

**TRAINING AND EMPLOYEE PERFORMANCE:
A CASE STUDY OF WELLSPRING ORGANISATION**

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**DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES
AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELORS
DEGREE IN DEVELOPMENT STUDIES OF
KAMPALA INTERNATIONAL
UNIVERSITY**

FEB 2014

DECLARATION

I Erik Moses Okillan, declare that this dissertation is my original work and has never been presented to any other university or any academic institution for the award of any academic degree or anything similar to such, it is the first of it's kind. I solemnly bear and stand to correct any inconsistency.

Signature



ERIK MOSES OKILLAN.

DATE :



APPROVAL

This dissertation has been done under my supervision and submitted to the college of humanities and social sciences with my approval as a supervisor.

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Signature.....

Date.....21st July 2014.....

DEDICATION

This work is dedicated to my beloved mum Mrs. Alemura Christine Okillan and dad, Mr. Okillan Joseph Patrick my brothers and sisters for their care, love and encouragement during the course of the study and my family in advance.

ACKNOWLEDGEMENT

With sincere gratitude, I acknowledge the almighty God for his grace and favour to enable me complete this successfully, the family of my brother Achoroi Benjamin, Ichol Francis and my Parents for their kind support to enable me complete this study, uncle Paul Ochen for guidance, encouragement and support during the course of study.

I would like to extend my sincere gratitude to my University supervisor Mr Nuwamanya Richard Butamanya for the parental guidance, encouragement he offered to me to enable me successfully complete this report and the course at large. My the Almighty God reward you abundantly.

I also extend my appreciation to my friends; Atuhaire Emma, Muzaale Jackson, Ilukol Lucy and Ogweng emmy among others for the support, encouragement, sharing academically and motivation during the course of the study

Lastly I extend my appreciation and thanks to the management of Wellspring organization for allowing me carry out my research in the organization, providing all the necessary support and guidance which enabled me compile this report.

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ABSTRACT

The main purpose of the study was to examine employees training and performance in using a cases study of Wellspring organization. The study was guided by three objectives including: to establish the effects of training on the productivity of employees in Wellspring organization, to find out the effects of training on employee relations in Wellspring organization, to find out the effect of training of the employee morale and commitment in Wellspring organization. The study used a sample size of 28 respondents from the various departments such as school, health centre, community outreach, supportive staff and top management or administration department. Data was collected through interviews and filling in questionnaires and it was analyzed using descriptive statistics and tables. The study findings reveled that. The findings show that, effective training when conducted on the right persons in a specific field increases the productivity of employees and motivate employees in an organization. It can also greatly promote and influence the overall performance of the organization. According to the findings of the study, it also shows clearly that training has great effect on improving employee relations and relationship with the organization towards attaining organizational goals. It's upon this point that Wellspring organization has recognized the importance of training as a significant way to improved organizational relations and employees that will be interpreted through attainment of organizational goals and will influence the perception of employees towards their whole commitment to the organization. The researcher's findings showed again that effective training strongly increases employee morale and commitment in an organization. Therefore, the establishment of effective training programmes in an organization is the best way to raise the employee performance there by attaining the organizational goals and objectives, and this requires all organizations to embrace the need to establish the good and effective training programmes in order to be effective and efficient so as to boost the performance of an or organization. The researcher recommends that The management of organizations should design and carry out effective appraisal system at a specific period of time to identify the gaps in the performance of the employees in order to design appropriate training programmes to equip the employees with the relevant skills to fill the gaps identified. The researcher suggested that the rate of employee turnover is high in most organization therefore further research needs to be conducted to find out the relationship between training and employee turnover.

CHAPTER ONE

1.0 INTRODUCTION

Chapter one entails the background of the study, statement of the problem, the purpose of study, general objectives of the study, specific objectives of the study, research questions, the hypothesis, scope of the study and the significance of the study.

1.1 Background of the study

The background of the study is categorized into; historical, conceptual theoretical and contextual background as discussed below about the effects of training on employee performance in organizations.

There is always a problem for every organization to manage its expanding and ambitious plans with staff that may not be well equipped. Training is therefore imperative. Training imparts skills and knowledge to employees in order to contribute to the organizational efficiency and be able to cope with the pressure of changing environment. Through training, the organization increases more on participation for improved performance in a particular job. Also training is concerned with imparting and developing specific skills for a particular purpose. Training suggest that productivity would not be improved by the offer of more money alone but should be based on well organized, clearly defined and fixed principles of the training techniques, (dessler,1994).

Training is required if the organizational goals are to be achieved. It influences an organization to act for a common end and purpose. Through training, organizational adjustments are possible if the organization has trained people who can occupy the position vacated by the personnel. Training enable increased efficiency, increase in employee morale, better human relations as well as reduced supervision. It also helps workers and other employees to team up together for greater efficiency and productivity so that there are more profits to share. (Shculer, 1998).

Training is the process of providing employees with specific skills or helping those correcting deficiencies in their performance (Gomez, Balkin, and Cardy & Dimick 2000). According to Keliman (2000), training is a planned learning experience that teaches workers how to effectively perform their current jobs. Training is concerned with imparting and developing skills

for particular purpose, it imparts skills and knowledge to employees in order that they contribute to organizational efficiency and be able to cope with the pressure of changing environment, (Prasad, 2001), training is a learning process and involves the acquisition of skills, concepts, rules or attitudes to enhance the performance of employees. Generally, the now employees and managers have primary responsibility for job training, (Rue& Byars, 2000).

Training is operationalised in terms of various training techniques which include; Internship assistance and monitoring, job instruction training, case study method, lecture or class room instruction, the conference method, programmed instructions, role playing, sensitivity training, formal course method.

According to Byars & Rue (2000), performance is defined as the degree of accomplishment of tasks that makes up individual's job. It reflects how well an individual is fulfilling the requirements of the job.

Employee performance can also be defined in terms of; productivity, profitability, less supervision, efficiency, effectiveness, better human relations and increased employee morale.

Dessler (1994) argued that organizations today wants training to achieve two major aims namely, to broaden the skills such as problem solving skills, communication skills, and team building skills leading to improved organizational performance. Secondly, more firms are taking advantage of the fact that training can enhance employee commitment. This is the reason why a firm like Toyota provides about two weeks of training per year for all employees.

Wellspring organization is a registered non government organization which is based in Wakiso district in Kiira division at Bweyogerere. It started in 1996 with the vision of “grow the people, develop the community and transform the nation” The organization offers a variety of services to the public which includes; education services for children at a primary level and has got a school in place, the organization has also got a healthy centre which gives access to health services to the community, the organization established a church where the community come to pray and are fed with the word of God, counseling services. There is administration department where the management is based and responsible for the overall running of the whole organization, the community outreach department delivers some health and functional adult education services to the community. The organization also carries out housing development projects where they help

some community members acquire plots and build houses for them then they pay slowly on installments. Through effective training, organizations are able to produce more or high output than would have been where training is ineffective and its flow is limited to specific section of employees. In a contemporary world, surviving and thriving requires speed and flexibility on the part of the organization. And they require responding to clients needs with respect to quality, variety customization, convenience and timeliness. Meeting those new standards in organizations today requires workforce that is more than technically trained, it requires people who are capable of analyzing and solving job related problems, working productivity on terms and shifting from job to job.

However, insufficient training of employees in most organizations in Uganda and in Wakiso, especially Wellspring has led to generally poorly equipped and only a few trained personnel holding key position in the organization which has resulted into reduced efficiency, poor human relations, reduced employee morale as well as increased rate of supervision. The individuals involved are both workers and managers. In addition, ineffective training in Wellspring organization has resulted in high labor turnover among the valuable employees of the organization.

1.2 Statement of the problem

Given the nature of business environment dynamism, most organizations tend to recruit quality employees with a good training background and a marked level of competency in the area of their operations; this is also the case with Non Governmental Organization (NGO). However some NGOs, Wellspring Organization inclusive recruit unqualified, under qualified personnel in order to attract very cheap labor to reduce operational expenses maximize on earnings to help them reach the breakeven point. This clearly indicates why the level of employee performance is poor in most departments of the organization.

The whole system of employee training was left grossly neglected, without any further on job orientation of the whole team players but a few managers who most of the time are out in the field leaving the under and inexperienced work force in the offices to carry out operations. The possible shortage of a clear and proper managerial policy in all departments of the organization until recently has been responsible for the poor administration and performance of personnel of

Wellspring Organization, (*Acquired from the company performance appraisal journal and through interviewing of the employees at the company by the researcher*).

The researcher aims at bringing in mind the need to train effectively work force in all aspects of the organization at Wellspring Organization if the organization is to produce quality services and products, drawing attention to imparting employee with; technical skills and interpersonal skills, problem solving as well as the importance of efficiency and effectiveness in ensuring that the scarce resources are always used for improving the livelihood of the employees and the clients of the organization. In real sense all managers at different levels need to be trained on different managerial skills, school teachers, community workers, health workers, supportive staff and administrators are to be trained on their respective areas of performance.

According to the focus of most news papers (2000) emphasizes that, although most emphasis have been put by many organizations to improve the performance of employees by improving job related skills, knowledge, ability, behaviors, but still most organizations have failed to perform to the public expectations. This is why the researcher therefore, intend to carry out the study on the effects of training on employees performance in Wellspring Organization.

1.3 Purpose of the study

The purpose of the study is to examine employees training and performance in Wellspring organization.

1.4 General objectives

The general objective of the study is to investigate the relationship between training and employee's performance in Wellspring Organization.

1.5. Specific objective of the study

The specific objectives are meant to:-

- i. Establish the effects of trainings on the productivity of the employees in Wellspring organization
- ii. Find out the effects of trainings on employee relations in Wellspring organization.
- iii. Find out the effects of trainings on the employee morale and commitment in Wellspring organization

1.6 Research questions

- i. What is the effect of training on the productivity of employees in Wellspring ?
- ii. What is the effect of training on employee relations in Wellspring?
- iii. What is the effect of training on the employee morale and commitment in Wellspring?

1.7 Hypotheses.

Null hypotheses; there is no significant relationship between training and employees performance in an organization.

Researcher hypotheses; there is a significant relationship between training and employees performance in an organization.

1.8 The scope of the study

1.8.1 Geographic scope

The study is to be carried in the central Uganda district of Wakiso, Kiira. the researcher chose Wakiso because most organizations have been established majorly in the districts of central part of the country due to its well established infrastructures like roads, adequate power supply over other places in the country that support the organizations activities, the level of ease of reaching the top managers of organizations.

1.8.2 Content scope

The study was to find out the training methods, examine the effects of training on the performance of employees and establish the obstacles that hinder training of employees in an organization.

1.8.3 Time scope

The study was carried out for the period of 5 month from March up to August. Under this the research itself was carried out in June and the report analysis was done in July.

1.8.4 Theoretical scope

According to Goldstein (1996), the principle theory of training suggest that training should focus on the general principle necessary to learn a task so that the learners can apply them to solve problems in the transfer environment, the theory suggests that it is possible to design training environment without too much concern about their similar transfer situation, so long as it is possible to utilize underlying principles.

1.9 Significance of the study

This study will act as a basis for the case study organization, Wellspring Organization, to use as a yardstick to see how training affects performance in the organization and better know how to deal with training and performance in the organization.

It will contribute to the researchers' fulfillment of the requirements for the award of Bachelor Degree of Development Studies.

This study will be useful in finding out how best different managers of organizations in Wakiso district can effectively use training to better the performance of its employees.

The study on the effects of training on employees' performance will help management of different organizations on how to address problems effectively concerning training basing on this research finding in Wakiso districk.

The study will also help the employees of organizations in Wakiso to improve on their performance in terms of productivity, efficiency, effectiveness, morale which will enhance a stiff relationship between employees and the management.

The study is of much importance to the government of Uganda (GOU); because this will help or enable the government to develop effective training programs for its employees.

This research will also be of great importance to the students of Kampala International University, lectures and administrators for further reference.

CHAPTER TWO: LITERATURE REVIEW

2.0 INTRODUCTION.

This chapter is about the ideas, views and thoughts of other researchers in relation to the identified research topic by the researcher. It also consists of the conceptual framework and theoretical framework. Furthermore, the literature is important because it enabled the researcher to investigate more about the effects of training on employees' performance. The literature will be mainly taken from secondary sources of data.

2.1 Review of related literature

Effective training attempts to improve on current and future performance of the employees by increasing their ability to perform, through learning usually by changing the employee attitudes or increasing his/her skills and knowledge. The amount of work a person does depends not so much on the physical strength or even on physical conditions in which the task is performed but rather on skills acquired from training. Invacevich (2000) suggests that to improve health and satisfy standard administration, proper training can prevent industrial accidents among employees. A safer work environment leads to a more stable mental attitude on the side of employees. Management's mental state would improve if supervisors know that they can better themselves through the company designed and develop training programs. According to Gomez et al (2000), effective training helps the organization to fulfill its future personnel needs. Today more organization than ever before are attempting to identify current and future training and to develop programs that enable employees to perform at desired level. Organizations that have a good internal training program will easily make drastic man power changes and adjustments in the event of sudden personnel alternations. Ledvinka (1998) emphasized that efficiency is improved to operate the new technologies and expand their knowledge, abilities and skills. In addition, training helps workers on how to implement the new ideas and to be creative and innovate in nature. Consequently, improved employee performance hinges on effective training process. Armstrong (2001) suggested that, effective training builds strong employee relationship between employees and employers and provide enabling environment to bareness employees' performance. An endless chain of positive reactions results from a well planned training program. Production as well as the quality of the products may improve, through effective training program. There is emphasis on mutuality that is a common interest in achieving

organizational goals through development of the organizational culture based on shared values between management and employees. And this is possible only through training.

Increased productivity; John (1984) defined productivity as a summary of the quality and quantity of work performance with resource utilization considered. Training improves the performance of employees through improved skills and efficiency that results in better quality and quantity of production (cert, 1980, Leon et al 1989, Fred H. Maidment 2004 and Linda 1992).this entails that with the acquisition of the required knowledge, skills and abilities will enable employees to be efficient in carrying out their tasks which will eventually be reflected in to high productivity. Therefore training should be based on the performance which shows that there is clear relationship between training and employees' performance.

Reduced turnover and absenteeism; Training helps in reducing labor turnover and absenteeism by increasing job satisfaction among the employees (No et al 2004, Luis et al 2000, and Shashi and Rosy 2004), labor turnover and absenteeism are mainly due to job dissatisfaction. Job dissatisfaction refers to the negative attitude of employees towards a job. When a worker is properly trained, he/she will take keen interest tin his/her job and can derive satisfaction from it. Therefore, a satisfied employee may not like to live his/her job and try to search for a new job at a new place. Although there are several factors that attribute to turnover and absenteeism, still lack of competence in a particular job becomes the major factor. Therefore training helps this by providing essential knowledge, skills and abilities for doing the task which enhances effective performance.

Lessen supervision; the degree of supervision required for a trained worker is less, unlike untrained worker who needs constant watch and requires the guidance of the supervisor very often. A trained worker exhibits maximum discipline and always independent. Job outcome in terms of performance is mostly valued and may contribute significantly in reducing management problems of supervision. Training ensures that the company's culture emphasizes innovation, creativity and learning as important tools in achieving organizational goals reflected in improved employees' performance. This is in line with John et al (1994) argument that" training is an effective way to keep creativity alive".

Reduce wastage and accidents; untrained workers waste more materials, resources, damage machines and equipments and may cause serious accidents. This generally occur due to competencies deficiency for instance in the machine operator not the machines. A trained worker will know the art of operating a machine properly. A trained employee will use the materials and equipments in a systematic way with less wastage. According to Donnelly et al (1995), training improves persons' skills to do the current job well; In fact, training helps employees understand how to work effectively in terms that would contribute to improved product and service quality.

Adaptability and high morale; Training ensures employment security by providing new ways for employees to contribute to the company when their jobs change, their interest change or their skills become obsolete NO et al, 1997. Here a trained worker can become more adoptable to change than untrained one, Stephen and Mary 2003, remarked that training is an important process in most change initiative because employees need to learn new knowledge and skills. John A and John R 1995 further suggest that "training may be used to teach relevant knowledge, skills and abilities to the employees". These relevant skills in fact enable employees perform better even if there is an immediate change in the work place and it is upon this that employees' morale becomes high as well as their performance.

Obstacles that hinder training programs include: (a) Lack of management support and commitments: Without top management support and commitment to training, an organization is likely to concentrate in activities other than training. This is particularly true when the focus allows too little time for the benefit of training to occur. Thus the support and commitments of the chief executive officer are critical to the success of an organizations' training effort (Schuler, 1995). (b) Training is very costly: Managers sometimes view training as being too costly and the payoffs are too far into the future. Training is an expensive venture that drains a considerable amount of the organizations' resources. Training costs can be inform of hiring trainers, the cost of training aids such as audiovisuals, training venue, (Dessler, 1994).(c) Poor training: A common obstacle to training is often poor training; trainers may have little or no experience in training or no time to do training and no desire to participate. Under such conditions, learners essentially are on their own and training likely will not be effective (Mathins & Jackson,

1997).(d)Inexperienced trainers: Several times trainer-related factors act as an obstacle to training. The trainers themselves sometimes lack adequate knowledge and skills to transfer to the trainees. They may lack knowledge related to principles of learning job instruction techniques and all these render training efforts worthless. (e)Inconsistency in organizational goals: Success in an organization hardly depends on a single department doing well. There is a great deal of interdependency among different parts of the organization for pulling the ship in the same direction. If there are contradictory goals among various departments such as sales, implementation, client management, service delivery and information management, an amount of training will put them on the same path. (Mathins & Jackson 1997)(f)Lack of front-end alignment: Training sometimes does not have a crystal-clear understanding of the organizations' strategy and direction. More importantly, training needs to translate these broad strategies in to desired outcomes and needed changes in skills and behaviors. Training needs to get business sign-off rather than just being order-takers so that the training content and delivery is agreed towards delivering tangible value (Schuler, 1995).(g)Difficulty in applying what has been learned: As Jeffery Pfeffer and Robert Sutton points out in their book. The knowing = Doing Gap (1996) "there is loose and imperfect relationship between what to do and the ability to act on that knowledge". Training needs to challenge the very basic assumption that "happens through knowing", there is ample evidence that, it is actually the other way round.(h)Lacking and uneven corporate commitments: Here most companies spend nothing at all on training. Those that do tend to concentrate on managers, technicians and professionals. The low rank and file workers are ignored (Wayne,1998), this implies that some employers are threatened by the cost of training that always take huge expenses, Neal (2004), argued that, "some employers have resisted training because they are afraid their trained employees will tend to seek work elsewhere". This is the same attitude which often spoils the employees or administrators in Wellspring Organization. Such employees are left untrained which in turn leads to poor performance. (i)High level of corruption: There is lack of transparency and accountability by top officials. Organizational funds is always reportedly stolen for private use, also some managers leak to competitors valuable information of the organization such information like; client lists, prospect lists and performance pace among other valuable information of an organization. Worse still, budget allocated to training is the first to be cut when the organization is faced with financial problem. Training needs huge funding and if the organization is facing financial

problem, it is likely not to cope with programs of training Stephen et al(2000) gave an estimate that North America business firms spends more than \$50 billion on formal courses and training programs to build workers' skills. This means that those companies or countries which are financially bankrupt will not bother to find such expensive training programs hence narrowing the scope of knowledge, skills and abilities of employees which in turn affect their performance. According to No et al (1997), "situational obstacles including lack of proper tools and equipments, materials and supplies, budgetary support and time", No et al (1997). It is important to link up a required job materials with the type of job performed by the employees so that training should be action-based. These materials may include bills, memos and computers for computing which must be performed to determine the necessary level of basic skills proficiency should be considered as important when carrying training programs.

There is no guarantee that the trainees have mastered skills, just because the educational universities, colleges or institutions award degrees, certificates. As a result, organizations must spend huge amount of money to retain workers in basic skills. They should not rely on the basic skills the workforce got when they were still at universities, colleges and institutions, but, on-the-job training trains them how to perform well on the real job. Gomez and Balkins argued that, poor performance or inadequate training can be a source of frustration for everyone involved.

Consequently, all the literature reviewed confirms with the major objective of the study which sought to find out the effects of training on employee performance. This is clearly evident in NO et al, Gomez & Balkins who ascertained that an untrained employee leads to poor performance and therefore poor output of these specific organizations.

The level of training program.

There are a variety of methods of training that can be used to train the staff of any organization. These methods must be carefully selected to best suit the training need assessment of the organization in terms of cost, time approach, and individual needs in terms of skills level, relevance and commitments needed to suit job related ask or duties. Training basically take two forms namely; on the job training method and off the job training methods.

On-the-job training method; this is an approach to training where the trainee works in the actual setting, usually under the guidance of an experienced worker, supervisor or trainer. Gomez et al (2000). This method takes place in the following forms; (a) Job rotation, Job rotation means moving trainee from one department to another department so that employees or trainees broaden their knowledge, skills and understandings of all parts of the business. The trainee may spend several months in each department, but also discover the job he or she prefers. (b) Internship training. This is an on-the-job training program jointly sponsored by the college, university and other organizations that offer students the opportunity to gain real life experience while allowing them to find out how they can perform work in organizations. (Kamunda & Mable, 2006). (c) Apprenticeship training. This is a system of on-the-job training in which a worker entering the skilled trade is given through instructions and experience in the practical and theoretical aspects of the work. (Robbins 2006). (d) Under study assignments. These are training programs designed to groom an individual to take over a manager's job by gaining experience in handling important functions of the job. (Bohlander & Shell, 2004). (e) Action learning. This is a method that gives the managers time to work full time on projects, analyzing and solving problems in departments other than their own (Dessier, 2002), the trainee meet periodically within a four or five person project group to discuss their findings. (f) Supervisory assistant and mentoring. Supervisory assistance is given by the supervisor and on a daily basis, while mentoring is an advice given to a trainee for a long period of time for career development. Assisting employees is a regular part of a supervisor's job. It includes day-to-day counseling, coaching and mentoring workers on how to get along in the organization. Mentoring programs in which an established employee guides the development of less experienced workers can increase on employee's skills, achievement and understanding of the organization, (Schuler 1998). (g) Job instruction training. This is training method in which trainer demonstrate each step of the task, discuss the points and then provide the trainees with guided practices. The development for the instruction training will start with a job-break down which step-by step listening of how the job should be performed. Accompanying the job break down is a description of the key points, if any for each step. Key points which are suggested that will help workers perform the task effectively and safely, (Kleiman, 2000).

Off-The-Job Training Methods; "Off-the job training" simply means that the training is not part of the day-to-day activity. The actual location may be in the company, classroom or in places

which are owned by the company or in the university or associations which have no connection with the company (Mamoria & Canker, 2000). Off-the-job training takes form in the following methods; (a) the case study method. The case study method presents a trainee with a written description of an organizational problem. The person analyzes the case in private and presents his or her findings and solutions in a discussion with other trainees (Dessler, 2002). This method is aimed at giving trainers realistic experience in identifying and analyzing complex problems in an environment in which their progress can be subtly guided by a trained discussion leader. (b) Lectures or classroom instructions. Lectures are formal organized talks by the training specialist, the supervisors or other individual who is knowledgeable in the specific topic. It can be organized vigorously so that ideas and principles relate properly, (Robbins, 2003). They are usually unlined by discussions, film shows, case studies, role playing and demonstrations. (c) The conference method. A conference is a participative method that emphasizes small group discussion in which the instructor or conference leader guides rather than instruct trainees through a process of questions, answers and discussions to a desired outcome. This method is similar to a graduate school seminar. The objective of a conference method is to develop problem solving skills, present new and complex materials and modify attitudes, (Ledvinka 1998). (d) Programmed instructions. This is a highly structured, individual learning method that specify what is to be learnt, breaks down the learning topics into small steps, tests the learners' knowledge at completion of each step, gives the learner feedback of whether a correct or incorrect response was given and tests the knowledge and skills required at the completion of the training, (Ledvinka, 1998). (e) Role playing. This generally focuses on emotional and relation issues rather than on factual situations. This essence of role playing is to create a realistic situation and then have the trainees assume the parts of specific personalities in the situation. The usefulness of role playing depends heavily on the extent to which trainees get into parts they are playing, (Schuler, 1998). (f) Sensitivity training. This training provides trainees with a situation for unstructured group exchange of thoughts and feelings of "here" and "how" rather than, "there" and "then". Although the experience of being in a sensitivity group often gives individuals insight into how and why they and others feel and act that way do, critics claim that these results may not be beneficial because they are not directly transferrable to the job, (Rao,2001). (g) Formal course method. This training method is done off-the-job by an individual alone or in a

classroom. This method can be accomplished using programmed instructions, computer assisted instructions, reading and correspondence courses, (Schuler, 1998).

The levels of performance.

With evaluation and development of appraisal system, number of methods or techniques of performance appraisal have been developed. And among others are the following methods as shown under;

Trait Methods; this method of performance appraisal measures the extent to which employees possesses traits or characteristics like, dependability, creativity, initiative, dynamism, ability to motivate, and leadership. Trait methods are designed basing on job description and specification

;(i) Graphic Rating Scale. This compares an individual's performance to an absolute standard. In this method, judgment about performance is recorded on a scale. This is the oldest and wide spread method. This technique is also known as linear rating scale. The appraisers are supplied with printed forms. One for each employee, this form contains a number of trait objectives based behavior and characters to be rated like quality and volume of work, job knowledge, dependability, among many other traits to be checked. (ii) Ranking method. Under this method, employees are ranked from best to worse on the same characteristics. The rater first finds the employee with the highest performance and employee with lowest performance in that particular job category and rates the former as the best and latter as poorest and so until he rates all employees in that group. (iii) Paired comparison method. Under this method, the rater ranks one employee by comparing one employee with all others in the group, one at a time. (iv) Forced distribution method. The rater may rate his employees at the higher or lower end of the scale under this method. It is developed to prevent the rater from rating too high or too low. Under this method, the rater, after assigning the points to the performance of each employee to distribute his rates in a pattern to confirm to normal frequency distribution. (v) Check list method. A check list is a simple rating technique in which the supervisor is given a list of statements, words and asked to check statements representing characteristics and performance of each employee. (vi) Easy or free form method. This requires the manager to write short essay describing each employee's performance during the rating period. This format requires valuation over all performance, based on strength or weakness of the employee performance, rather than specific job dimensions. (vii)

Group appraisal method. Here an employee is appraised by group appraisers. This group consists of immediate supervisors of the employee, to other supervisors who closed contacts with the employee's work manager or head of department and consultants. The head of department or manager may be the chair of the group and immediate supervisor may act as the coordinator for the group activities. (viii) Confidential reports. Assessing employee performance confidential is a traditional method of performance appraisal. Under this method, supervisor appraises the performance of his subordinates based on his observations, judgments and intuitions. The supervisor keeps his judgment and report confidentially.

Behavioral Methods; while trait method measures various characteristics, behavioral method measures employee behavioral skills on a continuum. The method describes which behaviors need to be exhibited and suggest the employees to develop such behaviors; (i) Behavioral checklist method. A checklist is designed with the list of statements that describe the behavior essentials employee performance. The appraiser check whether the appraisee possesses them or not. Employee performance is rated basing on the behavioral skills that the employee possesses to the total statement. (ii) Critical incident method. Employees are rated discontinuously, that is once a year or six month under the same methods. The performance rated may not real and overall performances the rater would be serious about the appraisal just two or three weeks before the appraisal. Hence the continuous appraisal method that is the critical incident method has been developed. Under this method, the supervisor continually records the critical incidents of the employee performance or behavior rating to the characteristics (both positive and negative) in a specially designed note book. (iii) Behaviorally anchored rating scales (BARS). The BARS method combines elements of traditional rating scale and critical incidents methods. Using BARS, job behaviors from critical incidents effective and ineffective behavior are described more objectively. The method employs individuals who are familiar with a particular job to identify its major components. They then rank and validate specific behaviors for each components. (iv) Behavior observation scale (BOS). The appraiser under this method, measures how frequently each of the behavior has been observed. The appraiser plays the role of observer rather than judge and provides the feed back to the appraisee continually. (v) Assessment center. Its method of appraisal was first applied in the German army in 1930. Later business and industrial houses started using this method. This is not a technique of performance appraisal

itself, but it is a system or organization where assessments of several individuals are done by various experts by using various techniques. These techniques include the methods like behavioral observation and ranking methods discussed above in addition to basket, role playing, and case studies among many others. In this approach, individual from various departments are brought together to spend three or four days, working on an individual or group assignment similar to the ones they would be handling when promoted. Observers rank the performance of each and every participant in order of merit. (vi) Psychological appraisal. Are conducted to assess the employee's potential, this appraisal consist of in-depth interviews, psychological test, consultation and discussion with the employee, discussion with supervisors, subordinates and peers.

Result Method; organizations of contemporary periods evaluate employee performance basing on the accomplishments they achieve rather than on the behavioral factors or traits. Employee performance include sales turnover, number of units produced, number of customers served, number of complaints settled and the likes; (i) Productivity measures. Here employees are appraised basing on the ratio of output they turned out to input they used. Example salary and employee benefits, number of clients served per day, among others. (ii) The balanced scorecards. This was developed by Robert Kaplan and David Norton and it brings the linkages among financial, customer, process and learning. Learning and people management contributes to the enhancement of internal processes. (iii) Human resource accounting. This deals with costs and contributions of human resource to the organization. Costs of the employees include costs of employee planning, recruitment, selection, induction, placement, training, development, wage and benefits. Employee contribution is money value of employee service which can be measured by labor productivity or value added by human resource. (iv) Management by objective (MBO). Although the concept of management by objective was developed by Peter Druker way back in 1954, it was described only recently as a range in performance appraisal. Refinement brought out by George Odione, Valentine, Humble and others have enriched the concept and made it more acceptable all over the globe as an appraisal technique. During the last decade over 50 organizations have adopted MBO in their organization.

2.2 Conceptual frame work

Here the researcher perceives that training as independent variable and the employee performance as dependant variable and if training is designed using an appropriate method it results to effective performance on the other hand. If this is being interfered with by some obstacles which require effective attention to be put in place so as to realize the effective training on employees' performance by management of any organization, then an effective measure should be carried out.

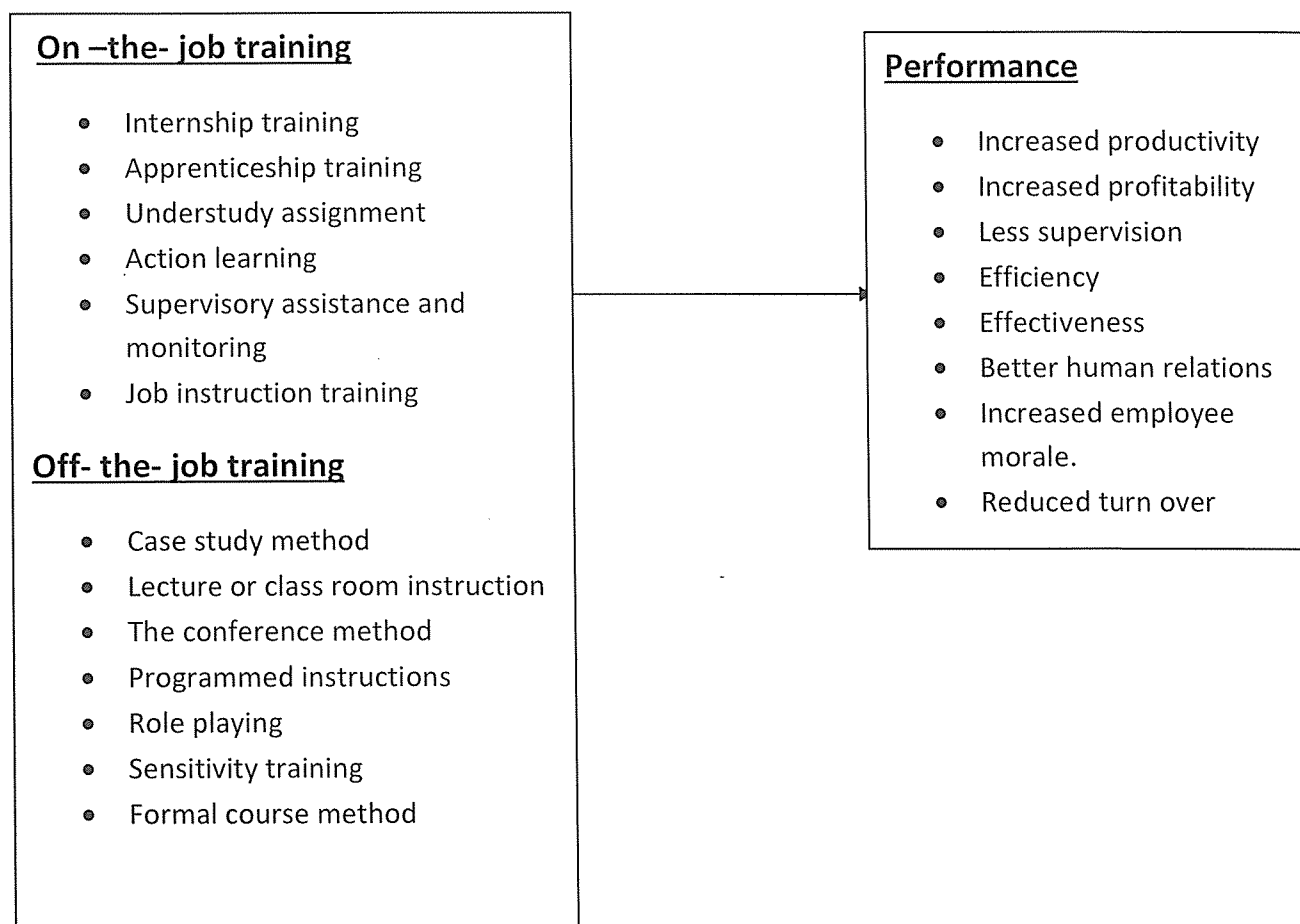
Figure 2.1 conceptual framework showing the relationship between trainings and performance of employees.

Independent Variable.

Dependent Variable.

Training.

Employee performance.



Source: Adopted from Marnoria & Ganker (2001)

The conceptual frame (figure 2.1) gives logical illustration effects of training on employees' performance. It shows that training is the independent variable while performance is the dependant variable because its outcome depends on how sufficient and effective the training has been conducted. The conceptual frame work (figure 2.1) further shows that training has a direct relationship with performance whereby when training is sufficiently conducted, It generates high performance such as; increased efficiency, increased employees' morale, reduced supervision, improved level of knowledge and skills, and better human relations which are indicators of improved organizational performance.

On the other hand when training is not sufficient and well conducted, it would be due to the obstacles that hinder training in organizations and these will reduce employee morale, poor interpersonal relations and increased employee supervision, reduced knowledge and skills of the employees which are all indicators of poor performance of the organization.

2.4 Theoretical frame work

The theoretical frame work covered one theory advanced by a scholar in relation to training as explained below:

According to Goldstein(1996), the principle theory of training suggest that training should focus on the general principles necessary to learn a task so that the learner can apply them to solve problems in the environment. This theory suggest that it is possible to design training environment without too much concern about their similarity to transfer situation, so long as it is possible to utilize underlying principles. Goldstein (1996) further urged that the principle theory is critical to knowledge transfer because knowledge can be abstracted and connected to new problems. If trainees can understand the principle and concepts of and if they have a chance to practice, exercise and apply situations in training programs to their work place, they are more likely to apply their newly acquired skills and behaviors when they are faced with new challenges and unfamiliar problems.

CHAPTER THREE: METHODOLOGY

3.0 Introduction.

This chapter specifies the methods and techniques of data collection and analysis, the area of study, study population, sampling design, research procedures as well as the research design.

3.1 Research Design

The study used descriptive, comparative, explanatory and correlation research design. The descriptive aspect of the study was used in identifying the training methods used, examined and whether the management exhibited proper training methods as were highlighted in review of related literature in chapter two, obstacles of training and analytical aspect were dealt with, comparative aspect dealt with the analysis of the effects of training on employees performance, explanatory used in explaining the phenomena and correlation used to find out the relationship between training and employee performance in an organization.

3.2 Area of study

The study was carried out in central Uganda in Wakiso district at Wellspring organization with its different departments involving the top management and employees of the organization.

3.3 Study population (Sample population)

The study population was comprised of 28 employees out of 45 of whom all were to be selected as a sample and this included the top management and employees of different departments that is the administration, the school, the health center, the community outreach department and supportive staff where primary data was to be collected through structured questionnaires. Such number was proposed by researcher based on the argument of Amin (2005), that a sample which is too small, will affect the generalisability of the study regardless of how well the sample size is determined this was why the researcher decided to take 28 respondents whom were to be selected on stratified random sampling basis where 2/3(two thirds) respondents were selected from each department(strata) randomly. Those on management positions were selected on

purposive sampling technique because they were to give detailed information regarding the establishment of the company, its performance and the average expenditure. The employees were also chosen from various departments randomly and they gave information regarding the methods of training being used levels of trainings and average clients per day. The great numbers of employees were chosen because it allowed the researcher to collect relevant information concerning the research and also were easily controlled.

Table 1: Sample Size

Department	Number of respondents	Total number of workers
Administration department	4	7
School department	8	13
Health centre department	6	9
Community outreach department	4	6
Supportive staff department	6	10
Total	28	45

Source: Primary Data

3.4 Sampling design

3.4.1 Stratified sampling; the researcher used stratified random sampling techniques where 2/3 respondents were selected from each department or strata randomly in the sense that whether one was on probation or confirmed has been put into consideration. In this case, respondents were identified depending on their willingness and availability to take part in the exercise or study. The employees of various levels of each department were represented in the sample where respondents were selected at random.

3.4.2 Purposive sampling; those on management positions were selected on purposive sampling technique because they were to give detailed information regarding the establishment of the company, its performance and the average expenditure.

3.5. Tools/instruments of data collection:

The data collection tools or instruments were basically interview method, observation and self administered questionnaires which were comprised of open and close ended questions that required respondents to answer all questions to the best of their knowledge, which allowed the researcher to collect primary data from respondent's answers from the selected sample.

3.5.1 Questionnaires These were pre-formulated written set of questions to which the respondents recorded their answer. It was an efficient data collection mechanism when the researcher knows what is required and how to measure variable of materials. Questionnaires were administered personally by researcher to the respondents. For the case study, questionnaires were administered to the target respondents. The questionnaire were preferred because they saved time because the group was small and geographically appropriate, they were stored for future reference, and also they gave straight forward answers, and therefore, this made the researcher easily to evaluate.

3.5.3 Interview Guide

Face to face questions were administered to the staff members without requiring them to note down answers. It was the researcher that wrote down where it was necessary. The interview schedule consisted of both open and closed ended questions

3.5.4 Observation

The researcher observes the workers as they do their work, and critically observes their behaviors related to their jobs and writes them down to help in the analysis.

3.6 Sources of data. Sources of literature review include documents such as periodicals, abstracts, reviews, books, and other research. These sources are classified in two categories namely primary and secondary sources as observed individually under;

3.6.1 Primary sources. This is a direct description of an occurrence by an individual who actually observed or witnessed its occurrences. For example, when the researcher interviewed some of the employees directly in an organization. Observes the behaviors of employees directly and when they fill the questionnaires.

3.6.2 Secondary data. These are publications written by authors who were not direct observers or participants in the events described in the research. For this case the writings on the effects of training on employee performance as generally put down in writings by different authors.

3.7 Data analysis.

All collected data were processed and presented into a meaningful and communicable form and analysis was carried out in frequencies, percentages, tables, graphics, and pie charts and so on. And this involved three major sets of activities namely editing, coding and frequency tabulations.

Editing was done after the data had been collected; each questionnaire was checked to eliminate errors. Such aspects as completeness, accuracy and uniformity of the questionnaire were looked into and gaps filled where necessary and possible, all of which were done to improve the quality of data collected.

Coding, having edited the data from the questionnaires, the responses proceeded to coding various responses answered by respondent. The responses were categorized and tables were presented. Caution was taken to ensure that response categories were mutually exclusive. The researcher also compiled all the coding frames into a coding book all this was done while the researcher was in the field.

Relatedly, there was frequency tabulation after editing and coding the responses; some of the questions were tabulated to obtain the frequency distribution of respondents to various questions. Tally marks were used in the process of building up memory with regards to response distribution in any given coding frame. Tables were drawn in respect to the objectives set so as to enable the researcher come up with appropriate conclusions. Some data analysis was done manually by the researcher himself. This was done after completing the process of data collection. The data analysis and interpretation was the final process. It involved mainly use of simple tables and comparisons of values, to different variables using cross tabulations. Simple

frequencies and percentages were also used in analysis and all was helped by use of statistical package of social sciences (spss).

3.8 Validity and reliability

3.8.1 Validity

All questions in the questionnaire were formulated to provide a logical link with the objectives and covered a full range of issues that were measured to ensure relevance for purposes of validity of the questionnaire.

3.8.2 Reliability

The Questionnaires were pre-tested in the field and sample results were analyzed to ascertain whether they would elicit the needed data and they were also reviewed by the researcher's supervisors to ensure reliability before being applied in the study

3.9 Ethical procedure

The researcher acknowledges other researchers through quotations and referencing, also expected establish good rapport with the respondents in the field in order to obtain the actual information from the respondents without naming them and give feed back to the organization.

First the researcher was given an introductory letter from Kampala international university especially from the college of Humanities and social sciences that was to confirm his carrying out of research. Then the researcher had to proceed to area of his study context where he collected primary (raw data) from.

3.10 Limitations of the study

Some of the employees of the company were not willing to give the correct information to the researcher due to lack of trust. However the researcher proved to the respondents that it was purely academic by showing them the research introductory letter from the university.

Most of the employees in Wellspring organization were too busy because they have been interacted with the issues of the office work, therefore limited time was given to the respondents

especially in filling the questionnaires and some of the respondents did not complete all the questionnaires.

Confidentiality, the nature of some information is so sensitive that the employees were not willing to reveal to the researcher which in turn limited the amount of primary data collected and this was understandable by the researcher.

The researcher was limited by time because some respondents were reluctant to fill the questionnaires which delayed data analysis process and the final report in relation to this, the researcher also faced financial problem especially in transport facilitation since Wellspring organization is a bit distance from the researchers residence and some of the employees expected something like payment at the end of the day of which the researcher wouldn't afford.

CHAPTER FOUR: PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the information collected from the field, interpretation and discussion of the findings. The study aimed at examining the relationship between training and employee performance in Wellspring organization. To achieve the above objective, data was collected from different categories of respondents from the various departments in Wellspring organization, through questionnaires and interviews and analyzed using frequency tables, graphs and pie charts.

4.1 Findings on demographic background of respondents

The study aimed at finding out the demographic background in order to compare their bio data's relationship between training and employee performance. The respondent's bio data focused on finding out the respondent's gender, age, department of employment and academic qualifications as presented and analyzed here under.

4.1.1 Gender of the respondents

Both male and female respondents participated in the study and the study findings about the respondent's gender indicate that majority were female implying that Wellspring organization is dominated by female staff members in general as shown by the number of respondents presented on Table 2 below.

Table 2: Showing Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	10	36%
Female	18	64%
Total	28	100

Source: Primary Data

As indicated in Table 2 above, shows that majority, 18 (64%) of the respondents were female and men were the minority as represented by 10 (36%). There is one major finding about the respondent's gender. The first one is that majority of the employees of Wellspring organization are women and the minority are men. By implication Wellspring organization is an equal opportunity employer and are gender sensitive.

This current study finding does not agree with Katzenbach and Smith (1994) study finding that jobs are male dominated and women tend to occupy the subordinate positions. Therefore, basing on this current study finding, the researcher concludes that currently jobs are increasingly becoming female dominated.

4.1.2 Age of the respondents

The respondent's age was categorized as less than 25 years, 26-33 years, 34-41 years, 42-49 years, 50-57 years and 58+ years. The study findings about the respondent's age are as presented in Table 3 below.

Table 3: Showing the age of the respondents

Response	Frequency	Percentage (%)
Less than 25 years	4	14%
26-33 years	6	22%
34-41 years	12	43%
42-49 years	4	14%
50-57 years	2	7%
58 years and above	0	0%
Total	28	100

Source: Primary Data

From the findings in the table 3 above, the results revealed that 14% of the respondents were in the age bracket of less than 25 years, 22% were between 26-33 years, 43% were between 34-41 years, 14% were between 42-49 years, 7% were between 50-57 years and no employee was above 58 years.

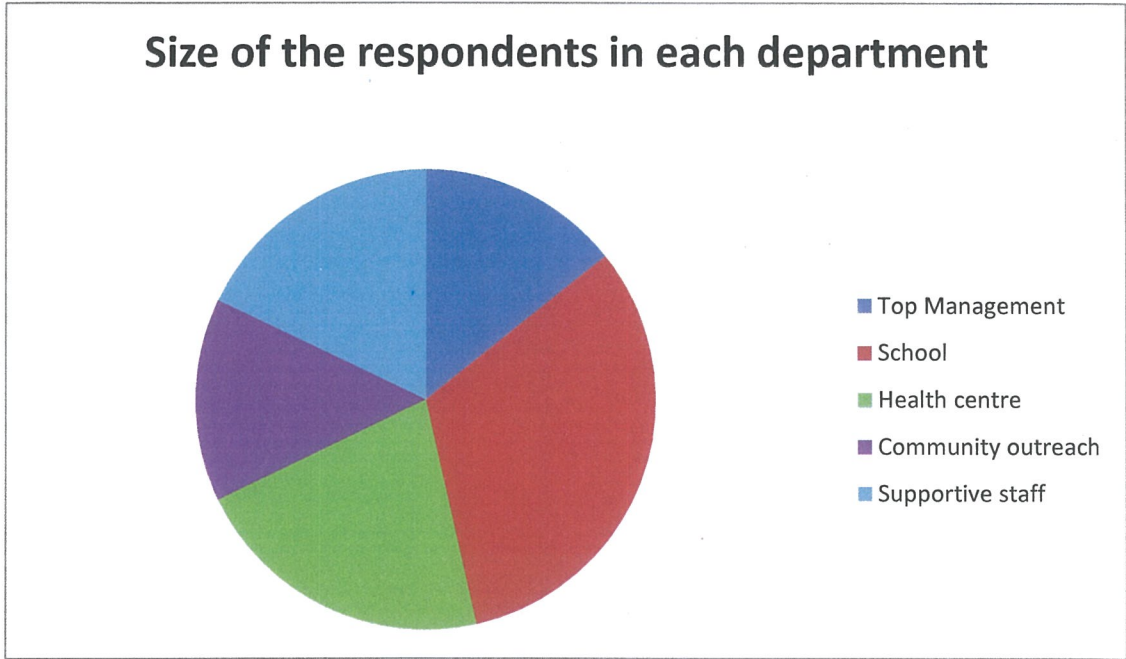
The major finding here is that majority of the respondents fell in the age bracket of 34-41 as represented by 43%, followed by 22% in the age group of 26-33, Staff members in this age brackets are so active and strong to deliver to their expectations and enable their institutions achieve their set objectives and work target.

Therefore, Wellspring organization has employees and members who are still in a youthful age and therefore still young, energetic and active to carry out productive income generating activities and this can enhance the organization's success.

4.1.3 Department of the respondents Wellspring organization.

The researcher presents the various departments of the respondents in Wellspring organization as shown from the figure below.

Figure 1: Showing the size of the respondents of each department in Wellspring organization



Source: Primary Data

From the findings in figure 1 above, the results revealed that majority of the respondents were from the school department represented by 28% respectively, 22% were from the health centre and 22% were also from supportive staff department, 14% were from the administration and 14% were also from community outreach department.

This implies that majority of the respondents were from the school department, meaning that, the school has a large number of employees than any other department in Wellspring organization.

4.1.4 Academic qualifications of the respondents

The researcher sought to establish the education levels attained by the respondents to determine their ability to understand the operation of training and employee performance and their responses can be illustrated in table below.

Table 4: Showing Academic qualifications respondents

Response	Frequency	Percentage (%)
Above degree	0	0%
Degree level	2	7%
Diploma level	10	36%
Below diploma level	16	57%
Total	28	100

Source: primary data

From the findings in the table 4 above, it was revealed that majority had attained below a diploma level represented by 57%, 36% attained diploma level, and 7% attained degree level of education.

This implied that majority of the respondents did not attain higher levels of education. Therefore, some of the employees do not have enough skills to do the job which can affect the quality of work in Wellspring organization negatively.

4.1.5 The period of employment taken by the respondents in Wellspring organization

The researcher sought to find out how long the respondents have taken while working with Wellspring organization and the respondents provided the information as shown below

Table 5: Showing the Period of employment with Wellspring organization.

Response	Frequency	Percentage (%)
Over 5 years	05	18%
3-5	05	18%
1-3	12	43%
Less than one year	06	21%
Total	28	100

Source: primary data

From table 5 above, 18% of the respondents had spent over 5 years, 18% had spent 3-5 years, 43% had spent 1-3 and 21% also had spent less than one year in the organization.

This implies that majority of the respondents surely do not understand the affairs of the organization due to being employed for such a short period of employment of less than 3 years. This signifies high rate of employee turnover since the majority of the employees 64%(43%+21%) are below 3years of employment and 21% of employees most of them seem to be on probation.

4.2 Findings about employee trainings in the organization

The researcher sought to establish the details concerning the current training system used by the organization so as to establish the main reason and ideology behind the increasing labor turn over in the company and the following were the responses.

4.2.1 Response about whether Effective training systems are in place

The researcher sought to establish whether training systems were in place and the following were the responses

Table 6: Showing whether the organization has effective and efficient training systems

Response	Frequency	Percentage (%)
Strongly agree	02	07%
Agree	03	11%
Not sure	05	18%
Disagree	07	25%
Strongly disagree	11	39%
Total	28	100

Source: primary data

From the findings in table 6 above, 18% (07% +11%) of the respondents agreed that the organization has effective and efficient training systems, 18% were not sure, while 64% (25%+39%) disagreed that the organization doesn't have efficient and effective training systems.

Implying that the majority 64% were sure that the organization doesn't have effective training systems in place to motivate and equip the staff towards attaining the organizational goals and objectives. The disagreeing of majority of the respondents imply that the organization has been suffering such greater employee turnover and low morale and commitment leading to poor employee performance due to the absence of efficient and effective training systems to motivate and equip employees with relevant skills towards attaining the organizational goals and objectives.

4.2.2 The different types of training technique being used by Wellspring organization

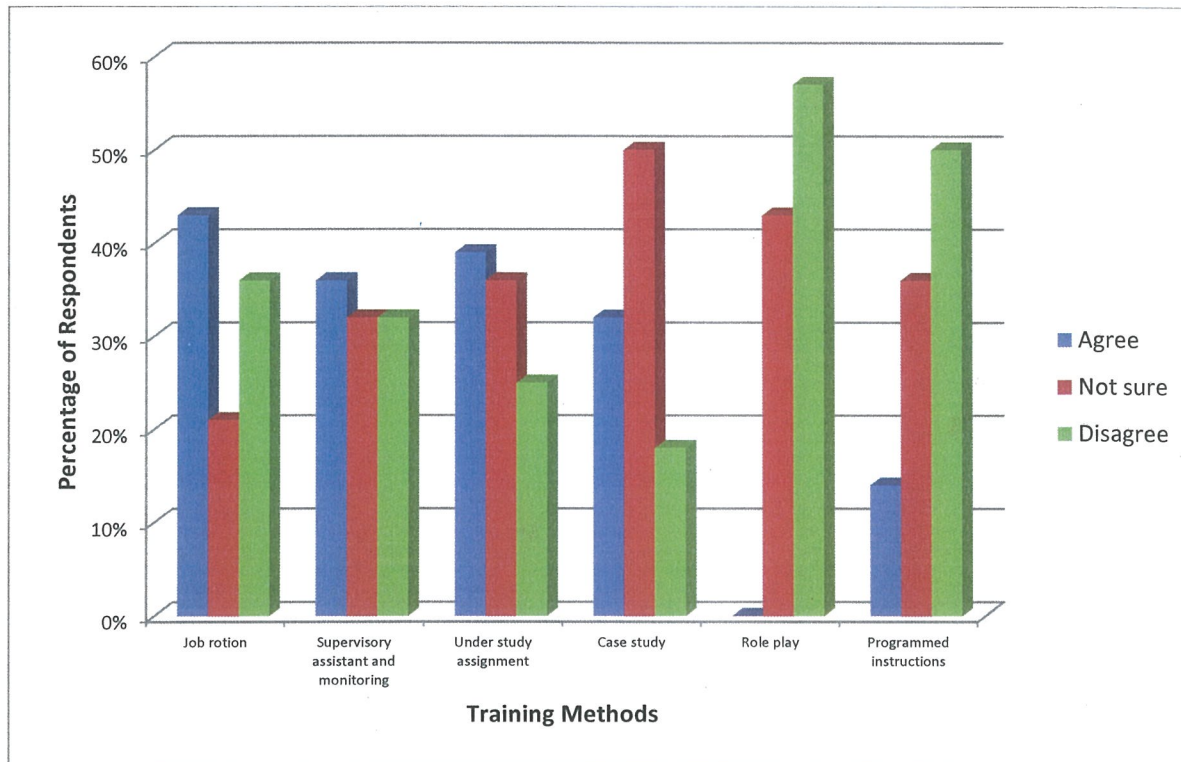
Further, the respondents were requested to rate their degree of agreement about the different types of training techniques being used by Wellspring organization to raise the performance of its employees.

Table7: Showing the different types of training methods being used by Wellspring organization.

Training techniques	Agree		Not sure		Disagree	
	Freq	%	Freq	%	Freq	%
Job rotation	12	43%	06	21%	10	36%
Supervisory assistant and monitoring	10	36%	09	32%	09	32%
Under study assignment	11	39%	10	36%	7	25%
Case study method	09	32%	14	50%	05	18%
Role playing	00	00%	12	43%	16	57%
Programmed instructions	04	14%	10	36%	14	50%

Source: primary data

Figure 2: Responses of the respondents on the different types of training methods being used in Wellspring organization.



Source: Primary Data

As indicated in Table 7 and Figure 2 above, the study found out that Wellspring organization has some training techniques in place though not effectively implemented. These include:

Job rotation

According to the research findings, job rotation is one of the method being used by the management of Wellspring to train employees so as to raise their performance as reveled by 43% of the respondents who agreed. Once an employee has been with organization for a certain period of time usually around two years, he or she can be given training in other fields also to enable employees to be flexible.

Supervisory assistant and monitoring.

This is one of the method of training employees in Wellspring staff in the various departments to raise their performance as revealed by 36% of the respondents who agreed. This method makes easy correction thus avoids wastage of resources from the trainees because of close supervision and monitoring.

Under study assignment

According to the research findings, under study assignment is one of the methods being used by the management to train un qualified employees so as to raise their performance as reveled by 39% of the respondents who agreed. This method grooms individuals to take up responsibility at any time in a given field to promote performance in an organization.

Case study method

Case study is one way of training employees to improve on their performance although most of the respondents in Wellspring organization were not sure as reveled by 50% whether the organization practices case study method or not. If it is practicing, it is not effectively used hence no positive results realized.

Role playing

Role playing method is not practiced in Wellspring organization as revealed by 57% of the respondents who disagree. This implies that, the organization has not realized the importance of using role playing since they have not attempted to use it.

Programmed instruction

The research findings also show that programmed instruction method is not practiced in Wellspring organization as revealed by 50% of the respondents who disagree. This shows that according to the research findings, the organization practices few of the methods on job training techniques only, which is a sign of the limitation of some skills which could be learnt from off the job trainings techniques.

4.3. Effect of training on the performance of employees in an organization.

The researcher establishes various ways on the effects of training on the performance of employees in an organization in terms of productivity, employee relations and employee morale and commitment as follows:

4.3.1. The effect of training on the productivity of employees in Wellspring organization.

The researcher sought to establish whether training promote operational efficiency and effectiveness especially as far as employee performance is concerned .The following was the data obtained.

Table 8: Showing responses of the respondents whether training can improve on the productivity of employees or not in an organization.

Response	Frequency	Percentage (%)
Strongly agree	13	46%
Agree	10	36%
Not sure	00	00%
Disagree	03	11%
Strongly disagree	02	07%
Total	28	100

Source: primary data

From the table 6 above, 82% (46%+36%) of the respondents agreed that training can effectively promote the productivity of employees and only 18% (11%+07%) disagreed. The agreeing of the respondents implies that effective training when conducted on the right persons in a specific field improves on the productivity of employees and motivates employees in an organization. It can also greatly promote and influence their overall commitment and morale to the organization and thereby increasing the relative performance.

4.3.2. The effect of training on employee relations in Wellspring organization.

Further, the respondents were requested to rate their degree of agreement about the effects of training on employee relations and it was established as follows:

Response about whether training has an effect on employee relations

The researcher sought to establish whether training has an effect on employee and relationship with organization. The following was the data obtained.

Table 9: Showing Response about the effects of training on employee relations

Response	Frequency	Percentage (%)
Strongly agree	07	25%
Agree	09	32%
Not sure	03	11%
Disagree	05	18%
Strongly disagree	04	14%
Total	28	100

Source: primary data

From the table 9 above, 57% (25%+32%) of the respondents agreed that training has a greater effect on employee relations while 11% of the respondents were not sure, and only 32% (18%+14%) disagreed. The agreeing of the respondents implies that training has great effect on employee relations and relationship with the organization towards attaining organizational goals. It is on this basis that many firms have recognized the importance of training as a significant way to improved organizational relations, employee commitment and performance. This is because when people know what to do and specialize, there will be no conflicts due to unclear roles.

4.3.3. The effect of training on employee morale and commitment in Wellspring organization

The researcher finds the extent to which training influences employees morale and commitment and the respondents were asked to rate their degree of agreement on the effect of training on employee morale and commitment as shown on the table below.

Table10: Showing the responses on whether effective training increases employee morale and commitment in an organization.

Response	Frequency	Percentage (%)
Strongly agree	10	36%
Agree	09	32%
Not sure	02	07%
Disagree	04	14%
Strongly disagree	03	11%
Total	28	100

Source: primary data

From the table 11 above, 68% (36%+32%) of the respondents agreed that effective training increases employee morale and commitment in and organization, while 07% of the respondents were not sure, and only 25% (14%+11%) disagreed. The agreeing of the respondents implies that effective training can strongly increase employee morale and commitment in an organization. This implies that increased training strongly boost and motivate the staff which makes them feel motivated and committed to the organization leading to attainment of its goals and objectives.

4.4. The relationship between training and performance of employees in an organization

The researcher intends to find out the relationship between training and employee performance in general and to show clearly in detail how training affects performance of employee in Wellspring organization.

4.4.1. Response on the effects of training on the overall employee performance in Wellspring organization.

Further, the respondents were requested to rate their degree of agreement about the effect of training on employee performance and it was established as shown on Table and Figures below where; F=Frequency, %=Percentage.

Table 11: Effect of training on overall employee performance in Wellspring organization

	Agree		Not sure		Disagree	
	F	%	F	%	F	%
Positive effect						
Increased productivity	23	82%	00	00%	05	18%
Employee morale and commitment	19	68%	02	07%	07	25%
Empowerment of employees	25	89%	03	11%	00	00%
Reduced turn over	11	39%	07	25%	10	36%
Job satisfaction	10	36%	09	32%	09	32%
Better employee relations	16	57%	03	11%	09	32%
Less supervision	11	39%	07	25%	10	36%
Negative effect						
Un fairness	14	50%	08	29%	06	21%
Increased costs of production	18	64%	05	18%	05	18%

Source: Primary Data (2013)

Figure 3: Positive effects of training on the overall employee performance

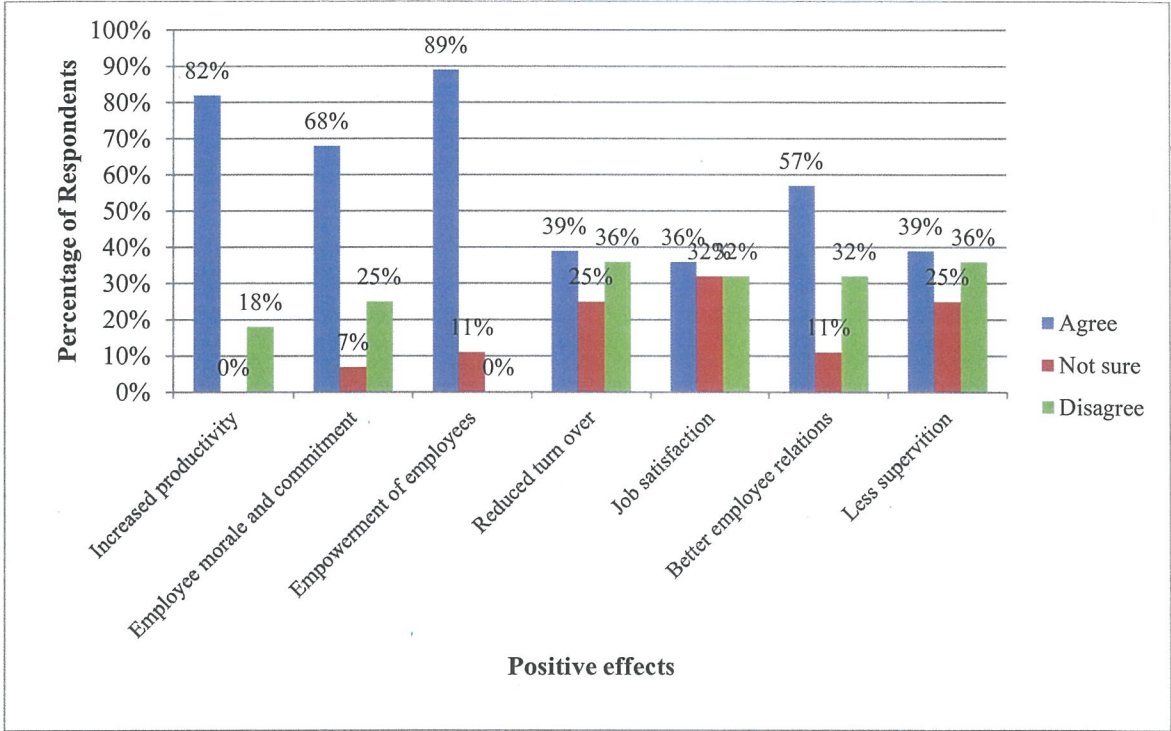
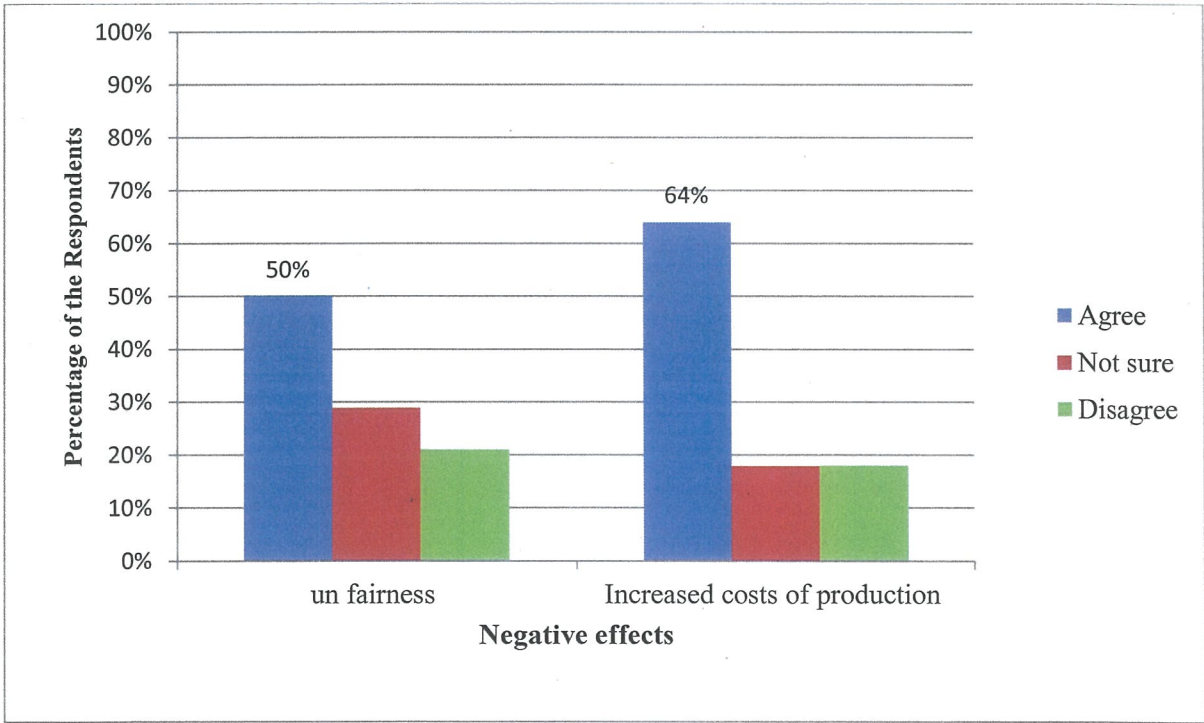


Figure 4. Negative effects of training on employee performance



Source: Primary Data.

As indicated in Table 11 and Figure 3 and 4 above, the study found out those training have both positive and negative effects on the performance of employees. The positive effects include:

Increased productivity

According to the research findings, it was established that training can lead to increased productivity of employees as revealed by 82% of the respondents that agreed. The establishment of effective training programmes leads to increased productivity since such trainings induce the staff to work towards effectively and efficiently. This leads to increased productivity leading to attainment of organizational goals and objectives.

Employee morale and commitment

Training improves on the morale and commitment of employee as revealed by 68% of the respondents who agreed. Here Organizational commitment is generally believed to result from the acceptance of organizational goals and values. People get committed when their views have been taken into account. Work environment is also closely aligned to organizational commitment. If the work environment is not seen as friendly or co-operative, and the relationship between employees is generally not amicable, then individuals are unlikely to feel committed to the organization. Thus training always boost the commitment of employees to the organization thus attainment of its objectives.

Empowerment of employees

Furthermore it was established that training always lead to empowerment of employees as revealed by 89% of the respondents who agreed. The Fundamental purpose of the training programme is to provide positive consequences for contributions to desired employee performance. The only way employees will fulfill the employers dream is to share in their dream and thus training is the mechanism that make this happen. Thus through training employees will feel empowered and work hard towards the attainment of organizational goals and objectives.

Reduced labor turns over

According to the study findings, trainings have an effect in reducing labor turn over in an organization as revealed by 39% of the respondents who agreed. In this training always put a sense of belonging to the organization since it appreciates their service People get committed when their views have been taken into account. It also equips employees with the necessary skills to do their job without question or doubt hence trust and long stay. With such a good working Work environment that is also closely aligned to organizational commitment. Thus such commitment reduces labor turn over in the organization leading to its growth.

Job satisfaction

Furthermore it was established that training always lead to job satisfaction as revealed by 36% of the respondents who agreed. Once an organization puts in place effective training programmes, employees can always feel satisfied with their jobs, which motivate them to work hard towards attaining the organizational goals and objectives.

Better employee relations

The research findings reveal that training has an effect on employee relations as shown by 57% of the respondents who agreed. Here when people are trained, they are empowered to do their work well and this builds trust on the employees from all levels of management and among employees themselves. Hence better employee relations in an organization.

Less supervision

According to the research findings, it was established that training also has positive effect on employee supervision as revealed by 39% of the respondents who agreed. Once an organization puts effective training programmes, employees will be equipped with required skills to perform their duties well. This will lessen the supervision from their managers since people know what to do and they are doing due to effective training programmes.

The negative effects are as follows:

Unfairness

Furthermore it was established from the research findings, that training programmes have a negative effect in unfairness in the training as revealed by 50% of the respondents who agreed. Such unfairness is realized by lack of appropriate appraisal system that can best identify the best performers who lack some skills to be trained. In most cases it's realized that the training is not done on the right people which de motivates the other employees leading to unfairness in the training programme.

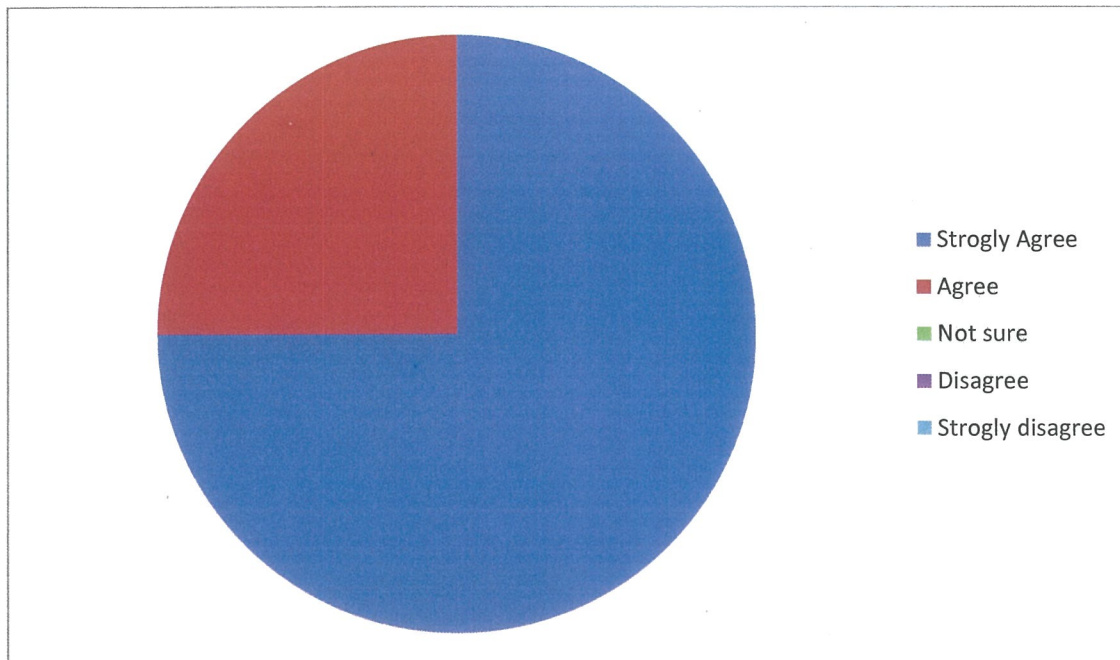
Increased costs of production

From the research findings it was established that training programme have a negative effect of increasing the costs of production as revealed by 64% of the respondents that agreed. Such increased cost of production is realized through increased financial costs in funding the training programme which worsens the costs of production.

4.4.2. Good and effective training programme and increased performance of employees

The researcher intended to find out whether good and effective training program has an effect in the general performance of the employees in an organization

Figure 5: Response of respondents whether good and effective training programmes increases performance of employees.



From the table 12 above, 75% of the respondents strongly agreed that good and effective training programmes increases performance of employees and 25% agreed meaning that all the respondents agreed. The agreeing of the respondents implies that good and effective training programmes improves on the performance of employees and motivate employees in an organization hence achieving the organization goals and objectives.

4.4.3. Relationship between training and employee performance in an organization

The researcher sought to establish relationship between training and employee performance and the responses were as shown below

Table 12: Showing Response whether there is a relationship between training and employee performance in an organization.

Response	Frequency	Percentage (%)
Strongly agree	18	64%
Agree	09	32%
Not sure	01	04%
Disagree	00	00%
Strongly disagree	00	00%
Total	28	100

Source: primary data

Findings in the table 13 above, 64% of the respondents strongly agreed that there is a strong relationship between training and employee performance, 32% agreed and 4% were not sure.

This shows that there is a high positive relationship between training and employee performance. It implies that there is high relationship between training and employee performance and can be the best way through which the employee relations with the organization can be improved and the best way to boost the performance of employees through increased productivity. This also implies that the establishment of effective training programmes in Wellspring organization can be the best way to raise the commitment and morale of the staff towards the organization their by attaining the organizational goals and objectives .

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter gives concise summary of major findings of the study, conclusion recommendations and suggestions. These were based on the researcher's findings while others were drawn from the past studies.

5.1. Summary of the findings

The purpose of the study was to examine employees training and performance with the aim of investigating the relationship between training and employee performance. The study was guided by three specific objectives which include; to establish the effects of training on the productivity of the employees in Wellspring organization, to find the effects of training on the employee relations in Wellspring organization and also to find out the effects of training on the employee morale and commitment in Wellspring organization. The study achieved its objectives and the researcher summarizes them as follows.

To establish the effect of training on the productivity of employees in Wellspring organization, the researcher established that training of the employees on the relevant skills needed to perform work in an organization has a great impact in increasing the productivity. The findings show that, effective training when conducted on the right persons in a specific field increases the productivity of employees and motivate employees in an organization. It can also greatly promote and influence the overall performance of the organization.

To find out the effects of training on the employee relations in Wellspring organization, the researcher found that training promotes better employee relations in an organization. According to the findings of the study, it shows clearly that training has great effect on improving employee relations and relationship with the organization towards attaining organizational goals. It's upon this point that Wellspring organization has recognized the importance of training as a significant way to improved organizational relations and employees that will be interpreted through

attainment of organizational goals and will influence the perception of employees towards their whole commitment to the organization.

To find out the effect of training on the employee morale and commitment in Wellspring organization, the researcher's findings shows that effective training strongly increases employee morale and commitment in an organization. This implies that increased training strongly boost and motivate the staff which makes them feel motivated and committed to the organization leading to attainment of its goals and objectives.

The research findings also show that training has great positive effect on the overall performance of the organization in terms of increased productivity, better employee relations, increased employee morale and commitment, reduced employee turnover and less supervision of the employees.

However, it was also revealed according to the research findings that training have got as well negative effects on the organization and some of the negative effects include unfairness in the identification and selection of the employees to be trained which de motivates the other employees in an organization. Also increased costs of production due bigger amounts of financial resources put in training of the employees can easily affect the organization negatively.

5.2 Conclusion from the study findings

In conclusion, the findings shows clearly that there is a high positive relationship between training and employee performance in an organization and can be the best way through which the employee productivity is raised, employee relations with the organization can be bettered and the best way to raise the employee morale and commitment. This boots the overall performance of employees in an organization.

Therefore, the establishment of effective training programmes in an organization is the best way to raise the employee performance there by attaining the organizational goals and objectives, and this requires all organizations to embrace the need to establish the good and effective training

programmes in order to be effective and efficient so as to boost the performance of an organization.

5.3 Recommendations from the study finding

The researcher recommends the following;

In designing a training programme, the management needs to ensure that the right employees in the right fields should be given the right training on specific areas needed to boost performance of an organization not giving training basing on technical know who to avoid being unfairness which can bring about the negative effects which discourages other employees. Therefore management needs to come up with a well defined procedures of giving training to it's employees.

In order to reap benefits such as increased productivity, management designing a training programme must identify organization or group goals to be reached and the behaviors or performance that will contribute to this. While this may seem obvious, management makes mistake to give training that may not lead to the achievement of the organizational goals. For example if quality is an important issue for the management, the training programme designed should not emphasize on the quantity of work accomplished by an organizational department but training should give the skills which will improve on the quality of the output.

Management should design and carry out effective appraisal system at a specific period of time to identify the gaps in the performance of the employees in order to design appropriate training programme to equip he employees with the relevant skills to fill the gaps identified

5.4. Suggestions for further research

The rate of employee turnover is high in the organization therefore further research need to be carried out on the different needs of employees to find out the linkage between training and the high rate of employee turnover.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE TO THE RESPONDENTS OF WELLSPRING ORGANIZATION

Dear respondent,

I am Erik Moses Okillan, a student of Kampala International University carrying a research for the fulfillment of the academic requirement for the award of a bachelor's degree in development studies. Therefore the information given shall be kept confidentially and shall only be used for academic purpose only. You are highly important and scientifically selected to participate in this exercise, thank you for your acceptance.

Please assist and answer all the questions provided below to the best of your knowledge.

I will be grateful if this questionnaire is completed within one week; please only tick where appropriate.

Use: Strongly agreed (SA), Slightly Agree, (SLA) Uncertain (UC), Slightly Disagree (SLD) Strongly Disagree (SD), where applicable, otherwise tick in the box provided or fill in the lines provided.

SECTION A: BACKGROUND INFORMATION

1) State your sex

a) Male ☐ b) Female ☐

2) Age of respondent

18-21	<input type="checkbox"/>	26-33	<input type="checkbox"/>	34-41	<input type="checkbox"/>
42-49	<input type="checkbox"/>	50-57	<input type="checkbox"/>	58 and above	<input type="checkbox"/>

3) Which class in the organization do you belong to?

a) Top level Management ☐

b) School Department ☐

c) Health centre Department ☐

☐ 51

d) Administration department

e) Community out reach

☐

4. State your academic qualification

a) Above Degree level

☐

b).Degree level

☐

c).Diploma level

☐

d)Below diploma level

☐

5. For how long have you been working with Wellspring organization?

a). Over 5 years

☐

b). 3 – 5 years

☐

c). 1 – 3 years

☐

d). Less than a year

☐

SECTION B: ABOUT TRAINING

6.Does this organization have effective and efficient training programmes?

Strongly agree	Agree	Not sure	Not agree	Strongly disagree

7. To what extent do you agree that the following training methods are being used by the management to improve on the performance of its employees?

Rate your degree of agreement about the following methods of training programmes being used by the management. **Where; SD=strongly disagree, D=Disagree, NS=Not Sure, A=Agree, SA= strongly agree.**

Training methods	SD	D	NS	A	SA
Job rotation					
Supervisory assistance and monitoring					
Under study assignment					
Case study method					
Role playing					
Programmed instruction					

List down any other method of training rather than those listed above used by the organization to improve on the performance of its employees

.....
.....
.....

SECTION 3: EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE IN WELLSPRING ORGANIZATION.

8. To what extent do you agree that effective training programmes if put in place can raise the productivity of employees?

Strongly Disagree	Disagree	Not sure	Agree	Strongly agree

9. To what extent do you agree that effective training programmes if put in place leads to better employee relations?

Strongly Disagree	Disagree	Not sure	Agree	Strongly agree

10. To what extent do you agree that effective training programmes raises employees morale and commitment in an organisation?

Strongly Disagree	Disagree	Not sure	Agree	Strongly agree

SECTION 4: RELATIONSHIP BETWEEN TRAINING AND STAFF PERFORMANCE IN WELLSPRING ORGANIZATION

11. If yes to what extent do you agree that training can have the following effects on staff performance? Rate your degree of agreement about the following effects of training on staff performance. Where; SD=strongly disagree, D=Disagree, NS=Not Sure, A=Agree, SA=strongly agree.

Effect of training on the overall performance of the employees in an organization.

	SD	D	NS	A	SA
Positive effects					
Increased productivity					
Employee morale and commitment					
Employee empowerment					
Reduced employee turn over					
Job satisfaction					
Better human relationship					
Less supervision					
Negative effects					
Un fairness					
Increased cost of production					

Others

specify;.....
.....
.....
.....
.....

12. Good and effective training programmers have increased the performance of employees.

Strongly Disagree	Disagree	Not sure	Agree	Strongly agree

13. Is there a relationship between training and staff performance?

Strongly Disagree	Disagree	Not sure	Agree	Strongly agree

ERIK MOSES OKILLAN

Sign.....

END.

Thank you very much for your co-operation

APENDIX II

Timeframe

TIME / PERIOD	ACTIVITY
February to March	Topic identification
March to May	Research proposal writing
May to June	Data collection
June	Data analysis
July	Preparation of report and presentation

APENDIX III

Budget

Item	Cost per unit
Typing and printing	100,000
Literature collection	50,000
Data collection	150,000
Transport	100,000
Miscellaneous	100,000
Total	500,000