management. Seventh Edition, New Delhi: A.I.T.B.S Publishers.
- MT UVA BMS(2012), Explain techniques/methods of conducting Performance Appraisal, Human Resource Management, BMS News August 31 ,2012 on www.bms.co.in/explain-techniquesmethods-of-conducting-performance-appraisal
- Nikita (2013), 50 Problems with Performance Appraisal-The most Dreaded HR Process, ERE: Posted on January 16, 2013, <http://www.fairsetup.com/2013/01/16/ere-50>
- O'Donnell, M. and Shields, J. (2002), Performance Management and the Psychological Contract in the Australian Federal Public Sector, the Journal of Industrial Relations.
- Paul, J.D. (2012), Development and Learning in organizations Vol.26 "Seven biggest problems with Performance Appraisals and Seven development approaches to rectify them."
- Reiss, Steven (2009); *Effects of High Turnover in a Serial Assembly Environment*, International Journal of Production Research
- Smith, H.J. (2000), "The reliability and validity of structural measures derived from repertory grids", Journal of Constructivist Psychology, Vol. 13 pp.221-30 <http://appraisals.naukrihub.com/>
- Weightman, (2013); Causal ordering of stress, satisfaction and commitment, and intention to quit: a structural equations analysis, Leadership & Organization Development Journal.

APPENDIX: I QUESTIONNAIRE FOR THE RESPONDENTS

Dear respondents,

I am Kauma Hellen a student of Uganda Christian University, pursuing a bachelor's Master Degree in Business administration, I am conducting research on the topic staff training and employee performance of Bugweri town council. "You have been selected as a respondent to this questionnaire because I believe that the information you will provide will be very useful in enabling me realize the objectives of my study. The information you avail in this questionnaire will be used strictly for academic purposes and confidentiality will be ensured. I highly appreciate the fact that you have taken time to fill in this questionnaire.

Thank you very much.

Instruction: Tick appropriately.

SECTION A: BACKGROUND INFORMATION ON THE RESPONDENTS

Instructions please appropriately: **please tick where necessary.**

SECTION: A BIO DATA

1. Sex of respondent

Male Female

2. Age of respondents

20-30 years

31-40 years

41-50 years

50 years and above

3. Education level

O' Level

A' Level

Diploma

Degree

Masters

Others specify.....

4. Marital status of the respondents

Single

Married

Divorced

5. Period of service.

1-3

4-7

8-11

12 and above

6. What is your respective department in this organization?

.....

SECTION: B Induction training and employee performance

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statement given

Scale	5	4	3	2	1
	Strongly agree	Agree	Not sure	Disagree	Strongly disagree

	Induction training	1	2	3	4	5
1	Induction provides information specific to the role which is good for performance					
2	Orientation provides information on how employee roles fit into organizations strategy					
3	Staff introduction to policies and benefits such as company benefits wellbeing policies enhance performance					
4	Staff company orientation on customer care policies influences performance					
5	Introduction of staff to facilities like access systems, file sharing, communication tools gives a sense of confidence towards performance					
6	Training on health and safety such as awareness to first aid procedures and facilities gives a sense of security and reason for performance					
7	Work place compliance training acts as a good safety measure for staff performance					
8	Understanding work place human resource policies facilitates staff with ideas of sticking company HR policies					
9	Staff orientation to performance management acts as a baseline for performance improvement					

SECTION C: On the job training and employee performance

	On the job training	1	2	3	4	5
1	Refresher training improves productivity and motivation of staff					
2	Practice simulations create opportunities for valuable and memorable personal learning					
3	Job rotation increases role fulfillment by staff to work better					
4	Onboard training supports improves new hire retention					
5	Peer training in the workplace means spending less on those expensive on boarding programs or more cost effective					
6	On job training is more effective for improving staff ability to do their actual job in a specific work environment					
7	On job training helps staff to grow their skills in areas they may not otherwise be exposed to					
8	Staff are able to learn new skills faster and in a way that is more relevant to them					

SECTION: D

	Off the job training	1	2	3	4	5
1	Classroom lectures use special trainers who are skilled and knowledgeable which is good for application at work place					
2	Off the job training creates opportunities for social networking with other trainees from other organization which is good for skill transfers					
3	Through off the job training individuals are more likely to complete training because of no work pressure which is good for mastery of work requirements					
4	Staff under off the job training is more likely to be honest since their supervisors are not present creating a situation for self-drive					
5	The chance of being called away if off site is mild and that enables concentration on the task					

SECTION E

	Employee performance	1	2	3	4	5
1	Increased efficiency					
2	Improved quality of output					
3	High dependability on staff by a=management					
4	Increased flexibility of staff in the organization					

5	Reduced cost on the organization					
---	----------------------------------	--	--	--	--	--

APPENDIX II: INTERVIEW GUIDE FOR THE RESPONDENTS

Sex of respondent

Male Female

Age of respondents

20-30 years
 31-40 years
 41-50 years
 50 years and above

Education level

O' Level
 A' Level
 Diploma
 Degree
 Masters

Others specify.....

Marital status of the respondents

Single
 Married
 Divorced

Period of service

- 1-3
- 4-7
- 8-11
- 12 and above

What is your respective department in this organization?

What do understand by the concept staff training?

What do you understand by the concept employee performance?

How can induction training influence employee performance in Bugweri town council? Please elaborate

In your view how do you think can the job training influence employee performance in Bugweri town council? Please elaborate

In what ways can off the job training influence employee performance in Bugweri town council? Please elaborate

APPENDIX III: BUDGET FOR THE RESEARCH ACTIVITIES

Serial no.	Requirements and details	QTY	Price per unit	Total amount
			(Ug Shs)	(Ug Shs)
A	Equipment and stationery			
1.	Flash disc	1 pc	60,000	60,000
	Sub total			60,000
B	Personnel			
2.	Research assistants (2)	3 months	300,000	900,000
3.	Researcher's allowance	2 months	250,000	500,000
4.	Transport	2 months	300,000	600,000
5.	Airtime			250,000
	Sub Total			2,250,000
C.	Printing services			
	Printing the proposal	5 pcs	3700	18,500
	Binding proposal	3 pcs	2500	7500
	Photocopying	200	200	4000
	Sub total			30,000
	Grand total			2,340,000

APPENDIX IV: WORK PLAN FOR THE RESEARCH ACTIVITIES

Activities	2022				2023			
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR
Research topic								
Research proposal								
-Construction of instruments								
Testing of instruments								
Data collection								
Data analysis								
Draft report								
Final report								
Consultation with supervisor								

Appendix IV: Post Viva Report



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date:21st - 09 -2024.....

Name of Candidate:KAUMA HELLEN..... Reg.No:....J21/MUC/MBA/001.....

Title of Dissertation ... STAFF TRAINING AND EMPLOYEE PERFORMANCE, A CASE OF BUGWERI TOWN COUNCIL ...

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	The title of the research should be improved on to read “a case instead of Cases study”	The title was amended	Eg. title page
2	The cover page indicates Faculty of Business. Earlier on I noticed on another report Faculty of Business and finance and the website for UCU does not have such a faculty but a school of Business.	This has been amended to read “school of business”	Eg. title page
3	Within the abstract, there is misrepresentation of the meaning of correlation coefficient. This MUST be reviewed and corrected	This was corrected, correlation was eliminated	Abstract
4	Pearson correlation is wrongly used to answer the effect questions posed earlier. This MUST	Pearson correlation has been eliminated to answer the effect questions. This	Chapter four

	be addressed	MUST be addressed	
5	Throughout this chapter, the candidate refers to hypotheses that were never part of her study. This may be an indication of plagiarism. There is no way a candidate can reject a hypothesis that was never formulated in the first instance. The supervisor should take keen interest in this.	Hypotheses referred throughout the chapter, has also been eliminated and objectives of the study maintained	Chapter four
6	The entire presentation of the results should be reviewed to ensure that Pearson correlation coefficient is not used as a basis for answering the effect questions and elimination of hypotheses that are not in the study.	Pearson correlation coefficient has been eliminated the use of regression tables have been used to answer the effect questions. Hypotheses have also been eliminated.	Chapter four
7	The elimination of correlation will go a long way in improving this chapter	Hypothesis was eliminated	Chapter five
SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	It contains some statements without substantiating which is not in line with academic stipulates known to the reviewer. It contains some grammatical errors, which needs to be attended	These have been addressed	Entire report
2	Abstract, Declaration, Dedication, Acknowledgement, Table of contents, List of Tables, Figures, appendices, Acronyms and abbreviations are all missing in the document. The candidate is advised to include this information	These have been included	Preliminary pages
3	The numbering of the document needs to be improved	The numbering has been improved	Entire report

4	The candidate can improve on this section by providing credible statistics	This has been done	Problem Statement
5	The section on pilot study is missing. This should be included and a justification of the choice given	This has been done	Methodology
6	The reference section is missing completely from the document, the candidate is advised to include references and appendices	References have been included, also appendices	References and appendices

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	The candidate refers to hypotheses that were never part of her study.	Hypotheses referred throughout the chapter, has been eliminated	Chapter four
2	Student should ensure that Pearson correlation coefficient is not used	Pearson correlation coefficient has been eliminated	Chapter four

KAUMA HELLEN
Candidate's Name

Signature

MAENA DANIEL
Supervisor's Name

Signature

Appendix V: Research field letter



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.
A Centre of Excellence in the Heart of Africa

BUSINESS DEPARTMENT

To
TOWN CLERK BUGWERU TOWN COUNCIL

Received and accepted
[Signature]
TOWN CLERK
BUGWERU TOWN COUNCIL

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss *KARUNA HANUWAL*
Of Registration Number; *121 / muc / MBA / 001* pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree
Masters

He/ she is required to carry out an academic research on the topic
Staff training and employee performance.
(Case Study of Bugweru Town Council)

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.
Yours faithfully,

[Signature]
HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi

