

**ON JOB TRAINING AND EMPLOYEE PERFORMANCE  
ACASE STUDY OF KOTIDO MUNICIPALITY, KOTIDO DISTRICT,  
KARAMOJA SUB-REGION-UGANDA**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES AND  
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### DECLARATION

I do hereby declare that whatever is given in this research report was compiled and is to the best of my knowledge under the university supervisor and the report is not submitted to any other institution for any award. Where work, ideas and Concepts have been taken or adapted from other authors, these have been properly cited and referenced and anyone found with a copy stands for trial in judiciary as a copy right, this information must not be used anywhere else.

Sign.....



Date.....

26/09/2017.

## APPROVAL

This is to certify that this research report has been submitted with my approval as the university supervisor.

MR. Achoda Dennis

Sign.....

Date.....

## **DEDICATION**

I dedicate this work to the memory of hundreds well-wishers in prayers, advices and for attributed success in my education provision, the testimony can be heard and blessed by the almighty creator of heaven and earth (God).

I also dedicate this research report book to my uncles Adome Lotoloka, Lomele Apalokomol and Koriang Lokwabok for their concerted efforts in contributing towards to the completion of this research report both financially and in terms of advices.

I further dedicate this book to my beloved cousin Longoli Francis, research assistant friends, KIU lecturers, students of Social Work and Social Administration and the Management of Humanities and Social Sciences which contributed their support towards the success of this report in terms of imparting new skills and knowledge to me.

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## **LIST OF ABBREVIATIONS**

HR	Human Resource
T&D	On-job Training and Development
GDP	Gross Domestic Product
SPSS	Scientific Program for Social Scientists
KIU	Kampala International University
SD	Standard Deviation
SMEs	Small and Medium Enterprises

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## ABSTRACT

The research titled as on job training and employee performance a case study of Kotido Municipality in Kotido district Karamoja sub-region. The researcher used the following objectives research on his search for relevant information. To examine the employees on job training in Kotido Municipality in Kotido district, to find out the employee performance in Kotido Municipality in Kotido district, to establish the relationship between employee on job training and performance in Kotido Municipality in Kotido district. The research was carried out basing on the descriptive survey design because the research seeks views and opinions of the respondents. Cross sectional survey design was used because the researcher carried out research at once. The researcher also used the qualitative and quantitative approaches during the research. The findings revealed that relationship between on job training and employee performance as illustrated four (table 13). The biggest number of employees who responded showed that the employees who work after on job training experience job satisfaction, collaboration with others have increased pride and).

Well trained employees were committed and believed in the mission, vision and values as well as the goals of the organization. Lack of employee absenteeism: low employee productivity and its high labour turnover (Human Resource Performance Report. 2009).

Huselid (2005) observes that in order to improve performance of a workforce, employers should provide on job training programs. This is because organizational changes as well as external forces such as globalization may create difficulties at the workplace. Other factors such as workforce diversity are at play in telecommunications sector and this has a heavy bearing on employees' day to day wellbeing (Morgan, 2009). Against this background, there is a need to find out whether without considering other factors, on job training improve employee performance or not Performance is how well an employee can perform his/ her jobs (Schuler, 1995).

A high performance team/ individual makes good use of time, skills, abilities, and knowledge and knowledge as well as making effective use of tin organization s resources (Oliver, 1991).

In order to achieve this, management has to use various method of on job training and skills development which are relevant to the on job training needs of the employees and the overall goals of the organization.

## **CHAPTER ONE**

### **SCOPE OF THE PROBLEM**

#### **1.0 Introduction**

This chapter discusses the background of the study, statement of the problem, the purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and conceptual frame work.

#### **1.1 Background of the study**

On job training in the past has engaged in strong terms as a new effective approach for managing employees and the organization at large. The concept of Human Resource Management has however gradually replaced the traditional concept of on job training. This has the strategic integration of new on job training skills into the effective management of the human capital. Kenneth & Heresy (1988) assert that; "The effective trainer must be a good diagnostician and adopt on job training skill to meet the demands of the situation in which they operate". The amount of direction and social backup a trainer gives to subordinates depended on their skills to fit the context. Employees at Kotido Municipality are much less likely to receive on job training than their counterparts in large organizations. This is because of ignorance which suggests that some organizations are not aware of benefits of on job training and consequently provide less than an optimum amount of it to their employees.

On job training was viewed as a management practice that can be managed to obtain a set of unwritten, reciprocal attitudes and behaviours, including job involvement, motivation and organizational commitment (Cully et al, 2006). On job training is done systematically by carrying out on job training needs analysis which helps management to identify skill gaps that must be worked on. In this process, each department is required to submit employees that need to be facilitated by consultants. On job training and experience of employees improves their competence leading to good performance at Kotido Municipality. Competence constitutes of technical and interpersonal knowledge and skill. (Coulter, 1997).

Well trained employees are committed and believe in mission and vision and values as well as the goals of the organization. Lack of employee absenteeism; low employee productivity and high labour turn over (Human Resource Performance Report. 2009).

Huselid (2005) observes that in order to improve performance of a workforce, employers should provide on job training programs. This is because organizational changes as well as external forces such as globalization may create difficulties at the workplace. Consequently employees that find difficulties with such may quit. As well, because of changing technology, employees that fail to adapt to such technologies will be forced to quit their jobs. Other factors such as workforce diversity are at play in telecommunications sector and this has a heavy bearing on employees' day to day wellbeing (Morgan 2009). Against this background, there is a need to find out whether without considering other factors, on job training improve employee performance or not Performance is how well an employee can perform his/her jobs (Schuler, 1995).

A high performance team /individual makes good use of time, skills, abilities, and knowledge and knowledge as well as making effective use of an organizations resources (Oliver, 1991).

The on job training process is not familiar; employees tend to have a broad expertise rather than the specialized skills needed for on job training and having the experience. Lack of trust, openness and scepticism as to the value of the on job training (Ferketish, 1992)

However, small organizational employees should understand that on job training could be powerful blocks for a foundation of understanding and experience that will help the organization reach its goals and objectives. (Hayden J, 1992).

The rapidly changing economic conditions globally require organizations to maintain their competitiveness and to maximize the Performance and effectiveness of their employees. Most large organizations therefore devote a substantial portion of their budgets to human resource development and on job training. Wentling (1993/4). This on job training is intended to shape employees attitudes towards work, increase productivity and retain employees' loyalty to the organization.

In order to achieve this, management has to use various method of on job training and skills development which are relevant to the on job training needs of the employees and the overall goals of the organization.

In Uganda, several organizations send out their employees to different institutions for on job training or organize in-house on job training programs for their employees. In a Civil Service

On job training Programme (1990), it was quoted that, “the need for maintaining an informed. Committed and competent workforce has never been urgent in the Uganda Civil Service than now. New skills, knowledge and changed attitudes are required to upgrade performance to acceptable levels.”

Just like in the civil service, organizations with a positive on job training philosophy understand that they live in a world where competitive advantage is achieved by having higher quality people than other firms employ, and that this need will not be satisfied unless they invest in developing the skills and competence of their employees. They also recognize that actual or potential skill shortages can threaten their future prosperity and growth. They understand on job training as an investment that will pay off in future. Armstrong (1992)

The significance of on job training in an organization therefore cannot be overstated. On job training goes a long way to raise the level of productivity in an organization by improving Employees’ skills and know-how. Therefore, on job training should be regarded as a continuous process and a policy of continuous development of staff in organizations. Armstrong (1992)

## **1.2 Statement of the problem**

On job training of employees helps to build a better working staff for the betterment of an organization. On job training when well applied, improves performance. When employees are well trained there will be high productivity. It is indicated that there is lack of employee on job training which has greatly affected employee performance. Despite the increasing effects on job training of organizational employees by Kotido Municipality in Kotido district: there is still limited literature on human resource development issues in development of the organization and increasing concerns from organizational customers towards low quality services in the organization. The problem of the study is that it is not clear whether on job training has an effect on performance. The failure of Kotido Municipality to reach its annual production target shows that there is a problem with the nature and effectiveness of the on job training programs offered to the employees in order to stimulate their performance to the desired levels. Despite all the efforts put in place by the Kotido Municipality to train its employees, there looks to be no serious improvements in performance. The on job training programs seem not to have any impact on the employees’ performance. There is therefore, need to find out whether the knowledge and skills acquired during the on job training are used to improve performance. This study will contribute

in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of human resource management in general and on job training particularly in Kotido Municipality. It is in light of the above background, that the researcher has been prompted to carry out this study.

### **1.3 Purpose of the study**

The purpose of the study was to establish the effects of on job training on the performance of employees of Kotido Municipality in Kotido district.

### **1.4 Objectives of the study**

The study putted a number of objectives that acted as a guiding light to the whole investigation and these are stated as below

To find out the methods of on job training in Kotido Municipality in Kotido district.

To find out the impacts of on job training in Kotido Municipality in Kotido district

To establish the relationship between employee on job training and performance in Kotido Municipality in Kotido district.

### **1.5 Research Questions**

What are the methods of on job training used in Kotido Municipality?

What are the impacts of on job training in Kotido Municipality in Kotido district?

What is the relationship between employee on job training and performance in Kotido Municipality in Kotido district?

### **1.6 Scope of the study**

The study was based on geographical, content and time scope

#### **1.6.1 Content Scope**

The study was concerned with the different types of on job training and how they affect employee performance in the pursuit of their duties in the organization

### **1.6.2 Geographical Scope**

The study was conducted at Kotido Municipality in Kotido district, north eastern part of Karamoja sub region, Uganda:

### **1.6.3 Time scope**

The study was concerned with on job training and employee performance in Kotido Municipality in Kotido district Uganda. It mainly concentrated on different kinds of on job training styles in the organization and how they affect organization performance in the pursuit of their duties. The study took duration of four months effective from June to September.

### **1.7 Significance of the Study.**

The study finding was helpful to different people in the following ways:

The finding was of use to students of Social work and social administration through equipping them with knowledge before they become professional managers such that they could succeed in their professional life as managers.

Social work and social administration could use little information in increasing their skills and knowledge by providing them with information regarding employee on job training problems facing the organization.

The study findings was to help the government and other stakeholders improve on their relationship between managers and their employees through the use of appropriate on job training styles to boost performance and create a good working environment where employees' needs are will be well-catered for.

The study was useful in providing information to researchers and other scholars through findings about employee on job training and the organization performance.

### **1.8 definitions of key-terms**

#### **On job training**

In this research study, the on job training of employees was then the employees work while being pumped with knowledge, skills and experience to perform effectively.



### **Employee on job training**

Is a dynamic process of human resources development through which employees are equipped with knowledge, skills, right attitudes and other qualities necessary for the achievement of the desired performance standards, and for the effective achievement of organizational goals.

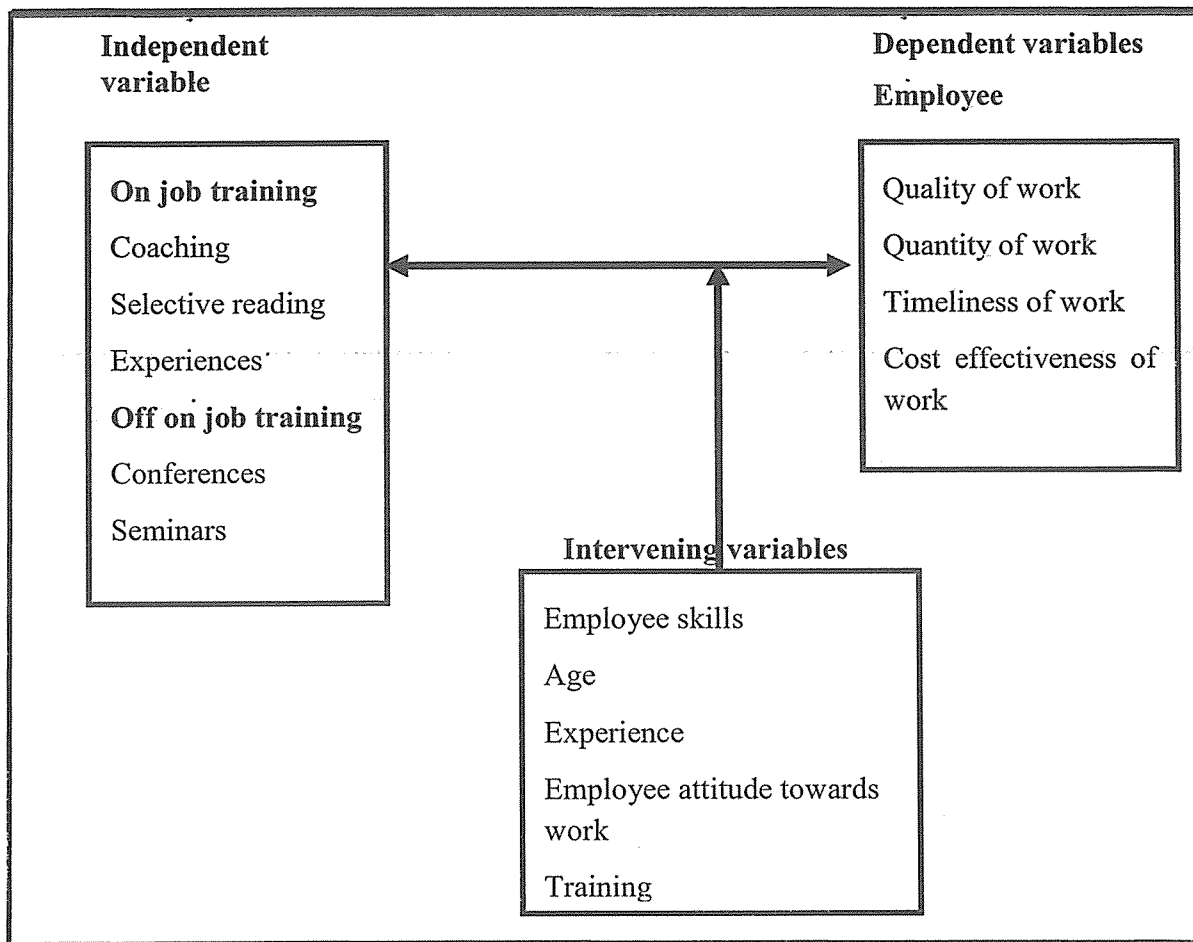
### **Performance**

This is confined to organizational target achievement. In this studies the annual collection targets and tax revenue. GDP ratio is used to ensure performance.

### **Employee performance**

This refers to the degree and the rate of effectiveness and efficiency of a person to do a particular activity within a specified period of time.

### 1.9 Conceptual frame work showing the On Job Training and Employee Performance in Kotido Municipality in Kotido district in Karamoja sub region, Uganda



**Source: Primary Data**

The effect of employee on job training and performance has dependent, independent, intervening variables. The independent variable is on job training which includes off on job training which includes coaching, experience and on job training which includes case studies, special courses and the dependent variable of employee performance that includes quality of work, quantity of work, timeliness of work, and cost effectiveness of work and the intervening variables which includes employee skills, Age, experience and employee attitude towards work.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents the methods used in employee on job training, the impacts of on job training on performance, relationship between employee on job training and performance, as written by various scholars.

##### 2.1.1 Methods used in employee on job training.

**Confidence building;** this involves providing opportunities to employees to achieve social esteem, self-esteem and self-confidence, as well as providing opportunities for self-actualization. These include opportunities for exploring and developing their potential and talents to the fullest possible levels, for their own benefits and that of the organization (Huselid, 2005).

**Coaching;** According to Morgan (2009), coaching focuses on particular work issues and improving job performance, thus it can be tailored to relevant of work. Coaches ideally receive direct advice, assistance and attention which fit with their own time schedules and objectives and, unlike one off on job training activities, coaching can provide continuing support for personal development plans.

**Mentoring;** this involves staffs who have more experience, knowledge and skills, helping and guiding the other staff members to perform their duties efficiently. It is a cheaper can cost effective way of developing human resources. Mentoring should not be viewed reciprocity between the mentors and mentored in important (Thomas and Cecilia. 2003).

**Delegation;** Thomas and Cecilia (2003) defines delegation as a process where a superior divides his or her total work responsibility between himself and herself and his or her subordinates in order to achieve both luster accomplishment of tasks, and capacity building among the subordinates. It involves, among others, entrusting responsibility and authority to others and demanding accountability for performance.

**Career development;** Career development is another important aspect of human resource development; essentially, it involves facilitating employees to achieve long term professional growth and advancement towards higher responsibilities in terms of knowledge, skills and experience in their fields of specialization. This is done through various ways including on job

training, short and long courses, exposure, under studying and delegation (Thomas and Cecilia. 2003).

**Occupational counselling;** employees, now and again, experience various personal problems of verifying magnitude in their work environment which adversely affect their morale and motivation and consequent, their performance on their jobs. Yet some other problems emanate from other spheres of their performance. Counselling as an aspect of human resource development, is a crucial intervention in such situations both to contribute to employees' psychological welfare and to help them to maintain desirable levels of motivation and performance (Thompson, 1997).

**On job training:** this is the most widely used on job training method, as in comparison, on-the-job method of on job training is simple and less costly to operate. Observing this method critically, the on job training places the employee in actual work situations and makes they appear to be immediately productive. Here, there is a close collaboration between trainer and learner. There are three common methods that are used in on-the-job on job training and these are learning by doing, mentoring and shadowing and job rotation. (Ahuzu. J. 2010)

**Learning by doing:** this is a very popular method of teaching new skills and methods to employees. Here the now employee observes a senior experienced worker and learns what to do. The advantage here is that this method is tried and tested and fit the requirements of the organization. The disadvantages are that the senior worker is not usually trained in the skills and methods of on job training therefore it can be a process that may be time consuming as a new corner struggles to cope with the senior workers' explanations. Far more successful is to use a senior or experienced worker who has been trained in instruction or on job training method and whose teaching skills are coordinated with a developed program linked to off-the-job courses. (Morgan. P. 2009).

**Group On job training;** Group on job training method includes group discussions, seminar and sensitivity on job training. Here, trainees having different or similar backgrounds and experiences meet to share ideas on specific topics decided by the trainer. If organized properly, it offers trainees from different backgrounds an opportunity to share valuable information and learnt from each other's experience. For example, is the T-group which is an approach to human relations: the original emphasis is that it is a form of group therapy? The seminars have the

benefit of encouraging participants while providing opportunities from trainees to learn from each other. The T—group is however, leaderless, unstructured groups designed to encourage learning room experience and group dynamic, and also provide a forum for the giving and receiving of personal feedback. (Xiangmin Liu et al 2010).

**Understudy On job training;** An understudy is a person who is on job training to assume a position at a future date, the duties and responsibilities the position currently occupied by the person him or her in understudying. An individual or group is assigned to assist a superior officer in the performance of his duties related to the position and at times left to grapple with the day-to-day problems which confront the superior in the performance of duty. They are allowed to solve them with or without the help of the superior. When the understudy shows promise of talent, he takes over when the superior is transferred, retired or is promoted to a higher position, Decauzaet at (1906:70)

## **2.2 The impacts of on job training on the employee performance.**

According to Thompson (1997), employee on job training is a dynamic process of human resources development through which employees are equipped with knowledge, skills, right attitudes and other qualities necessary for the achievement of the desired performance standards, and for the effective achievement of organizational goals.

Numerous studies show that on job training and education increase the welfare of recipient's ability to achieve long term self-sufficiency.

According Cole (2002:330), in his book Personnel and Human Resource Management, on job training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of on job training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few.

On job training is the planned and systematic modification of behaviour through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Gordon 1992:235). Pheesey 1971: 130) defines on job training as the systematic process of altering the behaviour and or attitudes of employees in a direction to increase the achievement of organizational goals. This

means for any organization to succeed in achieving the objectives of its on job training program, the design and implementation must be planned and systematic, tailored towards enhancing performance and productivity.

Assessment of the extent to which the firm fulfils customers' needs in comparison with competitors (Kakuru, 2005). All the types of the organization face greater pressure in form competition. Therefore, any firm will be able to measure its growth and performance determining how dl it's competing in the industry. Customer satisfaction can be measured in market research information and customer preferences and customer satisfaction in specific product feature or number of defective units supplied to customers as percentage of total units supplied.

Luis, (1994) states that profitability is a final measure of a company's success. Profit however, as an end result (Bramley, 1996) but not a means. It is the difference between the value of the material wealth the company produces and the cost of producing it. Profit margin ratio is the net profit after all the taxes divided by the sales for a given period of time expressed as a percentage. Due to the nature of SMEs, it is difficult to measure the level of productivity and profitability as they hardly keep reliable books of account (Barrow, 1997)

Return on investment is calculated by dividing the firms' earnings by its net assets or capital employed. The higher the ratio, the more profitable the firm (Ivanisevic& Donnelly, 1990)

Return on investment compares the income with the operation assets used to generate that income. It's normally used to apply to investment centres to reflect the existing organization structure of the business. Return on investment should he looked at over the full life of the investment not just in short term

### **2.3 Relationship between employee on job training and performance among employees**

Over recent years, there has been increasing trend of individuals taking greater responsibility for their own development (Thomas and Cecilia 2003). If individuals are to do this, they need support and advice and the coaching relationship appears to provide employees with the appropriate support they need in order to achieve their development and people tend to be more motivated when on job training is increasingly relevant to their job and responsibilities.

Libuser (2007) argued that on job training helps to impart knowledge and skills related to a particular job within specified period of time. It involves improving skills, knowledge, changing of attitudes, changing what the employees know, how they do their jobs, how they work and interact with their co-workers and clients that later results into improved performance.

Locke (2005) argued that on job training has become vital to the success of modern organizations. He further asserted that employers depend on the quality of their employees' performance to achieve organizational objectives and goals. So employees must be helped to become efficient in order to produce quality output.

On job training and performance play different roles such as nurturing and enhancing employees knowledge skills and abilities, helping people to develop within an organization. So its future human resource needs can be met from within. Reduction in the cost of supervision, copying with rapid scientific and technological development and creation and maintenance of motivated work force within an organization hence becoming a backbone for strategic implementation (Lyson, 2001).

On job training need is a short fall in the employee performance and that there are different changes that may indicate the need for employee on job training and development in an organization which includes performance deficiencies, introduction of new technology. Programmed, systems, procedures and policies, increase in material wastage, increase in accident rates, increase in customer complaints and high turnover among new recruits (Lyson, 2001).

Conway (2001), argued that skills learned in job on job training sessions are also recorded; health or safety procedure, equipment operation or repair, sales or managerial skills, sensitivity on job training is geared towards improving on the production levels of competitive organizations.

Millions of dollars are wasted each and every day in organizations as result of failure to train their employees, lack of awareness of this need to constantly improve performance (Conway, 2001). Positive, active cooperation by lower levels is the surest method of producing results. Sometimes, particularly with small organizations, splendid results can be obtained by concentrating effort on employee on job training.

Through careful on job training, education, planning, assisting and coordinating the causes job waste which supervision and employees can prevent from the basic of an effective and vital team building campaign which improves performance (Kahn. 2004)



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presented a description of the research design that were employed, the survey population sampling method, data collection methods, data analysis and the general constraints of the study.

#### **3.1 Research Design**

The research was carried out basing on the descriptive survey design because the research seeks views and opinions of the respondents. Cross sectional survey design was used because the researcher carried out research at once. The researcher also used the qualitative and quantitative approaches during the research.

#### **3.2 Study Area**

The study was carried out among employees of Kotido Municipality in Kotido district.

#### **3.3 Sample size**

The study involved a sample of 61 employees of Kotido Municipality in Kotido District including employers, employees, trainers and the beneficiaries.

**Table 1: showing sample population size**

<b>Category of respondents</b>	<b>Frequency</b>	<b>Percentage</b>
Employers	17	12.75
Employees	18	15.75
Trainers	15	14.75
Beneficiaries	70	56.75
<b>Total</b>	<b>120</b>	<b>100</b>

**Source: Primary Data, June, 2017**

**Sample procedure,** According to Ferketish & Hayden (1992), sampling procedures refers to how cases are to be selected for observation. It provides a detailed explanation of subjects to be involved in investigation and how these were to be selected from the target group. According to Schuler (1995), a researcher selects a sample due to various limitations that may not allow researching the whole population. Ferketish & Hayden (1992) says that sampling procedures and sample size are important to establish the representatives of the sample for generalization.

The researcher used quantitative selection method, where respondents were randomly selected to represent the population. Therefore, the following sampling techniques were used to select respondents who participated in the study.

### **3.4. Sample Techniques**

**Purposive Sampling:** also known as judgmental selective or sampling, it is a non-profitable sample that was selected based on characteristics of the population and the objective of the study. This type of sampling was very useful in situations when a researcher needs to reach a targeted sample quickly, and where sampling for proportionality is not the main concern.

Therefore, employers, employees, trainers and beneficiaries were selected purposely to participate in the study by virtue of their position and direct involvement in the daily running of the organizational performance as the first target. They were considered as one of the key informants, and they were selected because they were directly involved in the activities of the organization overall running, therefore with a critical observation to the study successful. Purposive sampling was suitable for selecting key informants because by virtue of their positions in the respective offices they held relevant key information required for the study.

**Systematic Random Sampling:** A sample of about 61 employees most especially those directly involved in the daily running of the organizational activities were systematically sampled to participate in the study. Systematic sampling was used to avoid bias in obtaining samples and a sampling interval was established by random method to select the participants consistently.

**Stratified random sampling method** was used to select employees to ensure that all different subgroups were adequately represented in the sample, and then simple random sampling method was used to select respondents from various strata. Gay [2002] identifies random sampling as the best form of sampling as it allows all members of population to have an equal and unbiased

chance of appearing in the sample. The researcher used purposive sampling to sample on job training and performance. Simple random technique was used because the researcher wanted to be transparent and to ensure that every one employee stands a chance of responding without being discriminated. Simple random sampling was used to select employees of all departments who were willing to offer information, purposive sampling was also conducted on top level management who are the heads of the departments and the study constituted sixty-one (61) respondents including both the managers and employees.

### 3.5 Data collection technique/method

The researcher designed questionnaires which are sent out to the respondents for completion, observation techniques and interviews were also used. The questionnaire was in line with the topic and the objectives of the study.

#### 3.5.1 Questionnaires

A questionnaire was chosen because of their ability to reduce any bias and the collection job authentic data analysis. The researcher used open—ended questionnaires aimed at testing employee on job training and organization performance at Kotido Municipal council. This was the major method of collecting information used which was administered on the selected study subject. They were designed using the Likert scale ranging from strongly agree (1) to strongly disagree (5). Statements will be provided in the questionnaire for the respondents to show their level of job agreement or disagreement.

**Table 2: the scale of measure is described below**

Mean scores	Evaluation	Interpretation
4.24-5.00	Strongly agree	Very high
3.43-4.23	Agree	High
2.62-3.42	Not sure	Moderate
1.81-2.61	Disagree	Low
1.00-1.80	Strongly disagree	Very low

### **3.5.2 Interviews**

Oral interview was conducted on head to head to support and translate the questionnaire. Both structured and unstructured methods were used while interacting with different employees and this helped the researcher in capturing the required information in relation to the topic under study. With the structured interview a designed guideline was presented to the employees, the unstructured interview was conducted among employees and customers of Kotido Municipal council with a defined goal.

### **3.5.3 Observation**

The researcher involved himself and also watches the employees while performing their activities. Observation entailed the systematic noting and recording of events, behaviours, and artefacts in the social setting that is chosen for study. The observational record is frequently referred to as field notes detailed, nonjudgmental, concrete descriptions of what were observed.

### **3.5.4 Documentary Reviews**

The researcher reviewed files relating to the variables under study. In this case a number of publications and journals and employee appraisal were reviewed in addition to visiting websites for the organization under study.

## **3.6 Data quality control**

Validity and reliability of the research instrument were measured as follow;

### **3.6.1 Validity of instrument**

Prior to commencement of the data collection exercise, the data collection instruments were subjected to a pre-test with three members of staff at different levels within the organization to check for validity of the instruments. The purpose of the pre-test is to ensure the final questionnaire and check list would generate the adequate and relevant information required.

### **3.6.2 Reliability of instrument**

This was done through a test retest method which ensured that the data collected is accurate and reliable and free of bias. Internal consistency technique was used, where the researcher

administers a single test to a sample of objects and the score obtained in one item should correlate with scores obtained from other items in the instrument.

### **3.7 Data processing and analysis**

Prior to data collection process, tentative themes and code categories were developed during the research design stage as guided by the research questions. Coding was undertaken to organize and group data into thematic concerns of the study before commencing the process of analysis. Data then entered into the computer and analyzed using the scientific program for social scientists (SPSS) data analysis package. The data analysis was through descriptive statistics to frequencies and percentages relating to employees on job training and organization performance at Kotido Municipal council. The information of the same category was then gathered, analyzed and the report written.

### **Ethical considerations**

Conduct and compartment, these include propriety whereby the researcher maintained higher standards of personal conduct in the capacity and identity. For example, he did not condone and was not associated with dishonesty whenever it comes to time of interviewing beneficiaries for purposes of research.

Ethical responsibility to beneficiaries, this entails primacy of client's interest in the field whereby the researcher could get the information from the beneficiaries delicately with devotions, loyalty, determination and maximum application of professional skills and competence.

Ethical responsibility to trainers, the researcher in on job training use his ethical codes in treating trainers with respect, fairness, courtesy and good faith. He was able to cooperate with trainers to promote professional interests and concerns, respect, confidence, team work and team spirit in the course of their professional relationship and transaction.

Ethical responsibility to employees and employers, for example promoting the general welfare as a researcher, He acted to prevent and eliminate discrimination against a person or group on the basis of colour race, sex and sexual orientation, age, religion, national origin, marital status, political belief, mental and physical handicap. The researcher on job training ensured that all persons especially employees and other people have access to resources, services and opportunities were not left out of the research.

### **3.8 Limitations of the study**

It was not easy to access data especially text books which will explicitly talk about the variables under study. This problem was solved by visiting a number of libraries and websites.

Besides there was insufficient time to conduct a study of this magnitude. The researcher however, made sure that this piece of work was having sufficient time and maximum concentration.

It was not easy to cooperate with study subjects as most of them were having busy schedules at their places of work. The researcher solved this barrier by conducting a reminding exercise through telephone calls.

The cost of the research was high in regard to stationary, printing costs, photocopying, binding, transport, telephone charges and postage expenses involved. This was solved by soliciting financial assistance from friends, relatives and well-wishers.

Some respondents were in need of going to read through the questionnaires at their leisure time. In which requests granted which lead to collection delays which eventually affected the schedule for the completion of the report.

## **CHAPTER FOUR**

### **PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS**

#### **4.0 Introduction**

In this chapter the findings of the study were analyzed and presented according to research questions and study variables. The relationship between on job training activities and employee performance was established. The analysis aimed at satisfying the research objectives which were;

To find out the methods of on job training used in Kotido Municipal council.

To find out the impacts of on job training in Kotido Municipality.

To establish the relationship between employee on job training and performance in Kotido Municipal council.

#### **4.1 Findings on what the respondents offered**

This section presents the background information of respondents who participated in the research study. The information in this category includes gender, education background, Occupation, age, marital status and religion of the respondents at Kotido Municipal Council.

**Table 3: Background information**

Item	Category	Frequency	Percentage
<b>Gender</b>	Male	36	59
	Female	25	41
	<b>Total</b>	<b>61</b>	<b>100</b>
<b>Age group</b>	Below 25	9	14.7
	26-30	14	22.2
	31-35	13	21
	35-40	20	34
	40 and above	5	8.1
	<b>Total</b>	<b>61</b>	<b>100</b>
<b>Duration of service</b>	1-5 years	14	22.9
	6-10 years	14	22.9
	11-15 years	8	13.3
	Over 15 years	25	40.9
	<b>Total</b>	<b>61</b>	<b>100</b>
<b>Educational level</b>	Masters	21	34.4
	Degree	23	37.7
	Diploma	17	27.
	<b>Total</b>	<b>61</b>	<b>100</b>

**Sources; Primary data, June, 2017**

The table above shows the demographic characteristics of the respondents. In terms of gender, male respondents dominated the study at 36(59%) while the female were 25 (41%). When it came to the age of the respondents, those who were in the age bracket of 35-40 years dominated the study (34%). Followed by those who were between the age of 26- 30(22.2), next were those who were in the age bracket of 31-35 (21%) followed by those below 25 years with (14.7%) and lastly those who were above 40 years (8.1%).



In terms of time scale in the local council, those who had spent 15 years and above dominated the study 25 (40.9%) followed by those who had spent 1-5 years and 6-11 years who shared 14(22.9%) and lastly those who had spent between 11-15 years 8 had (13.3%)

When it came to the education level of the respondents, those who had degree dominated the study 23(37.7%) followed by those who had masters 21 (34.4%). lastly, those who had diploma level were 17 with (27.9%).

**Table 4; Figure showing gender**

Items	Category	Frequency	Percentage
<b>Gender</b>	Male	36	59
	Female	25	41
	<b>Total</b>	<b>61</b>	<b>100</b>

**Source: primary data June 2017**

According to the table In terms of gender, male respondents dominated the study at 36(59%) while the female were 25 (41%). When it came to the age of the respondent, those who were in the age bracket of 35-40 years dominated the study (34%) followed by those who were between the age of 26- 30(22.2%).

**Table 5: Figure showing the age of the respondents**

Items	Category	Frequency	Percentage
<b>Age group</b>	Below 25	9	14.7
	26-30	14	22.2
	31-35	13	21
	35-40	20	34
	40 and above	5	8.1
	<b>Total</b>	<b>61</b>	<b>100</b>

**Source: Primary data, June 2017**

According to the table, the age of the respondents who were in the age bracket of 35-40 years dominated the study (34%) followed by those who were between the age of 26- 30 (22.2). Next were those who were in the age bracket of 31-35 (21%) followed by those below 25 years with (14.7%) and lastly those who were above 40 years (8.1%).

**Table 6: Figure showing duration of service**

Items	Category	Frequency	Percentage
Duration of service	1-5 years	14	22.9
	6-10 years	14	22.9
	11-15 years	8	13.3
	Over 15 years	25	40.9
	<b>Total</b>	<b>61</b>	<b>100</b>

**Sources; primary data, June, 2017**

According to the table above, In terms of time spent in the local council, those who had spent 15 years and above dominated the study 25 (40.9%) followed by those who had spent 1—5 years and 6-10 years who shared 14(22.9%) and lastly those who had spent between 11-15 years 8, had (13.3%).

**Table 7: Figure showing educational level**

Items	Category	Frequency	Percentage
Educational level	Masters	21	34.4
	Degree	23	37.7
	Diploma	17	27.9
	<b>Total</b>	<b>61</b>	<b>100</b>

**Sources; primary data, June 2017**

According to the table, the education level of the respondents for those who had degree dominated the study 23(37.7%), followed by those who had masters 21 (34.4%), lastly, those who had diploma level were 17 with (27.9%)

### Researcher's sampled questionnaire

#### 4.2 Level of employee on job training in Kotido Municipality in Kotido district.

**Table 8: Respondent's knowledge about on job training whether it was used to impart or pump knowledge and skills to them in order to improve their productivity in their organization.**

Response	Frequency	Percentage
Yes	32	53
No	14	22.9
Not sure	8	13.1
Undecided	7	11
Total	61	100

**Source: primary data June 2017**

The table above shows the demographic characteristics of the respondents. In terms of the respondents knowledge about on job training whether it was really used to impart or pump more knowledge and skills to them in order to improve productivity in their organization. Therefore, the (Yes) respondents dominated the study at a frequency of 32 (53%) followed by those who said (No) at a frequency of 14(22.9), those who said they are not sure were 8 (13.1%) and lastly those who responded that they are undecided were at a frequency of 7(11%).

**Table 9: Common methods used in employees on job training**

<b>Common methods used in employee on job training</b>	<b>Frequency</b>	<b>Percentage</b>
Confidence building	14	25
Coaching	9	11
Mentoring	11	19
Delegation	14	25
Group on job training	5	7
Occupational counselling	8	13
<b>Total</b>	<b>61</b>	<b>100</b>

**Source: Primary data June 2017**

According to the table above in terms of the common method used in employee on job training, confidence building and delegation respondents dominated the study at both a frequency of 14(25%) followed by mentoring method respondents at a frequency of 11(19%), coaching respondents at 9(11%), occupational counselling respondents at a frequency of 8(13%) and lastly group on job training respondents at a frequency of 5(7%).

Results in the above table reveal that the methods used in employee on job training in Kotido municipality are generally fair. This is indicated by the frequency total (61%). Therefore in terms of the common methods used in employee on job training, this construct was measured by six items where the respondents responded with the methods under investigation and their responses imply that the use of the common methods of on job training for employees in Kotido Municipality was rated fair because non-of the common methods was left un responded but at least all were responded too.

**Table 10: Importance of on job training**

Reasons for on job training	Frequency	Percentage
Improves on performance	17	31.9
Reduces supervision cost	10	14.7
Reduces the level of accident	5	8.1
Improves their skills and knowledge	6	9.3
Perfects employees	4	6
Increases employee commitment	7	11.3
Enhances team work and team spirit	3	5
Leads to career development	9	13.7
<b>Total</b>	<b>61</b>	<b>100</b>

**Source: primary data June 2017**

With regards to the importance of on job training of the employees, the results indicate that on job training is fairly good because most of the respondents agreed to the importance of on job training in the organization as measured by the frequency and percentage provided below. The findings on the importance of on job training whether it improves on performance dominated the population at a frequency of 17(31.9%), understanding on if it reduces supervision cost was at 10(14.7%), whether it reduces the level of accident was at a frequency of 5(8.1%), in case it improves their skills and knowledge was at a frequency of 6(9.3%), whether it perfects employees was at a frequency of 4(6%), if it increases employees commitments was at a frequency of 7(11.3%), investigation on if in case on job training enhances team work and team spirit was at a frequency of 3(5%) and lastly assessment on if on job training leads to career development was at a frequency of 9(13.7%).

**Table 11: Factors/indicators that result to training of employees**

<b>Indicators that result to training of employees</b>	<b>Frequency</b>	<b>Percentage</b>
Failure to reach annual production targets or objectives	26	42.6
Customer complaints	7	11.4
Over supervision of employees by their seniors	9	14.7
Being a new employee in the system	2	3.2
Changing policies of the organization	5	8.1
Development of new legal system	3	4.9
Changing levels technology	6	9.8
High levels of accident	3	4.9
<b>Total</b>	<b>61</b>	<b>100</b>

**Source: primary data June 2017**

Basing on the above findings concerning the factors or indicators that result to training of employees, there are in place various factors which result to on job training in order to improve performance. Therefore, the overall interpretation is as shown below in frequency and percentage.

The respondents to the indicators of the failure to reach annual production targets and objectives dominated the study population at a frequency of 26(42.6%), followed by those who responded to over supervision of employees by their seniors at a frequency of 9(14.7%), the respondents to customers complaints as an indicator that result to on job training of the employees were 7(11.4%), others were as a result being a new employee in the system was at a frequency of 2(3.2%), changing policies of the organization was at a frequency of 5(8.1%), development of new levels of technology at 6(9.8%) and lastly high levels of accident that was rated at a frequency of 3(4.9%). overall results indicate that factors that result to on job training of the employees are various and can easily affect the performance of the organization if no actions are carried out to intervene.

**Table 12: Common methods used in off on job training of employees in Kotido Municipality.**

<b>Methods used in off on job training of employees</b>	<b>Frequency</b>	<b>Percentage</b>
Class room lectures	36	59
Conferences	14.5	22.5
Seminars	10.5	18.5
Role playing	—	—
Case studies	—	—
vestibule	—	—
<b>Total</b>	<b>61</b>	<b>100</b>

**Source: Primary data June 2017**

According to the above table used to discuss the findings in off on job training of employees, six common methods were used to measure this construct and respondents were asked whether the methods of off on job training are used to increase knowledge and skills to them. Therefore, Class room lectures constituted the majority population at a frequency of 36(59%) followed by conferences at 14.2(22.5%) while seminars method respondents were at a frequency of 10.5(18.5%) and lastly the rest of the methods of off on job training were not responded or represented by the respondents. true responses in this case indicated that off on job training among employees in Kotido Municipality is rated low in terms of the methods used.

The findings revealed that most employees had few responses to off on job training. This implies that the minority responded to off on job training three methods only amongst the six provided. The overall results indicated that the level of employee in off on job training methods is low because most of the respondents replied to only three different methods amongst the six provided for them to respond as compared to on job training.

**Table 13: Relevance of employee performance in Kotido Municipality.**

<b>Relevance of employee performance</b>	<b>Frequency</b>	<b>Percentage</b>
Helps an organization and its people to realize or achieve their respective goal and objectives	27	44.2
Employment opportunities multiply.	10	16.3
Helps in exploitation and utilization of the available natural, physical and financial resources in better ways.	9	14.7
Offers excellent growth opportunities to people who have the potential to rise.	3	4.9
Helps in promoting team spirit, developing loyalty and commitment through appropriate rewards systems and schemes.	7	11.7
Helps in attracting the best people in the organization in the short, medium and long run.	5	8.1
<b>Total</b>	<b>61</b>	<b>100</b>

**Source: primary data June 2017**

According to the table in terms of the relevance of employee performance in Kotido Municipality, the study shows that employees performance helps an organization and its people to realize or achieve their respective goal and objectives dominated the study at a frequency of 27(44.2%), followed by those who responded that employment opportunities multiply at 10(16.3%) while those who responded that employee performance helps in exploitation and utilization of the available natural resources in better ways at a frequency of 9(14.7%), those who supported the idea that employee performance offers excellent growth opportunities to people who have the potential to rise were at a frequency of 3(4.9%), those who said that it helps in promoting team spirit, developing loyalty and commitment through appropriate reward systems/schemes were at a frequency of 7(11.7%) and lastly the respondents who supported the



fact that employee performance helps in attracting the best people in the organization in the short, medium and long run were measured at a frequency of 5(8.1%).

**Table 14: Relationship between on job training and employee performance.**

<b>Relationship between on job training&amp; employee performance</b>	<b>Frequency</b>	<b>Percentage</b>
The skills (good communication, good customer care, interpersonal skills, etc.) learned in on job training sessions are geared towards improving on the productivity levels.	21	35
On job training helps to impart knowledge and skills related to a good performance of employees.	14	23
Employees must be trained to become efficient and effective in order to produce quality output.	13	22
It's the active use of on job training methods that is the surest way towards lowering poor employee performance thus production of positive results	8	11
Less on job training is a pit fall to employee performance and it indicates the need for employee on job training to acquire knowledge in order to improve performance.	5	9
<b>Total</b>	<b>61</b>	<b>100</b>

**Source primary data June 2017**

The table reflects findings on the relationship between on job training and employee performance in Kotido Municipality where the skills like good communication, good customer care, interpersonal skills, and etc. learned in on job training sessions are geared towards improving on the production levels was responded at a frequency of 21(35%). Followed by the respondents on the relationship in whether on job training helps to impart knowledge and skills related to good performance of employees at a frequency of 14(23%), respondents on the

relationship in employee training to become efficient and effective in order to produce quality output was measured at a frequency of 13(22%).

Furthermore, the respondents knowledge on the relationship of whether it was the active use of on job training methods that is the surest way towards lowering poor employee performance that contributes to the production of positive results was rated at a frequency of 8(11%) and lastly respondents responses on the relationship of whether less on job training is a pit fall to employee performance and if it indicates the need for employee on job training to acquire knowledge and skills in order to improve performance was at a frequency of 5(9%).

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introductions**

This chapter presents the summary of the findings relating to the topic under study (on job training and employee performance). It also brings out the competitions, recommendations and the areas suggested for further studies in relations to either employee on job training or employee performance.

#### **5.2 Discussion of the findings**

As earlier illustrated in chapter four, the study revealed that there are different on job training methods used by Kotido Municipality. When all employees understand the stages of on job training and development; they greatly produce positive results which improve job satisfaction and empowering them to work hard. There was a result of a grand mean of 2.4 and SD of 0.977 which indicated a low interpretation.

Respondents agreed that the organization has asset of on job training methods used to improve employee performance within. These methods help to create effective employees by understanding the stages of on job training and development which involves identifying and analyzing, organizing and continued focus to the attention of the goals and objective set by the organization.

The overall results on employee performance indicated that the level of employee performance is moderate because most of the respondents agreed on the findings employee performance that in the work in Kotido Municipality rated as moderate on grand mean (grand mean= 2.563 SD=1.129)

The study revealed that there is a relationship between on job training and employee performance as illustrated in chapter four (table 13). The biggest number of employees who responded showed that the employees who work after on job training experience job satisfaction, collaboration with others, have increased pride and ownership in the present jobs which all contribute to effective performance. This led to the realization that the relationship between on job training and performance greatly exists. There was a result of a grand mean of 2.5 and SD of 1.05 which indicated a low interpretation

### **5.3 CONCLUSION**

The researcher found out from this study that on job training is very important in every organization and that it positively impacts on employee performance in a way of increased productivity and attainment of organizational goals and objectives.

It is the organization's duty to employ on job training programs like cohesion, contributing ideas, working as a team, communication and others to build effective employees.

It is the role of the organization to select employees for on job training basing on different skills among members, failure to understand and differentiate personality team players from loners, poor leadership and social loafers.

All in all organizations are resorting to on job training after appreciating the contribution of on job training in boosting organizational and employee performance basing on the empirical data shown earlier.

### **5.4 RECOMMENDATIONS**

The following recommendations are made to the management of case study organizational on and other organizations that are interested in improving their on job training programs in order to improve employee performance.

There is a great need for managers to be careful when creating effective employees. Effective employees formed basing only on friends are bound to fail; managers must ensure that, only those with relevant skills and personality form are selected for on job training. There is need to establish a basis to cut free riding in on job training in order to maximize all labour within an organization, in situations where organizational employees has- to be changed, employees must be notified made to learn the modifications of the new on job training skills as this will affect their performance positively.

There is need to promote the on job training welfare, this can be h rewards, promotion and recognition system to enhance their performance, managers must measure by employee performance by using performance appraisal skills and techniques to determine each employee's productivity.

Clear evaluation of employee's activities must be put in place as well as individual behaviours and performance in relation to amount of work load and to know how much a team can perform per a given period of time.

Organizational culture must be binding on all members in the on job training programs and this will encourage uniformity among members of the organization and thus enhance employee commitment and group efficiency.

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**APPENDICES**  
**QUESTIONNAIRE**

**QUESTIONNAIRE ON JOB TRAINING AND EMPLOYEE PERFORMANCE**

I am ACHIA FRANCIS, Student of Kampala International University kindly requesting you to fill this questionnaire, which is intended to gather information that will be used in the study of (“On the Job Training and Employee Performance in Kotido Municipality in Kotido district”). All information supplied will be treated as confidential for only academic study. Thank you for your co-operation.

**SECTION A: BACKGROUND INFORMATION**

**1. Gender**

Male ☐ Female ☐

**2. Age group**

Below 25 ☐ 26-30 ☐ 31-35 ☐  
35-40 ☐ 40 and above ☐

**3. For how long have you worked for the organization?**

1-5 years ☐ 6-10 years ☐  
11-15 years ☐ over 15 years ☐

**4. Level of education**

Diploma ☐ Bachelor's Degree ☐ Masters ☐



**4.2 Findings on the level of employee on job training in Kotido Municipality in Kotido district.**

What is on job training?

.....  
.....

Would you require further training for motivation towards performance improvement to enable you contribute to increased productivity?

(a) Yes

(b) No

If yes to the question above, please provide reasons as to why below?

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

Mention the impacts of on job training to your organization?

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

What are some of the factors affecting employee performance?

.....  
.....

Please specify any methods you think on job training and performance in your organization can be improved?.....  
.....

Discuss the effects of lack of training of training of employees on job?

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

## **Off the job training**

What is off the job training?

.....

.....

Explain some of the common methods of off the job training?

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.....

What are the advantages of off the job training used to improve employee's performance?

.....

.....

.....

.....

Discuss the disadvantages of off the job training that are affecting employee's performance?

.....

.....

.....

.....

## **Quality of work**

What is the quality of your work?

.....

.....

Discuss some of the factors that determine the quality of your work performance?

.....

.....

.....

What is the difference between quality and quantity?

.....

.....

.....

### **Timeliness of works**

What is your time in for and out of work?

.....

.....

Why is punctuality important in your work place?

.....

.....

Explain some of the great challenges affecting time in the busy schedules of many people involved in the on job training in the organization?

.....

.....

.....

How is employee's performance measured according to the time used to accomplish an activity?

.....

.....

.....

How do you respond to the request of beneficiaries?

.....

.....

.....

### **Cost effectiveness of work**

What is cost-effectiveness of work?

.....

.....

Explain some of the cost-effective strategies?

.....

.....

.....

How do you carry out cost-effective analysis?

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

To what extent do you as employees always become conscious of the costs involved when performing your duties?

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

How is performance measured in terms of the resources used to accomplish work in your organization?

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

Which ways do you use to minimize errors involved when performing your duties?

.....  
.....

#### **4.4 findings on the relationship between on job training and employee performance**

What is performance appraisal?

.....  
.....

Discuss the benefits of performance appraisal on employees on job training?

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

Explain some of the method of performance appraisal used on job training to improve performance in your organization?

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

Discuss the imbalances in either skills or personality that affects on job training in an attempt to improve performance in your organization?

.....

.....

.....

What are the possible solutions to the above imbalances?

.....

.....

.....

## Section B

### Objective 1 Employee on job training

In this study Employee on job training is referred to as the dynamic process of human resources development through which employees are equipped with knowledge, skills, right attitudes and other qualities necessary for achievement of required goals and objectives. For each of the statements questions on this page indicate the strength to which you attach to a particular statement. Please tick the appropriate box (Strongly Agree =SA, Agree = A, Not sure =NX, Disagree = D, Strongly Disagree=SD)

On job training	SA	A	NS	D	SD
There is imbalance in either skills or personality effects on job training in an attempt to improve performance in the organization					
Finding time in the busy schedules of the many people involved in the job training is a great challenge to the organization					
Lack of clarity among the employees affects efficient on job training session					
The situations where employees in on job training become disengaged is a challenge					
Evaluating employees is challenging in this organization especially when all on job training work is accomplished on time.					
Off on job training					
This organization uses formal system of on job training to improve on the employee's performance					
The off on job training strictly impacts the employee performance					
The organization uses on job training needs assessment to determine who needs on job training					

Employees often go for on job training to this organization					
Employees are satisfied with on job training career development in this company					

## Objective 2: Employee performance

In this study, Employee performance is referred to as the execution of the administration duties by the staff and offices of the organization in order to contribute to the accomplishment of the organization's goals as well as their personal goals.

1 = Strongly Agree; 2 Agree; 3 Not Sure; 4= Disagree

5 =Strongly Disagree

No	Quality of work	1	2	3	4	5
1	Employees are held accountable for the quality of work they produce					
2	The quality of products and services are very important to this organization					
3	In this organization, employees maintain very high standards of quality					
4	Employees constantly look for ways to improve our products and services in this organization					
5	The performance appraisal is well designed and checks on employees' quality work					
6	Supervisors always counsel employees about the poor quality of work done					
No	Quantity of work					
1	In this organization, the quantity of work is expressed in terms of products produced or service provided					
2	Employees complete their assigned duties and responsibilities as stipulated on their job descriptions					
3	When employees have free time, they occupy it with work in order to finish my assignments					
4	Employees usually produce an acceptable volume of work in their departments					
5	Employees have speed when they are performing their duties					



6	Accuracy is seen in employees' work					
<b>No.</b>	<b>Timeliness of work</b>					
1	Employees performance is measured according to the time used to accomplish an activity					
2	Employees complete their assigned duties at the time when they are required by their supervisors					
3	Employees report to work on time as stipulated in the staff and department handbooks					
4	Employees give the required responses as requested by the clients on time					
5	Supervisors always give employees adequate time to accomplish their tasks as assigned					
6	Co-workers endeavour to report to work on time					
7	Co-workers respond to the request of the clients on time					
<b>No</b>	<b>Cost-effectiveness of work</b>					
1	Performance is measured in terms of the resources used in getting the work done					
2	When performing duties, employees are always conscious of the costs involved					
3	Co-workers are always conscious of the costs involved in performing their duties					
4	Employees minimize errors when performing their duties					

### Objective 3; Relationship between on job training and performance

In this study, relationship on job training and performance is referred to as the execution of the administration duties by the staff and offices of the organization in order to contribute to the accomplishment of the organization's goals as well as their personal goals.

1 = Strongly Agree; 2 Agree; 3 Not Sure; 4= Disagree

5 =Strongly Disagree

Relationship between on job training and performance	1	2	3	4	5
The skills (Communication, customer care, interpersonal skills, etc.) learned on job training sessions are geared towards improving on the production levels					
On job training need is a short a fall in the employee performance and indicate the need for employee on job training					
On job training helps to impart knowledge and skills related to a good performance					
Employees must be trained to become efficient and effective in order to produce quality output					
Positive active on job training to lower levels is the surest method of producing results					

*Thanks for Your Cooperation*

### RESEARCH TIMETABLE/ WORK PLAN

ACTIVITIES	May	June	July	August	September
Submission of research proposal for approval					
Data collection					
Data analysis and interpretation					
Production of 1 <sup>st</sup> draft dissertation					
Production of 2 <sup>nd</sup> dissertation					
Submission of the final report to the University					

**THE PROPOSED BUDGET FOR THE STUDY IS SHS. 445,000/=AS BROKEN DOWN  
BELOW.**

<b>ITEMS</b>	<b>AMOUNT (USHS)</b>
Stationery	25,000
Searching for material on the internet	35,500
Secretarial services	35,000
Transport	90,000
Typing and printing	2,5400
Research Assistant	115,000
Binding	30,000
Photocopying	18,600
Accommodation	75,000
Feeding	48,000
Airtime	14,000
Miscellaneous expenses	17,5,00
<b>Total</b>	<b>445,000/=</b>