

EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE

A CASE STUDY OF OBSERVER MEDIA COMPANY LIMITED

BY

NALWADDA LYDIA

BHR/17601/71/DU

A RESEARCH DISSERTATION SUBMITTED TO KAMPALA INTERNATIONAL

UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS

FOR THE AWARD OF A DEGREE IN HUMAN

RESOURCE MANAGEMENT

AUGUST, 2010

DECLARATION

I Nalwadda Lydia BHR/17601/71/DU declare that this is my original work and has never been submitted to any university or any other institution for any award.

Name of student: Nalwadda Lydia

Reg No: BHR/17601/71/DU

SIGNATURE: 

DATE: 29.06.10 -

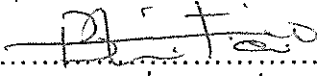
APPROVAL

This research proposal under the topic, "Effect of Training on Employee Performance" has been under my supervision and is now ready for submission to the examining authority.

SUPERVISOR: MR. BALIRUNO JOHN BAPTIST

SIGNATURE

DATE:


.....
29/06/2010
.....

DEDICATION

I dedicate this piece of work to my entire family more especially. My Mum Mrs. Edith Mbaziira, Brother: Kimera Robert, Sisters: Juliet, Sharon, Resty who worked tirelessly to see that I acquire this qualification I appreciate all what you did, may God reward your efforts.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	vii
TABLE OF FIGURES	viii
ABSTRACT	ix
 CHAPTER ONE	 1
INTRODUCTION.....	1
1.0 BACKGROUND TO THE STUDY	1
1.1 STATEMENT OF THE PROBLEM.....	2
1.2 PURPOSE OF THE STUDY.....	2
1.3 OBJECTIVES OF THE STUDY	2
1.4 RESEARCH QUESTIONS.....	3
1.5 SCOPE OF THE STUDY	3
1.6 SIGNIFICANCE/JUSTIFICATION OF THE STUDY.....	3
1.7 CONCEPTUAL FRAMEWORK.....	4
 CHAPTER TWO	 6
LITERATURE REVIEW.....	6
2.0 INTRODUCTION	6
2.1 TRAINING	6
2.1.1 DEFINITION.....	6
2.1.2 BENEFITS OF TRAINING	6
2.1.3 TRAINING METHODS	8
2.2 EMPLOYEE PERFORMANCE	10
2.2.1 EMPLOYEE PERFORMANCE STANDARDS	11
2.2.2 STEPS IN MEASURING PERFORMANCE.....	12
2.2.3 RELATIONSHIP BETWEEN TRAINING AND EMPLOYEE PERFORMANCE	13
2.3 CONCLUSION.....	14
 CHAPTER THREE	 15
METHODOLOGY	15
3.0 INTRODUCTION.....	15
3.1 RESEARCH DESIGN.....	15
3.2 AREA OF STUDY	15
3.3 DATA SOURCES.....	15
3.4 METHODS OF COLLECTING DATA	16
3.5 DATA ANALYSIS	16
3.6 LIMITATION OF THE STUDY.....	16

CHAPTER FOUR	18
PRESENTATIONS, ANALYSIS AND DISCUSSIONS OF THE FINDINGS	18
4.0 Introduction	18
4.1 Demographic Distribution of the Respondents	18
4.1.1 Distribution of the Respondents by Gender	18
4.1.2 Distribution of the Respondents by Age	19
4.2 Types and Methods of Training	21
4.3 Performance Evaluation of Training Needs	32
4.4. Relationship between Training and Employee Performance	35
 CHAPTER FIVE	 38
SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	38
5.0 Introduction	38
5.1 Summary of the Findings	38
5.1.1 Types and Methods of Training	38
5.1.2 Performance Evaluation in Identification of Training Needs	39
5.1.3 Relationship between Training and Employee Performance	39
5.2 Conclusion	40
5.2.1 Types and Methods of Training	40
5.2.2 Performance Evaluation in the Identification of Training Needs	40
5.2.3 Relationship between Training and Employee Performance	40
5.3 Recommendations	41
5.4 Recommendations for Future Research	42
 REFERENCES	 43
QUESTIONNAIRES	44

ABSTRACT

The study on the effect of training on employee performance was carried out from Observer Media Limited to establish the various types and methods of training carried out and why performance assessment is observed in order to establish the relationship between training and performance assessment. To comprehend this, the study reviewed literature from various scholars for qualification of the findings through use of a descriptive study analysis administered on a sample of 50 employees both full time and part time employees.

The study revealed that the company carried both on-the-job and off the job training techniques but specifically concentrated on the on-the-job training to cut costs. It was further established that training aided to motivate employees because it served as a job security when they anticipated future promotion and thus exercised maximally the skills acquired through training. This keeps the company in a profitable and competitive position.

It was concluded that training is necessary because it brings about overall growth of the company when it develops internally.

The study recommended that contracts be signed with staff on training, and assessments are endless for viable investment.

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND TO THE STUDY

Operating in a highly dynamic and competitive environment characterized by revolutions in technology and consumer preferences, The Observe Media is increasingly faced with a challenge to meet their corporate objective. Many of these that have not been put in place sound management practices and requirements risk losing out to the competing organizations.

Organizations with any corporate responsibility attach enormous importance to their human resource and commit a sizeable proportion of their fundamental resources into imparting skills to their employees through training as a major challenge to their financial resources into imparting to the corporate responsibility. According to Atikuro (1998) such training is intended to staff employees, insight and to change organizational practice by blending both production and people or retention. In order to achieve this, employee training should emphasize process-imitated techniques where focus is on behavioral change and at the same time develop interpersonal insights, yet sell, because of the ever changing technology and challenges of the dynamic environment, training should be a continuous process not a one event affair.

Training manuals, audio tapes and fully equipped training department is in place specifically to carry out these training programmes on a continuous basis (Prof, Atikuro, 2000).

Realizing the importance of skills development as a way of improving performance, Observer Media in Uganda invests considerably in training with an officer in charge of training under human resource department, (Semalulu, 2002)

1.1 STATEMENT OF THE PROBLEM

The Observer Media Limited spends a lot of resources training its employees evidenced by human resource department with training as its major role.

However, it is not clear whether this training has had an impact on employee performance and whether it's worth media resource and effort. The study seeks to establish this.

1.2 PURPOSE OF THE STUDY

The study was conducted to establish the relationship between training and employee performance in the Observer Media Limited.

1.3 OBJECTIVES OF THE STUDY

To establish the various types and methods of training currently used in the Observer Media Limited.

To establish whether performance evaluation is conducted to identify training needs.

To establish the relationship between training and employee performance in the banking institutions.

1.4 RESEARCH QUESTIONS

1. What are various types and methods of training are used in the Observer Media Limited?
2. Does the Observer Media Limited use performance evaluation to identify the training needs?
3. What is the relationship between training and employee performance in the Observer Media Limited.?

1.5 SCOPE OF THE STUDY

The study covered data related to impact of training on employee performance in the Observer Media Limited

1.6 SIGNIFICANCE/JUSTIFICATION OF THE STUDY

The research will give insight on training and its impact on performance that may help the Observer Media Limited

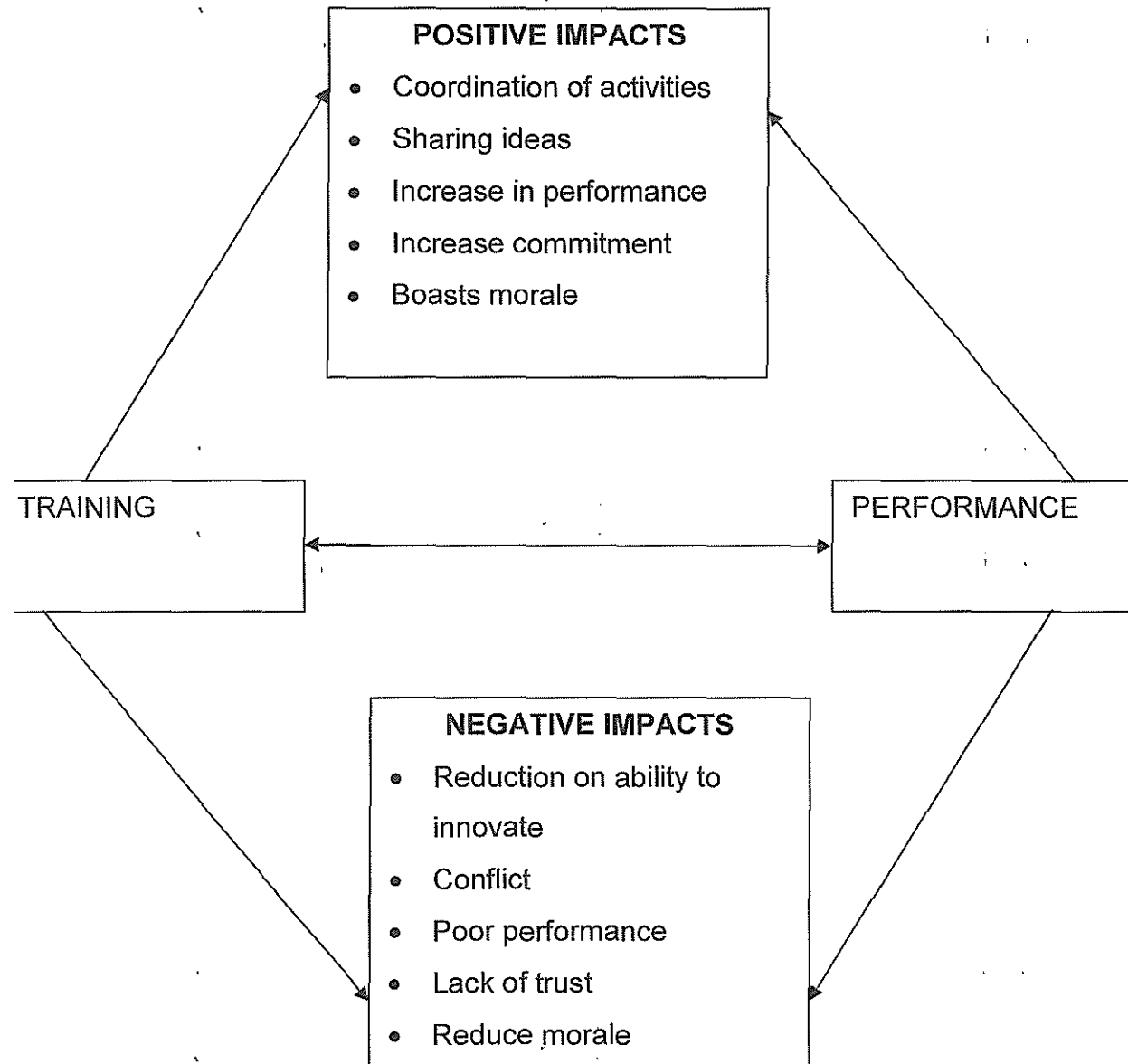
The researcher will help future academicians who are interested in carrying out research in some field.

The information will also help in the identifying training needs in the Observer Co and need for assessment programme.

1.7 CONCEPTUAL FRAMEWORK

The conceptual framework defined the topic of research through the explanation of the variables within the topic, independent variable determine, predict and influence the dependent variable. Independent variable for this topic is training dependent variable is prone to control by the independent variables. Thus, for the purpose of this proposal, the conceptual frame can be illustrated with the aid of the conceptual model below;

CONCEPTUAL FRAMEWORK



Source: Armstrong, Human Resource Management

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter reviewed literature about training, employee performance and the relationship between training and employee performance in organizations.

2.1 TRAINING

2.1.1 DEFINITION

Training was understood as any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task. The training needs are the need to have efficiency and safety in the operation of particular machines or equipment (Cole, 1997).

Kahn and Susan (1986) stated that training refers to programme which include numerous activities that inform employees of policies and procedures educate them in job skills and develop them for future advancement.

2.1.2 BENEFITS OF TRAINING

Robbins (2002) identified that if training is well carried out, the organization will be able to have a suitable and sufficient range of skills amongst employees. This was important as it helped to ensure that it would not experience employee vacuum.

Furthermore, Donnelly et al (1990) stated that training is crucial in the development of skills and knowledge of the workforce. He stated that employees were able to get skills which were necessary to facilitate delegation to take place in the organization to facilitate increased employee performance.

Improvement of job performance and productivity has been viewed as one of the advantages of training. Balunywa (1994) stated that employees who have got the necessary knowledge and skill through training will be in position to achieve the set productivity targets and standards. This is because they will be in position to know what they are required to do.

Appleby (1994) emphasized that training is very crucial in motivating employees. He stated that if the employees are well trained, they view this as a chance of getting promotion any time and therefore will always work harder. With increased motivation, employee performance will be enhanced through training.

Stoner et al (2002), stated that it is through proper training of employees that product quality can be achieved. The quality of the product is always dependent on the skills of the employees. Therefore the higher the levels of training in the organization, the higher the skills of the employees to facilitate quality of the employees, the higher the quality of the products.

Similarly, Davar (1976) stated that training helps in harnessing of work experience and other forms of on-the-job development in planned way. This means that by the time the employee finishes training he will be having the necessary experience on the job.

Chadan (1987) identified that training helps in improving on the employee satisfaction and greatly increases value of employee get all the required training, the skill required will be great use in most organizations.

2.13 TRAINING METHODS

These are means by which instructions; information, ideas, skills, attitudes and feelings to learners are to be communicated.

OFF-JOB TRAINING

Lectures and Talks

According to Balunywa (1994) this method involves the organization arranging talks between the trainers and trainees whereby the trainers give information about the relevant information in a lecture form. The trainees are free to ask questions after the end of the lecture.

Programmed Instructions

Furthermore Bakers (1998) suggested that the organizations should always use programmed instructions in the training of the employees. He stated that these

guidelines instructions are properly laid down that every employee can easily follow them regularly. It is a convenient method since trainees can easily study by following the programmed instructions even though the trainer himself is not there.

Group Discussions

Kakuru (2000) stated that group discussions are used to analyze the problems being faced by the trainees and therefore they are in position to come up with appropriate solutions. It is based on the principle that a whole is better than sum of parts.

Case Study Analysis

This is a type of training whereby a case with similar conditions is used in the training of the employees. Stonner (1990) stated that in such system of training, the conditions and problems being considered should be similar to the already existing case problem. Therefore there is an advantage of uniformity of solving same problems.

ON JOB TRAINING

Job Instructions

Stonner (1990) further indicated that employee can work according to the set instructions in the company. Therefore as they work, they follow the set instructions and this is vital for their development.

Learning from Experienced Workmates

Kakuru (2000) indicated that employees can be trained as they are placed to work with the experienced workmates. Therefore as they conduct their work, they learn from those who already have the necessary experience.

Delegation

According to Appleny (1993), delegation is the assigning of duties and responsibilities to the subordinates and giving them the appropriate authority to make the required decisions. Therefore, if they constantly carryout these activities, they get trained accordingly.

Secondments

According to Patel (2000), these are special arrangements allowing an individual to work for another department or organization on either his/her specialty or in some new role, with the object of extending the experience of the former to the benefit of host department or organization.

2.2 EMPLOYEE PERFORMANCE

Scott (1992) stated that employee performance is the ability of the employee to fulfill the tasks he was assigned to carry out according to the set standards.

2.2.1 EMPLOYEE PERFORMANCE STANDARDS

Chadan (1987) identified the following standards to assist in measurement of employee performance.

Time standards

The goal was set on the basis of time lapse in performing a particular task for example a cashier who handles 50 customers per day in Crane Bank is regarded as a good performer.

Cost standards

These indicate the financial expenditure involved per unit of activity for example cost per person, cost of serving customers. Good performance from employees will be that which minimizes cost as they affect the profitability of financial organizations.

Market share standard

This goal could be oriented towards the percentage of the total market a bank wants to retain. Good performance of employees will be identified if the bank attains its goal (Balunywa, 1994).

Productivity

Productivity goals are the key to operational efficiency and should be set on basis of past performance employee skills and training required an achieved motivation of employees.

Profitability

This can be expressed as the difference if total revenue received by the financial organization and the total operating expenses. If the bank gets expected profits, it means the employees are performing well, (Omonuk, 1999).

2.2.2 STEPS IN MEASURING PERFORMANCE

Tracy (2003) identified the following steps of performance measurement. Pick Strategic control point for measurement.

The point of control should be identified for example the way customers are handled, absenteeism.

Mechanized Measuring Devices

This involves a wide variety of technical instruments for measurement of quality, speed, accuracy for example when using computers to feed customer data and other media services.

Ration analysis

This includes analyzing the way the performance is carried out for example customer/cashier ration, total cash/time taken and others. When the rations indicated above are positive it means that the employees are performing well.

Comparative Statistical Analysis

Operations of one financial organization employees can be usefully compared with similar operations.

Personal Observation

Both formal and informal can be used in certain situations as measuring devices for performance of personnel.

2.2.3 RELATIONSHIP BETWEEN TRAINING AND EMPLOYEE PERFORMANCE

Cole (1997) clarified that for any organization to be able to achieve employee performance, it should undertake extensive training both on and off the job. This is because if the employees get the necessary, they will be in position to work better.

Balunywa (1994) stated that employee performance is always a product of many factors of which proper training is one of them. He emphasized that to be able to achieve effective employee performance, training should be well undertaken as it greatly develops new skill and knowledge among the employees necessary for their employees.

According to Davar (1976) stated that training is very important in the organization as it is the best way to improve on the weak points of the employees

after their training needs are established. This development of the employee is very vital for the performance of the performance.

2.3 CONCLUSION

From the above literature, it was observed that there was a positive response process. This is especially if the company is undergoing fundamental changes like introduction of new products, relationship between training and employee performance. Therefore if proper training is conducted by the business, employee performance will always be enhanced.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter described the method that was used and followed to conduct the research.

It included the research design, data collection, sources of data analysis, limitations, and the questionnaires.

3.1 RESEARCH DESIGN

The research design was a descriptive one the study looked at the relationship between the independent and the dependent variable.

3.2 AREA OF STUDY

The Observer Media Limited located on plot 1 Tagore crescent, Kamwokya Kampala, Uganda.

It happened to be accessible in terms of information, transport to reach, so it was a right place of receiving appropriate data concerning the effect of training on employee performance.

3.3 DATA SOURCES

The researcher used secondary data only. This included information the researcher extracted from the already existing text books, research documents.

The banking brochures, internet surfing, newspapers and reports written about the media and respondents, and other related data.

3.4 METHODS OF COLLECTING DATA

The researcher visited the libraries, read the existing literature and extract the secondary type of information about training and employee performance in the Observer Media Limited.

3.5 DATA ANALYSIS

The data collected was edited, organized and word processed with the use of computer packages to ensure completeness and accuracy. The result was then interpreted according to the research objectives in order to attach meaning to the data.

3.6 LIMITATION OF THE STUDY

- i. The researcher experienced financial constrains such as transport, typing, printing and binding expenses among others which she managed to overcome by acquiring a simple loan from one of her relatives at times she would walk to the company offices since they are not far from the city of Kampala.
- ii. Due to the time factor, the researcher found it hard to review all the existing literature about the variables and thus managed to overcome this by taking some photocopies of the required material which she would peruse through at night.

- iii. The researcher also experienced a difficulty in acquiring data due to the work environment of her respondents some of whom she would not find at the offices due to fieldwork that they had to attend to. This problem was however overcome through acquiring their telephone numbers upon which some information would be obtained through mobile calls as well as booking for appointment.

CHAPTER FOUR

PRESENTATIONS, ANALYSIS AND DISCUSSIONS OF THE FINDINGS

Introduction

This chapter covers the presentation, analysis and discussion of the findings centering on three main themes which are; the various types and methods of training used; performance evaluation in identification of needs and lastly the relationship between training and employee performance.

Demographic Distribution of the Respondents

The study sought about the differences in different characteristics of the respondents and the findings were as represented in Table 1 to Table 3.

4.1 Distribution of the Respondents by Gender

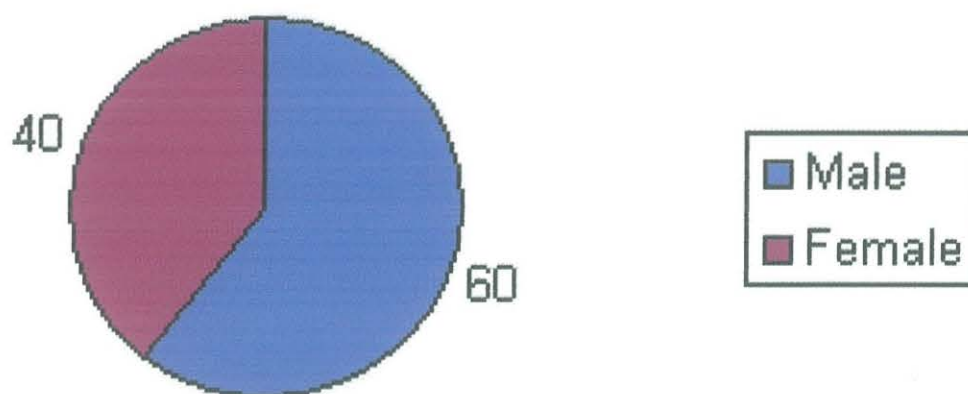
The study sought about the gender differences of the respondents and the findings were as represented in Table 1.

Table 1: Gender Distribution of Respondents

Sex	No of respondents	Percentage
Male	30	60%
Female	20	40%
Total	50	100

Source: *Observer Media Employees (2010)*

Figure 1: Gender Distribution of the Respondents



Source: *Observer Media Employees (2010)*

According to the study findings in Table 1, the males constituted of 60% of the total study population whereas the females represented 40% and thus males dominated the sample. According to the researcher, this implies that males dominated because they are swifter at advancing progress than women.

Distribution of the Respondents by Age

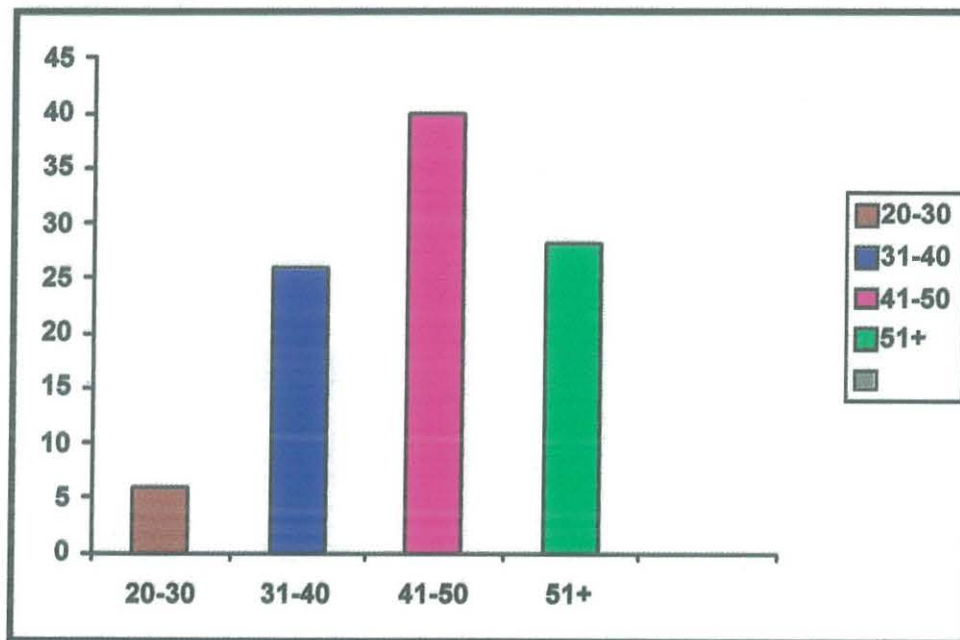
The study sought information about the age distribution of the respondents and the findings were as presented in table 2

Table 2: Age Distribution of the Respondents

Age group	Total	Percentage (%)
20 – 30	3	6%
31- 40	13	26%
41 – 50	20	40%
51+	14	28%
Total	50	100%

Source: *Observer Media Employee (2010)*

Figure 2: Age Distribution of the Respondents



Source: *Observer Media Employee (2010)*

The study established the age representations as 6% for the 20 – 30 age group, 26% for the 31-40 age group, 40% for the 41-50 and 28 for the 51+. This implies that the most represented age group was the 41-50 which dominated the sample purposely because of labour retention/stability as a result of labour training and thus experienced

staff, whereas the least represented was the 20- 30 age group purposely because as the youngest group they had just entered the organization and so did not have enough experience unlike the aged who seem to have ample skills and with a better company expectations.

Types and Methods of Training

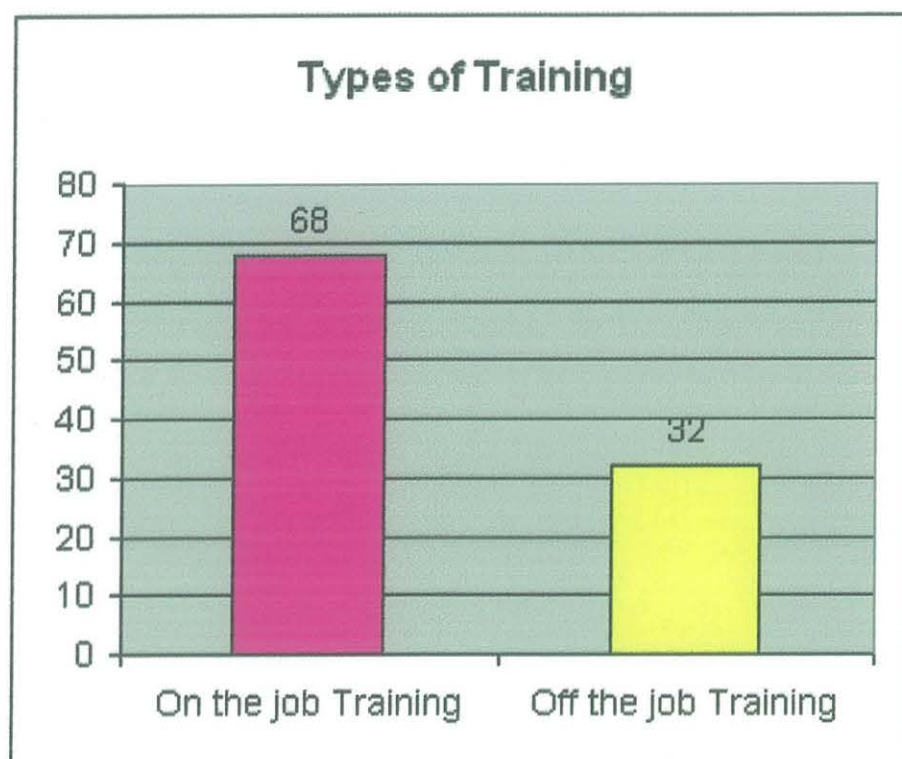
The study sought to find out the various types and methods of training and the study findings were as presented in Table 3;

Table 3: Types of Training

Type of Training	Frequency	Percentage
On the job Training	34	68%
Off the job training	16	32%
Total		100%

Source: Observer Media Employee 2010

Figure 3: Types of Training



Source: Observer Media Employees (2010)

According to the study findings in Table 3: it was noted that the company carried out two forms training for its employees and the most commonly used type of training was discovered to be the on-job training as represented by 68% and the least used type of training was the off – the job training (32%) possibly because it is more expensive compared to the later.

It was argued by the respondents that the company carries out training purposely to improve the quality of work of its employees and for their development for the long term profitability of the company as well as staff retention to reduce labour turnover. This

however is in contention with Balunywa (1994) when he contends that, improvement of job performance and productivity has been viewed as one of the advantages of training. This to the researcher implies that when the employees are trained the company can easily boost its performance and thus will render high quality services and output. This forces company to work towards staff retention policies due to avoid incurring training costs again and thus training can be one way providing job security and boosting performance.

Table 4: Method of Training

Training	Agree	Disagree	Total
Off the Job - training			
Instructional programming	11(22%)	39(78%)	100
Relative analysis	14(28%)	36(72%)	100
Conferences and seminars	10 (20%)	40(80%)	100
Group discussions	12(24%)	38 (76%)	100
On the Job- training			
Delegating	45 (90%)	5(10%)	100
Instructions	43(86%)	7(14%)	100
Through experience	35 (70%)	15(30%)	100
Secondments	31(62%)	19 (38%)	100

Source: Observer Media Employees (2010)

According to table 4, it was noted from the respondents that the least applied methods of training in the media organization were those that fell in the category of the off – the – job training among which the most applied method was relative analysis (28%), group discussions (24%), instructional program method (22%) and the least applied method was the conferences and seminars as represented by (20%)

It was established from the respondents that the company carries out training through relative analysis of the employees because that is to say by role playing and simulation to bring about realistic decision making situations to the trainee. In this case it was emphasized by some respondents in an interview that likely problems and alternative solutions are easily presented for discussion. This situation was earlier envisaged by Stonner (1990) when he stated that a case with similar conditions is used in training employees in order that the conditions and problems being considered are similar for uniformity in solving problems.

According to the researcher, this implies the adage that there is no better trainer than experience is exemplified with this type of training. Experienced employees can describe real world experiences, and can help in and learn from developing the solutions to these simulations which purposely is employed due to its cost effectiveness in training.

It was further established from the respondents that the company also carried out a laboratory training in which employee training is conducted for groups by skilled trainers. It was noted that is conducted at a neutral site by the by upper- and middle management trainees with a purpose of developing a spirit of teamwork and an

increased ability to deal with management and peers. The method was reportedly costly. Kakuru (2000) points out on the same when he notes that group discussions are used to analyze employee problems and that a whole is better than sum of parts. This to the researcher implies that when a solution is developed as a group it is far better than when problems are solved at individual level, and thus the saying that two heads are better than one.

According to the respondents, it was established that the company also relied on a computer aided instruction and interactive video to allow the trainees to learn at their own pace as they at the same time perform their specific roles. It was argued that the method was purposely adopted because it would allow material already learned to be bypassed in favor of the material with which employee is having difficulties. It was noted however, that this programme simply needed to orient you or introduce you into a task and that was it. This same situation corresponds with Bakers (1998) view on how organizations should use method in training since guidelines instructions are well laid for employees to easily follow them regularly in the absence of the trainer.

According to the researcher's opinion, this implies that program is self instructed the moment trainee is started, he/she is already oriented and seen through the systems requirements and thus does not need an assistant to help, which method sounds good to use but is may not be affordable.

It was also established in the study that lectures were another form of training adapted in the on-job training process. It was noted that the system was used because it was

cheap and affordable and most effective in case of group training. However the respondents view was that the only disadvantage was the method being a one way communication process and thus cannot be the most effective way to communicate. The same situation was earlier on maintained by Balunywa (1994) that method arranges talks between trainers and trainees where the trainers gives information about the relevant information in a lecturer form and the trainees can only come in at the end of the lecturer to ask questions.

This to the researcher is indicative of the fact that, being a one way process in its course until the end when some few trainees are given an opportunity to ask questions, method may not be an easy way to determine whether the entire audience is at the same footing given the topic at hand and thus by targeting the average attendee company may under train some and lose other. But according to the researcher's view in regard to the respondents view, despite the drawbacks of the method, it is the most effective way of reaching large audiences at a go.

The study further sought about the on-job training methods employed by the company and the following were the views of the respondents on the methods;

According to the respondents, it was established that among the methods under the on-job training employed by the company included delegations as the most commonly used (90%) followed by instructions (86%), through experience (70%) and also the least applied method was the secondments as represented by 62%.

In an interview with some respondents it was established that delegations was another form of training through the on-the job training method adapted by the company. It was noted that employees through work delegated to them tend to improve on their skills of working with related fields. This was realized to be carried out through intern and assistantship instructions and was reported to be a combination of classroom and on-the job training. This situation is earlier on held by Appleny (1993), on how through delegation duties can be assigned to subordinates with authority to make decisions and thus through constant delegation they acquire training.

It is therefore right for the researcher to state that, through delegation of duties the employees are already on training and given the number of times they practice by executing these delegated duties they are already improving on their skills and thus method according to researcher's analysis is time saving and effective.

Instructions were yet another method established to be applied by the company in it's on the job training programmes. The method was reported purposely to be carried out because it develops employees who can do many different task upon instruction. This view was earlier on envisaged by Stonner (1990) who observed that employees can work according to set instruction and develop their skills.

This implies that through instructions to do additional tasks it becomes possible for employees undergoing training to improve on their skills as they perform tasks ahead, they are developing.

It was noted that experience was yet another method of the on-the job training practiced by the company, this was reported to be carried out through job rotation in which one

employee is moved from specific line of job to another line and the cycle continues. That is to say an employee is moved through a series of jobs so that he or she can get a good feel for the tasks that are associated with different jobs. This was reported to be given especially when need arises for supervisory positions. Kakuru (2000) points out the same issue when he comments that, employees can be trained as they are placed to work with the experienced workmates.

According to the researcher this implies that the employees on job rotation learn a little about everything which is a very good strategy due to the many jobs that an employee may be asked to do in case of shortages that may arise in the labour force.

Lastly it was reported that secondments was another method employed by the company in the training of its employees through involving employees in several related groups of skills that allow the trainee to practice in the new field by working for and with the senior skilled workers. Patel (2000), holds the same view when he comments that these special arrangements allow an individual to work for a different department with intent to extend the experience of host department.

The researcher analyzes this as a way of improving employee skills across departments thus shared experience is improved work performance and the success of the company.

The study sought to establish the need for performance evaluation in training of needs and the findings were as indicated in table 5;

Table 5: Why Company Carries out Training

Why it is done	Agree	Disagree	Total
Motivation of employees	42(84%)	8(6%)	100
Evaluate level of skills attainment	30(60%)	20(40%)	100
Work harnessing	29(58%)	21(42%)	100
Improvement of job performance	40(80%)	10(20%)	100
Development of skills	36(72%)	14(28%)	100

Source: Observer Media Employees (2010)

According to the study findings in table 6; it was established that the organization carried out training mainly for purposes of motivating the employees (84%), improvement of job performance (80%), developing employee skills (72%), evaluating level of skill attainment (60%), and the least need for training as reported by the respondents was work harnessing which was represented by 58% of the total responses.

The study established that the organization carried out training with an objective of finding out how much has been attained in order to build a more efficient, effective and highly motivated team, for employees to develop a greater sense of self-worth, dignity and well-being as they become more valuable to the firm and to society. This same view is also held by Appleby (1994) when he puts emphasis on training being vital in motivation of employees in form of promotion and thus will aim for higher performance. Still in line with this is Chadon (1978) on how training improves employees' satisfaction

According to the researcher this portrays that, the employees will due to their high motivation towards work be in position to reap from their sweat in form of increased pay as the company profits and that is to say, they will receive a greater share of the material gains that result from their increased productivity. This gives them a sense of satisfaction through the achievement of personal and company goals

In relation to the above it was noted from the respondents that through enhancing employee motivation the company is trying to work out a way forward to improve its performance. according to the respondents, this was attributed to today's market-driven economy, the company would be remiss not to find out about what should be improved upon to boost performance and thus for this matter the company's analysis focuses on the total performance of the organization to identify where training is needed and where it can work within the organization for a better performance. This same view was earlier on held by Balunywa (1994), when he commented about the employees with necessary knowledge and skills can help organization to achieve its set productivity targets and standards. This is also explained by Stoner et al (2002) that by improving employee performance the quality of the services/product will definitely improve proportionately.

According to the researcher this implies that, the company's effort directing to training its employees is investment for the future success of the business and thus with effort incurred in training, companies should ensure retention of such uplifted labour if it is profit relying on the fact that the higher the level of training, the higher the quality of products/services produced.

Additionally, as reported by the respondents, it was noted that the company carries out training to develop skills of employees as way of enhancing increased employee productivity. One respondent was in this case quoted in an interview as;

"By the time most of those employees enrolled, they were green about the operations in the different department, but due to orientation and training, most of them can handle each and every duty their assigned outside their own departments and as a company, we feel the passion for the closed gaps in case of abrupt shortages in manpower supply"

To the researcher, this implies that through job rotation, different employees are equipped with different skills and can therefore be in position to handle any extra duties that may arise and in case of switching of employment no severe losses will be encountered. This situation however contends with Donnelly et al (1990) who observed training as crucial in development and in cases of need to delegate no severe cutbacks can be experienced.

In relation to the above view the respondents further held that the training can uplift attainment of a high level of skills. That employees can through regular training improve more and more and thus be equipped with a variety of skills as also held by Robbins (2002) who identified that training can yield a suitable range of skills and thus vacuum can be left behind.

To researcher, this implies closing of the gaps that may arise, in cases of labour mobility. This leaves the organization in tact/unshaken.

In a discussion with respondents it was also noted that training helps in binding workers together as a team. This was reported to purposely be a result of sharing of ideas through orientation which bridges the gap between different employees of different departments. Davar (1976) holds the same view when he states that training helps in harnessing of work experience in planned way.

According to the researcher this implies that through training of employees, the company can be in a better position to link up its employees by creating a common understanding of company goals and thus creates a spirit of oneness to work as a team.

Performance Evaluation of Training Needs

The study also sought about the need to carry out performance evaluation in training needs and the findings were as presented in table 6:

Table 6: Why Carry out Performance Evaluation in Training Needs

Why it is done?	Agree	Disagree	Total
to Increase sufficiency	36(72%)	14(28%)	100
To assess attainment levels	35 (70%)	15(30%)	100
For assessing performance	40(80%)	10(20%)	100
To assess level of profitability	42(84%)	8(6%)	100

Source: Observer Media Employees (2010)

According to the findings in table 6 it was established from the respondents that performance evaluation in training needs is vital for the company to test fro the ability of

the employee to fulfill the tasks assigned to him given the set standards which can be measured as a way of finding out means to increase sufficiency 72%, assessing performance (80%) assessing profitability (84%) as well as assessing how much has been attained through training (70%).

It was established that training was evaluated by the organization to determine the milestones of the organization when it developed training and thus it was believed that the organization carried out performance assessment to compare the newly acquired skills with the skills defined by the goals of the training program. This was explained to be the center focus of measuring performance to find out how much can be done in what time in order to discover the technology advances enhanced by the company for future profitability resulting from a sufficiently knowledgeable staff. This is line with Chadan (1987) on how goals can be set basing on time lapse in performing a task.

According to the researcher this implies that as the level of attainment of skills is being assessed the company's intention is to work towards its future advancement to promote labour as a way of future profitability (company growth) this is an indicator that any, discrepancies should be noted and adjustments made to the training program to enable it to meet specified goals because at times many training programs may fall short of their expectations simply because the administrator failed to evaluate its progress until it was too late. Timely evaluation will prevent the training from straying from its goals.

Through performance assessment it was stated that management is position to determine exactly where training is needed which the respondents confirmed as vital and wise because it would be meaningless to implement a companywide training effort without concentrating resources where they are needed most. This they said relied on an internal audit of the company performance and skills inventory to determine how much skills are possessed and how much should be improved upon to attain what. This was however related to motivational purposes as company works towards profitability. This corresponds with Chadan (1987) on how productivity goals are the key to operational efficiency and should rely on past performance skills to determine necessary training in targeting motivation.

According to the researcher, this implied that inventory assessment if vital for a company to trace the training needs through which by way of inventory organization determines what skills are available presently and what skills are needed for future development. Implying that assessment was carried to assess goal attainment levels as way of increasing productivity and efficiency which would later result in financial gains.

Performance assessment was noted to be carried out as way of determining how much the organization attained before training and improvements have been realized through training. This is calculated in terms of profit increases within the duration of training and that while training begun to determine whether training investments are economically viable for the company or not. This however was earlier on envisaged by Balunywa (1994) on how good performance is identified as goal attainment.

This implies that the overall intention of the company to train, is for its own benefit and profitability and thus has to ensure adequate human resources for expansion into programs thereby creating a pool of readily available as well as adequate replacements for personnel who may leave or move up in the organization by building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale and reducing the company's supervisory costs.

4. Relationship between Training and Employee Performance

The study sought to find out about the relationship between training and employee performance and the results were established as presented in table 7;

Table 7: Relationship between Training and Employee Performance

Relationship	Agree	Disagree	Total
solution to problems	36(72%)	14(28%)	100
Reduced employee turn over	34(68%)	16(32%)	100
Decreases need for supervision in production/performance	45(90%)	5(5%)	100

Source: Observer Media Employees (2010)

In the study it was established that, there is a relationship between training and employee performance, that when employees are trained solutions to problems can be obtained swiftly as represented by 72% of the total responses, there happens to be

decreased supervision due to productivity of the employees(90%) as well as reduced employee turn over as represented by 68%.

According to the respondents, it was noted that the relationship between training and employee performance is that which enhances productivity by decreasing the on supervision level. This is contended by Cole (1997) clarification on how organization needs to undergo training to achieve performance.

This implies that when the employees are given an opportunity to train they realize their potential for future growth and promotional purposes in the company, in so doing they end up being productively engaged in their work, looking forward to promotion (expectant of promotion) and thus have to please their bosses to attain their promotional targets. This in other words will call for unsupervised work because there will be efficiency at work.

It was also noted that in the study, that once employee receive training, they view this as a ticket that they organization intends to rely on their services for a long time. In otherwise it bridges the gap of insecurities that would otherwise be suspected thus it is a way of creating job securities and promoting efficiency. In this case employees don't find themselves job-searching all the time. This is because they realize the interest of the company to invest in them for future growth of the firm and a more stable labour force is a key to skill development. This however, relates to Balunywa (1994) opinion on employee performance where effective performance can be through training should be

well undertaken as it greatly develops new skill and knowledge among the employees necessary for their employees.

According to the researcher, this implies that through job training there will be a very low labour turn over due to the stability of labour derived from an anticipated future career development. In this way the company's position is not affected in terms of meeting training costs of new employee and above all the performance of labour is efficient because they feel safe at their current job situation and thus will serve please management for promotion.

Lastly it was realized from the contribution of the respondents that, training has helped them to be problem solvers at work, and this has been possible because of the different skills and orientation into the different but coordinated work activities which has greatly boosted teamwork. This however corresponds with Davar (1976) on how training is the best way to improve on the weak points of the employees after their training needs are established.

This implies that, with training there is improvement, and with improvement employees are more likely to solve the challenges ahead of their assigned tasks thus become problem solvers.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

0 Introduction

This chapter covers the summary, conclusions and recommendations of the study findings on the three major variables.

1 Summary of the Findings

According to the findings it was revealed that there were various types and methods of training that are used, and that the company relies on performance evaluation to identifying the training needs of its employees through establishing the relationship of training and employee performance.

1 Types and Methods of Training

The study identified the types to be on job and off job training under which company carried out training of its employees to equip them with the relevant skills for job performance. Less of off the job training was used at the company possibly as a way of minimizing training costs and its difficulties in inventory. Training was purposely for improved quality of work to boost the overall company performance and profitability through a highly skilled and motivated team. Methods of training in the media organization for the off – the – job training method included relative analysis, group discussions, instructional program method and through conferences and seminars and

those that were used under the on-the-job training type included delegations, followed by instructions, through experience as well as secondments.

All the above was carried out to motivate of employees, improve job performance, develop employee skills further, evaluate level of skill attainment and team building.

2 Performance Evaluation in Identification of Training Needs

The study revealed training needs through performance evaluation as testing for the ability of the employee to fulfill the tasks assigned to him given the set standards to find out means to increase sufficiency, assess improvement of skills, profitability as well as identifying how much more training needs to be given. This helps organization to determine its milestones when it developed training center focus of measuring performance for advancement purposes and profitability through a sufficient, well equipped and skilled labour force in line with Chadan (1987) on goal setting/targets.

Skills in other words are assessed to find out where improvement calls for by identifying how much has been achieved so far in skill advancement measured in terms of profitable position of the company.

3 Relationship between Training and Employee Performance

It was discovered that there is a relationship between training and employee performance when employees become equipped with solutions of tasks ahead of them and reduce on the supervisory costs and also when there is a reduced labour turn over, that means that labour is contented and ready to serve efficiently.

2 Conclusion

.1 Types and Methods of Training

The study concluded that performance is geared toward the overall performance of the organization to boost its future productivity which can only be attained by equipping the job performers with the necessary tools to advance competition in an advancing world.

.2 Performance Evaluation in the Identification of Training Needs

The study concluded that performance evaluation is carried out to find out how much more needs to be done to change what the company has not yet acquired. And thus helps in finding appropriate solutions to what has been uncovered through previous experience for future profitable performance.

.3 Relationship between Training and Employee Performance

The study concluded that to enhance productivity and profitability, training needs to be enhanced to motivate labour because with an unmotivated labour force work performance will be poor and financial position of the organization can be affected through increased supervision to ensure efficiency, not only this it can also range into increased costs of recruitment of new employees because current labour force is dissatisfied and therefore not productive and thus might call for review of company policy which could be costly.