

**THE IMPACT OF TRAINING ON THE PERFORMANCE OF THE
EMPLOYEES IN A COMPANY: A CASE STUDY OF MOBILE
TELECOMMUNICATION NETWORK (MTN)**

BY

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DECLARATION

I Galo Enyogwa Lillian declare that, this dissertation is my original work and has never been produced by anybody else for any award in any institution.

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APPROVAL

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DEDICATION

I dedicate this research report to my parents, brothers, sisters and friends.

ACKNOWLEDGEMENTS

I acknowledge my parents, my brothers, my sisters for all their help to me during my studies.

I also acknowledge my supervisor-Mr. Thomson Omara and other lecturers in the school of business and Management like; Dr. Kerosi J. Bosire, Mr. Wandiba, Mr. Eric Mabonga among others and the entire management of Kampala International University for their friendliness and academic guidance during my studies.

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ABSTRACT

The research on the impact of training on the performance of the employees in the company was conducted in Mobile Telecommunication Network (MTN) telecommunication company, the biggest Telecommunication Company in Uganda with its headquarters in Nakasero, Kampala-Uganda's capital. The research was guided by the objectives of the study which included; establishing the relationship between training and performance of employees, to find out the role of training on the performance of employees in MTN, and examining the types of training used by MTN to boost employee performance. The research came up with different findings on different research questions.

On the establishing the relationship between training and performance of employees, the research found that there was a strong relationship between training and performance of employees in MTN as the respondents reported high turnover on employees once they access training in organizations. On the role of training on the performance of employees in MTN, the research revealed that; increase in number of trained personnel, suitability of enterprise needs, coping-up with new technology developments, increase employee motivation and risk management are the answers given by the researchers on this research question. On examining the types of training used by MTN to boost employee performance, the research found out that, on-the-job training, off-the-job techniques, lectures, role playing and simulation, programmed learning and audiovisual method are one of the major purposes why MTN trains its employees.

The researcher later concluded that there is a strong relationship between training and the performance of employees in MTN and that there is need for training in MTN so as to boost the performance of employees. The researcher recommended that there is need for more training of employees, promotion of job rotations among others so as to reduce costs by MTN.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter dealt with the background of the study, statement of the problem, objectives of the study, research questions, scope of the study, and the significance of the study.

1.1 Background

Every organization has certain objectives to pursue, which vary differently from one organization to another. To achieve the objectives, an organization utilizes various resources which contribute to knowledge, skills, and attitudes that play a vital role in its success. The term *training* refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize today the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

Training is one of the most important parts of an organization's overall Strategy. Before starting a particular venture or considering a potential acquisition, the first question arises that, whether there are required skills present in the organization or not. Typically all key skills required for efficient management of a company must be available in a company; however other non core activities can be outsourced. Need of training arises due to advancement in technology, need for improving performance or as part of professional development. For this reason, this human resource need to be trained and developed according to Kempton (1995), he asserts that staff training and

development should be key activities of all organizations whether private or public, if the organization is to achieve their purpose, staff training activities aim at increasing the performance of the organization as whole. Lacks of employee training in any company leads to poor productivity of the workers, many employees perform their duties with experience but they don't have any skills.

1.2 Statement of the problem

Due to lack of training in Mobile Telephone Network (MTN) Uganda Limited, there is existence of a big gap between the actual performance and desired performance of MTN. Employees need to be trained from time to time so that they can be updated with the use of the latest working tools like software, computers and generally running the latest machines. Training helps the workers to increase their knowledge and productivity in the long run. Without the in-the-job training of the workers, their productivity will always remain low.

1.3 The purpose of the study

To examine the impact of training on the performance of the employees in the company.

1.4 Objectives of the study

- (i) To establish the relationship between training and performance of employees.
- (ii) To find out the purpose of training on the performance of employees in MTN.
- (iii) To examine the types of training used by MTN to boost employee performance.

1.5 Research questions

- (i) What is the relationship between training and performance of employees?
- (ii) What is the purpose of training on the performance of employees in MTN?

(iii) What are the types of training used by MTN to boost employee performance?

1.6 Scope of the study

1.6.1 Geographical scope

The study was carried out in MTN telecommunication company-Uganda. On October 21 1998, MTN Uganda launched commercial services in Uganda, just six months after acquiring and signing of the license. MTN has since grown to be the leading telecommunications company in Uganda servicing an extensive 4 Million customers and still growing. The study had a specific reference to human resource department of the company intended to cover the following respondents, that the managers and the training officers of employees in the company.

1.6.2 Content scope

The study focused on the impact of training on the employees' performance.

1.6.3 Time scope

The research covered period of two months.

1.7 Significance of the study

The study will be useful to MTN in understanding the impact of training on their skill performance of its employees which will also influence MTN to change its policies by taking its employees for training so that they improve on their skills.

The study will further be used by other researchers when they were carrying out the research on the related topic of the impact of training on performance of a company. So the study will be used for reference purposes.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is about the ideas and views of other persons in relation to the topic identified by the researcher. The literature is vital and enables the researcher to investigate further. The literature was mainly taken from other secondary sources of data.

2.1 DEFINITION AND AIMS OF TRAINING

Although training is regarded as process through which an individuals capacity to perform is developed the concept of training has wide and varied definition name which is generally agreed upon. According to Armstrong (1996) he defines training as the systematic development of knowledge, skills and attitudes required by an individual to perform a given task. According to floppy (2000), he defines training as the act of increasing the skills of an employees for doing a particular job.

It is a process of learning a sequence of programmed behavior. According to Decenza and Robin (1996), they say that training was judged by its contribution to performance where performance is function of skills, abilities, motivation and opportunity to perform when inadequate performance results from motivational problem rather than a skill problem, reward and disciplinary action may be of a great relevancy than training.

According to Abin (2000), he says that training employees in a particular skill s undertaken to enable him to be more effective on the job. According to Bismanoth (2000), he points out that the term training indicates the process nvolved in improving aptitudes, skills and abilities of the worker to perform a specific job, Decenzon and Robbins (1996) do not differ much from Armstrong (1999), they say that training is a learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability

to perform on job. According to penny (1986), training is the preparation for a particular performance and the application of knowledge and skills to present work, Kenny and Reid (1986) widen the scope of training further by defining it as a planned process to modify behavior through learning experience to achieve effective performance in activities.

Training was carried out for many purposes in organization according to Armstrong (1996); he states that the fundamental aim of training is to help the organization achieves its purpose by adding value to its key resources, the people it employs. This means that training show aim, at investing in people to enable them perform better and to empower them, to make best use of their natural abilities. According to Kempton (1995) on the other hand states that training serves a variety of purposes, it can be used to show how much the organization values its employees and it can be used as a form of punishment or as reward.

According to Frederic (2000), training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. According to him, the fundamental aim of training was to help the organization achieve its purpose by adding value to its key resource. Training means investing in people to enable them to perform better and to empower them to make the best use of their natural abilities.

2.2 The Training Cycle

For training to be effective it is also important that a systematic process is followed. According to Armstrong (1996) the concept of systematic training was originated by the industrial training boards in the late 1960's that defined it as process specifically designed to meet defined needs. This means that it is planned and produced by people who know how to train and the impact of raining is carefully evaluated.

According to Kempton (1995) systematic training is a training cycle with a four staged model with step. For identifying training needs. Will mean implementing the training and evaluating training effectively. Therefore training in MTN has to be planned in order for it to be effective. Planned training by Kenney and Reid (1986) is the deliberate intervention aimed at achieving the necessary learning performance in the organization.

2.3 The Need for Training

Training can only take place if the training needs of the organization, groups, and the individuals within it have been identified and analyzed. As a management tool for achieving organizational goals and objectives, effective training must be used when and where it needed. The analysis of training needs in any organization should aim at defining the gap between what is happening and what should happen. According to Boy dell (1983) the ward “need” implies that something is lacking, there is shortfall somewhere. He defines training need as any shortfall in terms of employees’ knowledge, understanding, skills and attitudes against what is required by job.

2.4 The Relationship between Training performance

According to Kerry Thomas (1995), he defines performance as the way in which an activity is accomplished in a particular level of standard to which a task is to be accomplished. It is adopted, carried out or achieved within the workers environment. The purpose of training is to increase the competence for doing certain jobs. The competence gained from training ought to be demonstrated in a work situation by achieving certain particular results or a certain level or performance. According to Aswathaopa (1996) training is the strong tool of effective performance of the organization because training helps it to remove performance deficiencies which affect the performance of the employees. According to Mathenne (1998) he argues that without training an organization will not achieve its objectives because training makes employees to gain skills and knowledge which led to effective performance. According to Bordello

(1983), he argues that there is a strong relation between training and performance of the employees. It is through training those employees will understand the task effectively which increases their ability of performing the task.

According to Armstrong (1996), he argues that in order for the organization to achieve its objectives, they must have well trained employees', without training, employees' will fail to performance their task effectively which will affect performance of the organization negatively. According to John Mark (1998), training attracts high quality employees by offering them learning and increasing their level of job satisfaction which leads to increase of their performance of employees because it increases the commitment of employees by encouraging them to identify the mission and objectives of the organization.

According to George and Fredrick (2003), they argue that training contributes to effective performance of the organization because it helps it to manage change by increasing understanding of the reason for change and providing people with the knowledge and skills they need to adjust to new situations which help them to achieve effective performance of the organization. According to Pattere (2002), he argues that without training, it is difficult for the organization to reach its target because training help to develop a positive culture in the organization which leads to improvement in performance.

2.5 Identification of Training Needs

Training needs identification is concerned with defining what has to be filled by training. According to Kempton (1995) training needs can be identified at three levels.

2.5.1 Training needs at organizational level

Training need is identifiable at this level through the performance appraisal system. This provides the key channel for feeding back individual needs.

2.5.2 Training need at the occupational level.

This focuses on what is needed in terms of skills, knowledge and attitude to carry out various duties related to a particular occupation. Group needs can be identified by analyzing functional and departmental plans or by conduction of specific surveys using questionnaires and interviews

2.5.3 Need at the individual level

Identification at the individual level begins with job description which provides a list of the skills and knowledge required. Kempton (1999), argue that can be compared with the actual skills and knowledge that the job holder possesses. This intended to discover the deficiencies in particular skills, knowledge and attitude on the part of the individual.

2.6 TYPES OF TRAINING IN COMPANIES

2.6.1 On-the-job training techniques

Some of the on-the-job training techniques include job rotation, job enrichment, special projects, working parties or special job committees, coaching, monitoring and planned experience. The effectiveness of on-the-job training depends mainly upon immediate supervisors and qualified trainers, According to Kenny and Reid (1986), they argue that training on the job is the most useful and mostly used technique.

2.6.2 Off-the-job training

Off the job training techniques include lecturers, group discussions, individual tutorial films, simulations, role plays, reading distance learning, computer based training and interactive video training. According to Kempton (1995)

these kinds of training offer an opportunity to impart concentrated knowledge and skills.

2.7 THE ROLE OF TRAINING ON EMPLOYEE PERFORMANCE

Employee training is important as it enables a new recruit to become productive as quickly as possible. It can avoid costly mistakes by recruits not knowing the procedures or techniques of their new jobs. The length of induction training will vary from job to job and will depend on the complexity of the job, the size of the business and the level or position of the job within the business (Schmidt, 1998).

Many organizations, especially in government and academia, have created new employee training that is designed, exclusively or primarily, to provide mandated safety familiarization. Yet some companies in highly competitive industries recognize the value in New Employee Orientation (NEO) that goes much farther. They require several weeks or even months of training to familiarize every new employee with the company, its products, its culture and policies, even its competition.

According to Strober 1990, no matter how highly skilled, competent, or experienced an employee may be, room for improvement always exists, and the company specific job description invariably includes work components unfamiliar to the employee. The technology in the workplace is changing very rapidly and companies that can't keep up will drop out of competition. A survey by the Ontario (Canada) Skills Development Office found 63% of the respondents planned to "introduce new technology into the workplace that would require staff training." A third of the respondents included "improving employee job performance" and "keeping the best employees" as desired outcomes. Government regulation, insurance coverages, and common sense dictate some training that MUST be given to every new employee.

Companies invested in the training of their employees even before the newfound importance of human resources. In the new context, this intervention has assumed even more importance. Company-based employee training is now an indispensable tool for organizations wanting to develop leaders for the next level of growth.

For the employee, company funded education and training ranks among the most valuable long-term benefit offered to employees. It enables the employee to further their education, develop skills, and enhance competencies, invariably translating to all-round development of the individual and better performance at work, which in turn translates to career advancement. All this comes at no additional cost from the employee's side. Companies usually sponsor training programs most suited to their needs, and this ensures that their employees obtain specific knowledge or skills required to excel in their jobs. Employees training themselves tend to focus on generic skills that may not be relevant for the company-specific work (Strober, 1990).

Trained employees require less supervision on the job and gain competence to adapt to new technologies and theories in the workplace. Employees competent in their specific work domain also boost productivity and increase motivation. Employee training is also one of the ways to retain talent, and this works in many ways: The company, by sponsoring the training, can enter a contract with the employee requiring them to serve the company for a specified period, thereby reducing employee turnover, even without the company specifying a contract, the trained employee has a moral obligation not to walk out of the company that sponsored his or her education or training. And the prospect of further paid training encourages the employee to remain with the organization (Scotter, 2000).

Inducting organizational commitment by sponsoring training becomes an invaluable asset for the company in today's business environment where

human resources has become the major source of competitive advantage and the hunt for talent has reached cut-throat levels.

Authors agree that when conceptualizing performance one has to differentiate between an action (i.e., behavioral) aspect and an outcome aspect of performance (Campbell, 1990; Campbell, McCloy, Oppler, & Sager, 1993; Kanfer, 1990; Roe, 1999). The behavioral aspect refers to what an individual does in the work situation. It encompasses behaviors such as assembling parts of a car engine, selling personal computers, teaching basic reading skills to elementary school children, or performing heart surgery. Not every behavior is subsumed under the performance concept, but only behavior which is relevant for the organizational goals: "Performance is what the organization hires one to do, and do well" (Campbell et al., 1993, p. 40). Thus, performance is not defined by the action itself but by judgemental and evaluative processes (cf. Ilgen & Schneider, 1991; Motowidlo, Borman, & Schmit, 1997). Moreover, only actions which can be scaled, i.e., measured, are considered to constitute performance (Campbell et al., 1993).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter included the methodology of the study. It entailed research design, geographical location/area and population, sampling design, data collection methods and instruments, data analysis and processing and the limitations of the study.

3.1 Research Design

The research used descriptive and analytical research design. These are selected because they are effective ways of research presentation. It was survey-based on quantitative and qualitative data analysis.

3.2 Area and population of study

The research was conducted in one area that is in MTN, Kampala Uganda. Kampala has an approximate population of four million people. The most spoken languages in Kampala are English, Luganda, and Kiswahili. The respondents consisted of local population especially; MTN officials, MTN customers, opinion leaders and the local community members. The area has been basically chosen because the researcher is familiar with the area and is able to speak the most common languages in the area of the study.

3.3 Sample framework

The researcher used purposive sampling technique since it ensures that the only predetermined and chosen respondents are approached, hence getting relevant, correct and adequate information. Researchers also regard a sample of 100 as adequate irrespective of population (Bailey, 1994). Also according to Roscoe 1975), sample sizes of between 30 and 500 are appropriate for most studies.

3.4 Sample size

The sample size of 100 respondents was chosen and this included; 20 MTN officials, 40 MTN customers, 5 opinion leaders and 15 local community.

3.5 Sample technique

Random sample technique in which the size of the respondents is predetermined before the research is conducted without bias. A sample size of 100 was arrived at and 100 were randomly selected from the sheets of paper spread. This is when using stratified random sampling. After that systematic random sampling is used this later gives the actual sample size. Quantitative data collection was then used which involved editing, encoding, and later tabulation of the collected material.

3.6 Sample procedure

Stratified random sampling was employed to determine four respondents from the company and the different categories of respondents were got. This sampling data collection instrument was pre-tested in which the researcher has to first pre-test and find out whether the sampling technique is efficient or not. The determined respondents were consulted and prior information was given to them seeking their consent before they are fully involved in the research. Purposive sampling was carried out to the division executive and technical team involved in company management.

3.7 Data collection instruments

The following data collection instruments were used:

(i) Questionnaire

This was designed in line with the topic and objectives. They included both open and closed-ended questions. This instrument has been selected because it is efficient and convenient in a way that the respondent is given time to consult the documents before answering the questions. It is also because the

respondent can give unbiased answers since she/he is given to write whatever she/he would like to write which would otherwise be hard for the respondent to write if the researcher is present.

(ii) Documentary Review

This included detailed review of already existing literature. The tool is selected because it gives accurate, correct and historical data, which may be used for future aspects. The sources of the information here were the libraries, data banks, news papers and any other published information that can readily be available for use as regards the topic of research.

3.8 Source of data collection

The researcher collected data from both primary and secondary sources.

(i) Primary Data

This may be sourced by physical and visiting of the files and collecting data through variable tools. The respondents were got by first determining the number of the respondents and then taking a physical visit to seek for the consent of the respondents to have them answer the set questions in the questionnaire and this was through following stratified random sampling techniques in the respondents are first selected and then approached.

(ii) Secondary data

This was sourced by reviewing of documented resources as newspapers, journals, reports, presentations, magazines and online publications. This is done in order to first identify the existing information on the topic of research and to understand how much the respondent knows about the research topic in order to avoid lies.

3.9 Data processing and analysis

Data processing starts by editing the schedules and coding the responses. Editing, Coding and Tabulation techniques are used in data processing exercise. Data processing is the link between data collection and analysis.

Nachmas and Nichimas pointed out that it involves the transformation of data gathered from the field into systematic categories and the transformation of these categories into codes to enable quantitative analysis and tabulation; the data collected is classified into a meaningful manner for easy interpretation and understanding. This involved preparing data collected into some useful, clear and understandable data. The whole exercise involved editing, tabulation and analyzing the data statistically to enable the researcher draw conclusions in relation to the research variables.

3.9.1 Editing

Editing is the process whereby the completed questionnaires and interview schedules are analyzed in the hope of amending recording errors or at least deleting data that are obviously erroneous. This is aimed at improving the quality of information from respondents. The researcher fills out few unanswered questions. However, answers filed are deducted from the proceeding answers or questions.

3.9.2 Coding

Coding was used in this research in order to summarize data by classifying different response given into categories for easy interpretation. The purpose of coding in research is to classify the answers to questionnaires into meaningful categories so as to bring out their essential patterns. For each question, list of probable answers was prepared.

3.9.3 Tabulation

Data is put into some kind of statistical table showing the number of occurrences of responses to particular questions with percentage to express data in ratio form. Data once edited and coded are put together in some kind of tables and may undergo some other forms of statistical analysis.

3.10 Ethical procedure

Before going to the field, I began with getting authorization letter from the dean of the school of business Administration and Management then take it to the respondents and this enabled the researcher attain adequate information from the respondents. During the process of data collection, confirmation was given to the respondents in that the researcher assured the respondents that the reason for the research was for only academic purpose and that no information was given out outside .

3.11 Anticipated limitations of the Study

Unwillingness of the respondents to effectively respond to the questions was one of the most notable problems that the researcher faced while conducting the research.

Financial constraints were also problems that might occur during the process of conducting the research. Transport costs were so high to be met by the researcher and this fully contributed to the delay of the research because it became so hard for the researcher to continue with the tight budget.

Hostility among some respondents was also another limitation of the study in the sense that the researcher found that there are hostile respondents who in the long run might turn down the request of the researcher to answer the questions. Many of such respondents walked away in spite of the fact that the researcher tried to plead for their attention.

The researcher was affected by the prevailing weather conditions i.e. the rain. It is true that the research was conducted during rainy season and it became so hard for the researcher to find the respondents.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

4.0 Introduction

The data was collected using both quantitative and qualitative methods, which was then analyzed and processed to make it useful and understandable. Data was collected, tabulated and then analyzed.

4.1 Socio-demographic Characteristics

4.1.1 Age of the respondents

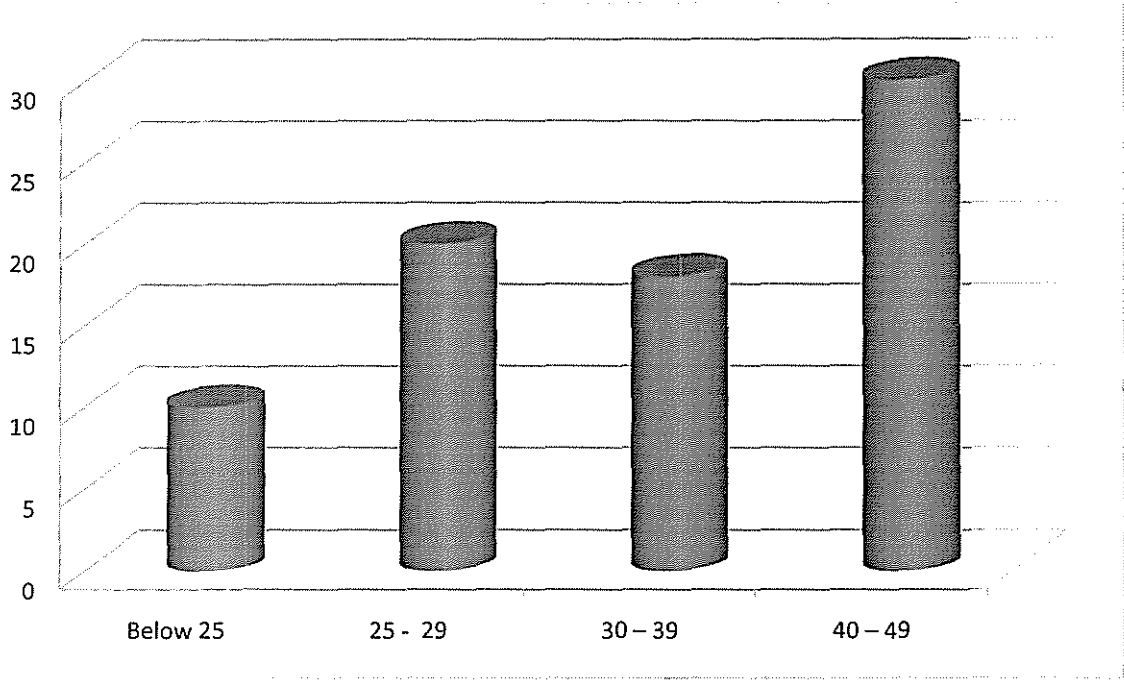
Respondents were asked questions related to their age and the results are shown in the table below:

Table 1 Age distribution of respondent

| Age group | Frequency | Percentage |
|--------------|------------|------------|
| Below 25 | 10 | 10 |
| 25 - 29 | 20 | 20 |
| 30 - 39 | 18 | 18 |
| 40 - 49 | 30 | 30 |
| 50 - above | 22 | 22 |
| TOTAL | 100 | 100 |

Source: Primary data

Figure 1: Age distribution of the respondents



Source: Primary data

Table 1 figure 1 above show that 10% of the respondents were below 25 years, 20% were between 25-29 years of age, 18% were between 30-39 years of age, 30% were between 40-49 years and 22% were above 50 years of age. This means that majority of the respondents are between 40-49 years of age followed by those above the age of 50.

4.1.2 Marital Status of the respondents

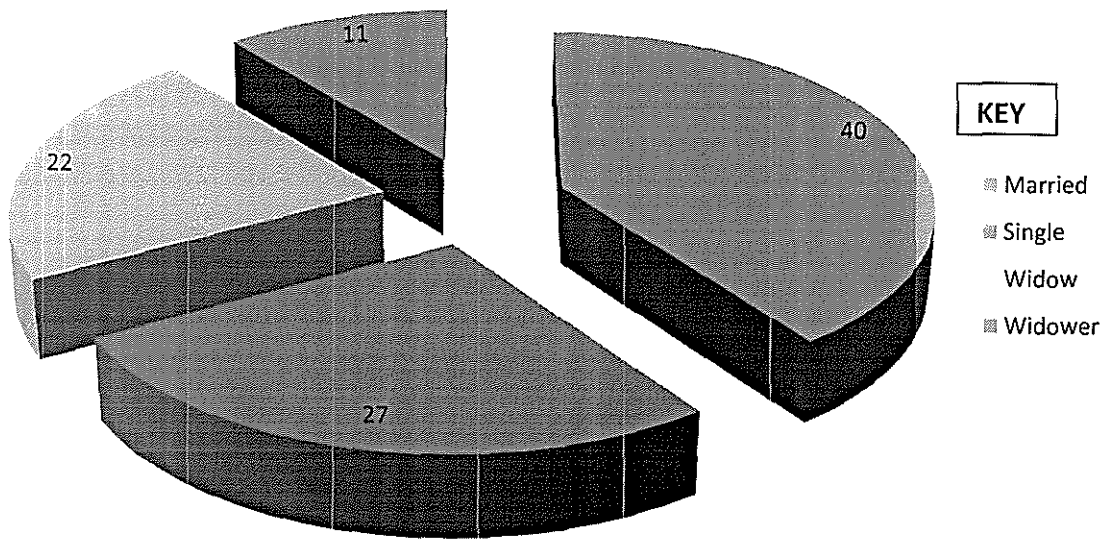
Another variable which was important in respect to the situation of the people in the area was marital status. Information regarding marital status of the respondents was obtained by asking them whether they were married, single, widowed or widowers.

Table 2 Marital status of the respondents

| Marital Status | Frequency | Percentage |
|----------------|-----------|------------|
| Married | 40 | 40 |
| Single | 27 | 27 |
| Widow | 22 | 22 |
| Widower | 11 | 11 |
| TOTAL | 100 | 100 |

Source: Primary data

Figure 2: Marital status of the respondents



Source: Primary data

Table 2 and figure 3 above shows that 40% of the respondents were married, 27% were single, 22 were widows and 11% were widowers. This means that

majority of the respondents were married people followed by a handful of widowers.

4.1.3 Sex of the respondents

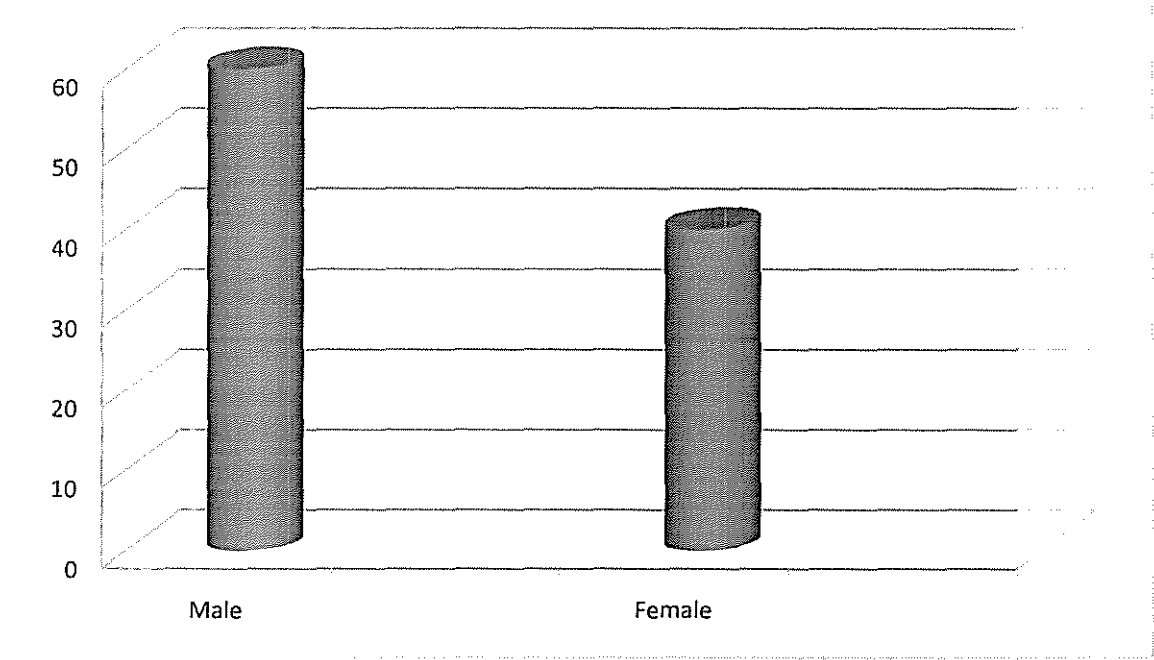
Sex was also another factor which was considered during the study. This is because the researcher was interested in finding out the number of females and males in the whole of the population, and compares the percentage composition of the two.

Table 3 Sex of the respondents

| Sex | Frequency | Percentage |
|--------|-----------|------------|
| Female | 40 | 40 |
| Male | 60 | 60 |
| Total | 100 | 100 |

Source: primary data

Figure 3: Sex of the respondents



Source: Primary data

Table 3 and figure 4 above show the sex of the respondents and it was found that 40% of the respondents were females and 60% were males. This therefore means that the majority of the respondents are male and the male dominate the enterprises with over 60%.

4.1.4 Educational status of the respondents

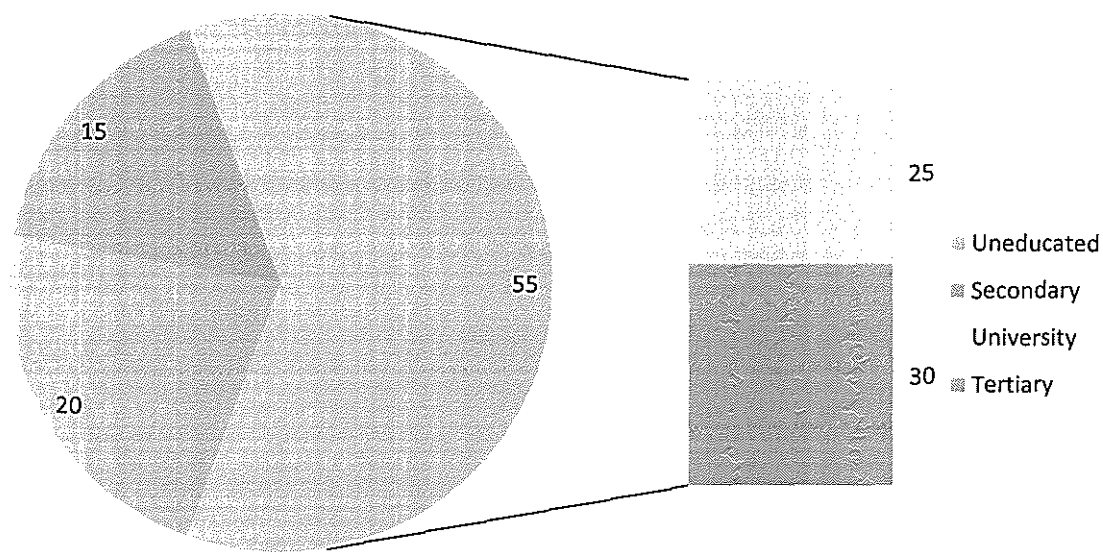
Respondents were asked questions related to their educational status and their responses are shown in the table below;

Table 4: Educational level of the respondents

| Education levels | Frequency | Percentage |
|------------------|-----------|------------|
| Uneducated | 20 | 20 |
| Secondary | 15 | 15 |
| University | 25 | 25 |
| Tertiary | 30 | 30 |
| Total | 100 | 100 |

Source: primary data

Figure 4: Educational levels of the respondents



Source: primary data

Table 4 and figure 5 above shows educational levels of the respondents and it revealed that 20% had no education, 15% of the respondents had secondary education, 25% received university education, and 30% had tertiary education. This means that the majority of the respondents had tertiary level of education as compared to university and secondary education.

4.2 The relationship between training and performance of employees

On the relationship between training and performance of MTN employees, the research found out there is a strong relationship between the training and the performance of employees in MTN. The respondents here said that due to advance in science and technology, many employees in the company need to undergo vigorous training so as to enable them keep pace with the growing demands in the field. The respondents said that many of the people who were trained long ago can no longer work in the changing world where technology is becoming more sophisticated. Training ensures that the workers are enabled to run/manage the various machines like computers, use different soft wares in order to perform various tasks laid to them in the organization. The company ensures that many of the workers attain holidays so that they can enroll for further short studies or bring technocrats to train the different work force in the company which boosts the company's performance both in short and long run.

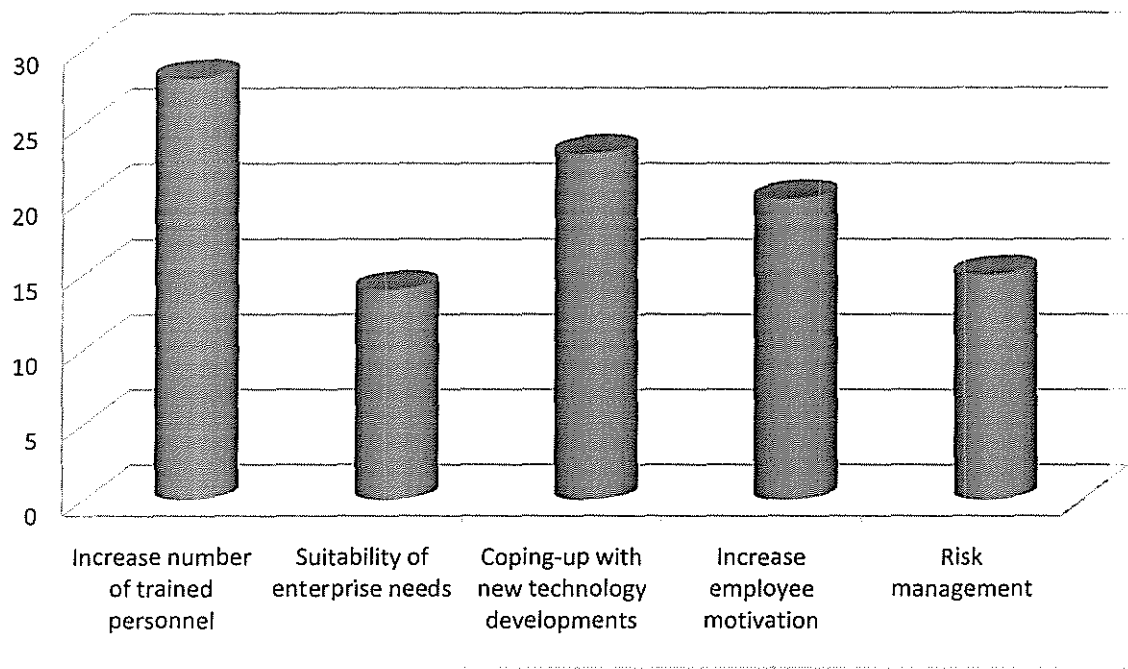
4.3 Purpose of training on the performance of employees in MTN

Table 5: Purpose of training on the performance of employees in MTN

| Response | Frequency | Percentage |
|--|------------------|-------------------|
| Increase in number of trained personnel | 28 | 28 |
| Suitability of enterprise needs | 14 | 14 |
| Coping-up with new technology developments | 23 | 23 |
| Increase employee motivation | 20 | 20 |
| Risk management | 15 | 15 |
| Total | 100 | 100 |

Source: Primary data

Figure 5: Purpose of training on the performance of employees in MTN



Source: primary data

On the purpose of training on the performance of employees in MTN, the researcher found that;

Majority (18%) of the respondents said that increase in number of trained personnel is one of the major purposes on employee training in organizations and in MTN in particular. The respondents said that it is impossible to find trained and technically skilled professionals for all the vacancies in the concern. This forces the managements to recruit persons who have little knowledge or no knowledge about the profile of the current job. So it is necessary for the enterprise to choose quality persons and give them training for that particular position.

Over 14% of the respondents said that suitability of enterprise needs is yet another reason why organizations train their employees. The respondents said that even when a worker is assigned to a new job he or she has to be given

training which would be helpful for him to adapt to new working environments. This would make the new worker feel comfortable in the new job to which he was assigned. Therefore he can utilize his thoughts in a right way and can complete his work within the time limit.

Coping-up with new technology developments was also another reason why organizations train their employees. Over 23% of the respondents said that due to rapid growth in new technologies it is necessary for the personnel to know these new improvements in business fields. In the absence of proper training facilities in latest methods the workers of that enterprise will face stiff challenges from other competitors in the business field and high pressures from higher-level authorities within the enterprise.

Increase in employee motivation was noted as one of the reasons why MTN trains its employee. Over 20% of the respondents said that training increases employee motivation and this helps to control employee movement from one job to the other. The respondents here stated that many of the workers get trained in order to be motivated by the company and this makes the company retain its workers.

Over 15% of the respondents said that risk management is yet another purpose why MTN trains its workers. It was found that the employees in MTN are trained on sexual harassment, diversity training which are all necessary to keep the employees in harmony. The respondents said that since MTN has many workers from across the world, it is very important to train the employees on employee work force diversity which helps the organization workers relate freely while on duty.

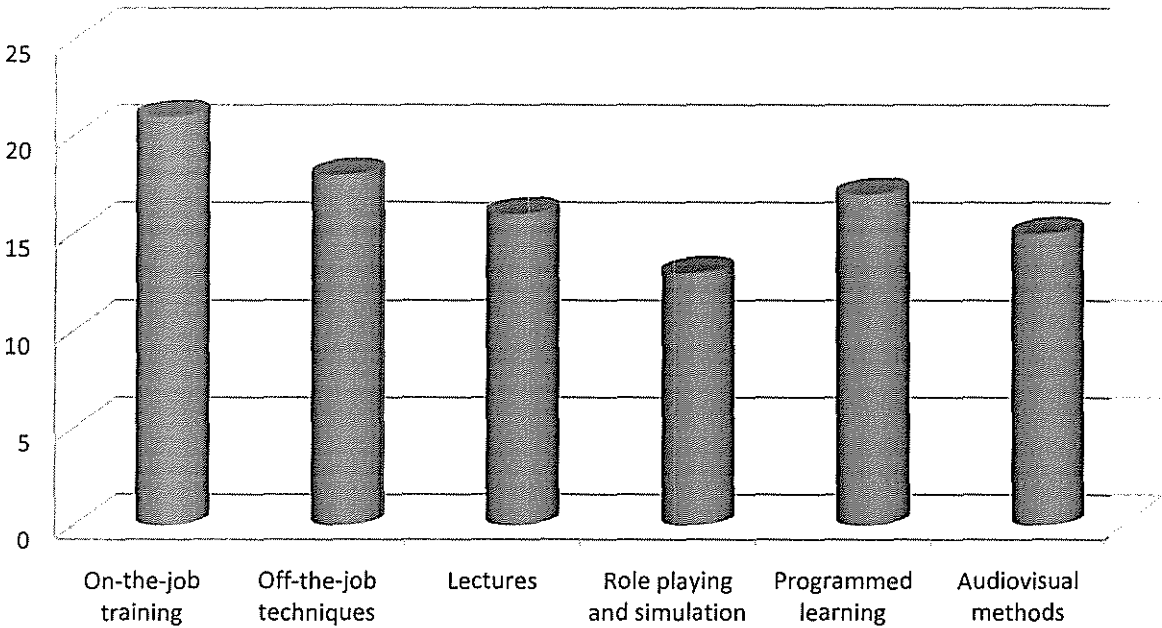
4.4 Types of training used by MTN to boost employee performance

Table 6: Types of training used by MTN to boost employee performance

| Response | Frequency | Percentage |
|-----------------------------|-----------|------------|
| On-the-job training | 21 | 21 |
| Off-the-job techniques | 18 | 18 |
| Lectures | 16 | 16 |
| Role playing and simulation | 13 | 13 |
| Programmed learning | 17 | 17 |
| Audiovisual methods | 15 | 16 |
| Total | 100 | 100 |

Source: Primary data

Figure 6: Types of training used by MTN to boost employee performance



Source: Primary data

On the types of training used by MTN to boost employee performance, the research revealed that there are different types of training used by MTN in boosting its employee performance and these included among others;

On-the-job training was given as one of the types used by MTN in boosting employee performance. Majority (21%) of the respondents noted that this type of training is delivered to employees while they perform their regular jobs. In this way, they do not lose time while they are learning. After a plan is developed for what should be taught, employees should be informed of the details. A timetable is established with periodic evaluations to inform employees about their progress. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching.

Over 18% of the total percentage of the respondents also noted that Off-the-job techniques are yet another type of training used by MTN in boosting their employee performance. The respondents noted that these include special study, films, television conferences or discussions, case studies, role playing, simulation, programmed instruction and laboratory training. Most of these techniques can be used by small businesses although, some may be too costly. They revealed that this is one of the best ways how MTN boosts its employee performance.

It was also noted by over 16% of the respondents that lectures are also used as another way of boosting employee performance in MTN. The respondents noted that this type of training presents training material verbally and are used when the goal is to present a great deal of material to many people. They revealed that this type of training is more cost effective to lecture to a group than to train people individually. Lecturing is one-way communication and as such may not be the most effective way to train. Also, it is hard to ensure that the

entire audience understands a topic on the same level; by targeting the average attendee.

Over 13% of the respondents said that programmed learning is yet another type of training used by MTN in boosting its employee performance. In this training, computer-aided instruction and interactive video all have one thing in common: they allow the trainee to learn at his or her own pace. Also, they allow material already learned to be bypassed in favor of material with which a trainee is having difficulty. After the introductory period, the instructor need not be present, and the trainee can learn as his or her time allows. It was noted that this is one of the best ways of training by MTN in boosting its employee performance.

Audiovisual methods such as television, videotapes and films were also named by 17% of the respondents as one of the types of training and one of the most effective means of providing real world conditions and situations in a short time. One advantage is that the presentation is the same no matter how many times it's played. The major flaw with the audiovisual method is that it does not allow for questions and interactions with the speaker, nor does it allow for changes in the presentation for different audiences.

The remaining 16% of the respondents noted that role playing and simulation are yet another training technique that attempt to bring realistic decision making situations to the trainee. Likely problems and alternative solutions are presented for discussion. This type of training enables the experienced employees to describe real world experiences, and can help in and learn from developing the solutions to these simulations. This method is cost effective and is used in marketing and management training.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter was concerned with the summary of the study, conclusion and recommendations.

5.1 Summary of the study

The research was conducted in Mobile Telecommunication Network (MTN) telecommunication company, the biggest Telecommunication Company in Uganda with its headquarters in Nakasero, Kampala-Uganda's capital. The research was guided by the objectives of the study which included; establishing the relationship between training and performance of employees, to find out the role of training on the performance of employees in MTN, and examining the types of training used by MTN to boost employee performance. The research came up with different findings on different research questions.

On the establishing the relationship between training and performance of employees, the research found that there was a strong relationship between training and performance of employees in MTN as the respondents reported high turnover on employees once they access training in organizations.

On the role of training on the performance of employees in MTN, the research revealed that; increase in number of trained personnel, suitability of enterprise needs, coping-up with new technology developments, increase employee motivation and risk management are the answers given by the researchers on this research question.

On examining the types of training used by MTN to boost employee performance, the research found out that, on-the-job training, off-the-job techniques, lectures, role playing and simulation, programmed learning and

audiovisual method are one of the major purposes why MTN trains its employees.

Conclusions and recommendations were then made after analyzing, interpreting and presenting data.

5.2 CONCLUSIONS

Basing on the findings of the research, the researcher found out that there was a need train its workers from time to time so as to limit lose of workers who would be de-motivated and improving the performance of workers in the organizations. The researcher concluded that training is necessary to the workers of the company and that the employees of MTN would not make it without continuous trainings offered by the company to them.

The researcher concludes that the purpose of training is to ensure that the workers are properly taught the new methods of doing the jobs assigned to them .The scope of training depends upon what types of employees are trained. Training of workers in an enterprise is essential in laying a strong foundation for the development of the enterprise, which cannot be built without the help of technically skilled workers. The need of training is a universal one. Each and every worker should be given training according to their nature of the job; training differs from person to persons. Training means to impart information or skill through drill. It is nothing but applications of knowledge with specific views and brings awareness among the people of what procedures to followed for that job in the enterprise.

Due to the technology improvements in the field of business training plays a significant role for the development of the enterprise so both the newly recruited persons and already present workers should be trained accordingly in order to compete in the modern business field.

Training plays vital role for the development of the enterprise. Training is looked upon either as a piece decorations or as a fire fighting equipment to be used only in the case dire need .It brings out new talents who are capable of having good basic knowledge of the enterprise and its objectives. Hence the enterprise would get profited from the employees as well as they also get attractive benefits from the concern for their performance by providing incentives, bonus, allowances and promotions. This would help to bring the workers to a mutual understanding within them and with the management.

5.4 RECOMMENDATIONS

The researcher came up with the following recommendations after summarizing and concluding on the research and the following recommendations are thus advanced.

Training of more employees is one of the recommendations given by the researcher so that the company can boost its employee performance. The researcher states that more employee need to be trained so that the company can have more than one expert in the same field and this would help the company cope with any change once it a rises .

The researcher also suggests that selection of particular trainings be done by MTN in a bid to employee training on less demanding tasks. The researcher states that workers should be trained on pertinent fields which need more attention and not all fields so as to avoid loss of resources for the company.

Furthermore, the researcher states that MTN should avoid hiring consultants because of the costs incurred in hiring them. The consultants are very expensive and the company should rather concentrate on training its own manpower to in a bid to cut the cost of hiring consultants.

Encouragement of job rotation was yet another recommendation advanced by the researcher. The researcher suggests that MTN should encourage job rotation of its workers in that the workers move from one job to the other within the organization and this would help reduce of the cost of training more workers as they would learn while on duty.

5.4 Areas for further research

The researcher suggests that further research be done on employee training and its economic impact on companies like MTN.

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APPENDIX I
RESEARCH QUESTIONNAIRE

I Galo Enyogwa Lillian a student of Kampala International University a Bachelor's Degree of Marketing Management Kindly request you to answer these questions in utmost faith that would really help me to successfully finish my course as a partial fulfillment of the award of Marketing Management. I therefore affirm that this information is purely for the academic purpose.

SECTION A

1) Sex

(a) Male ☐ (b) Female ☐

2) Age

(a) 20-25 ☐ (b) 25-30 ☐
(c) 30-40 ☐ (d) 41-50 ☐
(e) 50-60 ☐ (f) 61-70 ☐

3) Marital Status

(a) Married ☐ (b) Single ☐
(c) Widower ☐ (d) Widow ☐

4) Religion

(a) Catholic ☐ (b) Protestant ☐
(c) Muslim ☐ (d) Others (Specify)

5) Educational Level

(a) None ☐ (b) Primary ☐
(c) Secondary ☐ (d) Post Secondary ☐

SECTION B

1) Do you have any job?

(a) Yes ☐ (b) No ☐

2) Have you ever undergone any training from your company?

(a) Yes ☐ (b) No ☐

(c) If yes, state what the training (s)?

- (a)
- (b)
- (c)
- (d)
- (e)
- (f)

(3) Do you think that trainings are necessary on organizational performance?

a) Yes ☐ (b) No ☐

(b) If yes, in what ways are the trainings necessary on organizational performance?

- (a).....
- (b).....
- (c).....
- (d).....

SECTION C

(i) What is the relationship between training and performance of employees?

- a)
- b)
- c)
- d)
- e)
- f)

(ii) What is the purpose of training on the performance of employees in MTN?

- (a)
- (b)
- (c)
- (d)
- (e)
- (f)

(iii) What are the types of training used by MTN to boost employee performance?

- (a)
- (b)
- (c)
- (d)
- (e)
- (f)

END
THANK YOU

APPENDIX II
RESEARCH BUDGET:

The study is estimated to cost 400,000/= arrived at as follows:-

| ITEM | COST (UGHS) |
|------------------------------------|-------------|
| Stationary and other related costs | 100,000 |
| Transport | 150,000 |
| Communication | 20,000 |
| Photocopy | 10,000 |
| Typesetting and binding | 30,000 |
| Internet | 15,000 |
| Subsistence | 25,000 |
| Miscellaneous | 35,000 |
| Total | 400,000 |