

**THE IMPACT OF ON JOB TRAINING ON EMPLOYEE PRODUCTIVITY  
IN AN ORGANIZATION**

**A CASE STUDY OF UGANDA CLAYS LIMITED KAJJANSI,  
WAKISO DISTRICT**

**BY**

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

I Najjoba Phiona, Reg.No. BGC/44921/143/DU declare that findings in this report entitled " The Impact of On Job Training on Employee Productivity in an Organization" are my original work, written and compiled by me and have never been published or submitted for any degree or award in any other universities or higher institutions of learning.

Signature.....

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### **APPROVAL**

This is to certify that Najjoba Phiona, Reg. No. BGC/44921/143/DU was under my guidance and supervision, in the preparation of the research report entitled "The Impact of On Job Training on Employee Productivity in an Organization" and it's now ready for submission to the College of Humanities and Social Sciences at Kampala International University with my approval.

Signed.....

Date.....*October 23, 2017*

MS. NAFUNA GORRET

SUPERVISOR

### **DEDICATION**

I Najjoba Phiona dedicate this academic work to the almighty God who gave me knowledge and wisdom to complete the task assigned. My family especially father, mother, brother and sisters, well wishes for courageous advice and the love they show me. My lecturers of the College of Humanities and Social Sciences Kampala International University and the staff of Uganda Clays Ltd Kajjansi Branch for their great support and professional input that has made me accomplish this research report.

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## ACCRONYMS

UCL Uganda Clays Ltd

Ltd Limited

OJT On Job Training

KIU Kampala International University

HRD Human Resource Development

GDP Gross Domestic Product

IT Information Technology

ROI Return on Investment

JIT Job Instructional Technique

### **ABSTRACT**

The main aim of the study was to assess the Impact of on Job Training on Employee Productivity in an Organization.

A cross sectional research design was used and of a case study in nature. Both purposive and simple random sampling techniques were used to select the respondents. The researcher used questionnaires and interview guide as the main research instruments to collect data from respondents.

The study findings indicated that on job training methods that were majorly used included coaching, and job rotation. The study further discovered that there was a positive relationship between on job training and employee productivity. Finally the study findings revealed that working environment and motivation were noted out as other factors that largely affected employee productivity at Uganda Clays Limited.

The study concluded that on job training largely contributes to improved employee productivity and company profits.

The researcher therefore recommends that management of such companies should incorporate both apprenticeship and job instructional technique in their on job training system, endeavor to plan for on job training learning activities appropriately.

## **CHAPTER ONE**

### **1.0 Introduction**

This chapter presents the background to the study, statement of the problem, objectives of the study, research questions, scope and significance of the study, definition of the key terms based on the impact of on job training on employee productivity.

### **1.1 Background to the study**

On job training has been of concern for many years to business firms worldwide. On job training systems play a crucial role in enhancing effectiveness and efficiency in the way employees perform the duties of business firms. Companies have been continually in search for sources of sustainable competitive advantage in their operations. There is need for business enterprises to embrace effective on job training practices in order to improve their competitiveness (Salawati, Tinggi,& Kadri, 2012).

Every organization and business wants to be successful and have desire to get consent progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations' human resource or employees of any organization are the most central parts so they need to be trained towards task fulfillments. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations.

Very few organizations believe that human personnel and employees of any organization are its main assets which can lead them to success or if not focused well to decline. Unless and until, the employees of any organization are satisfied with it, are trained for the tasks fulfillment and goals achievements and encouraged, none of the organizations can progress or achieve success. On job training is one of the policies of managers to increase effectual job management amongst employees in organization (shadier et al. 2009). so it is essential for organizations to train their employees (Kalimullah et al 2010) Getting employee to do their best work even in strenuous circumstances is a one of the employees most stable and greasy challenges and this can be made possible through training them.

Kenya organizations are facing competition in the current markets which has led to the need for coming up with better methods of managing and measuring how resources are utilized by various jobs or products, and therefore eliminate any wastage in the supply chain (Ondiek & Odera, 2012). Consequently, many companies have to adopt appropriate on job training systems leading to reduction of inventory wastage and improve productivity of firms. Firms with improper on job training systems have improper stock returns. They further argued that firms with proper on job training systems perform best over time. On job training is a significant portion of current policies to any business.

According to Ogoba (2011), Ugandan companies have adopted on job training systems in order to improve their operations. He further emphasizes on job training among Ugandan firms and its effects can reach into the financial markets, where the rules of rewarding firms that provide on job training and punish those that did not do so. Consequently, proper on job training is viewed as fulfilling the objective of technical competence or capability with productivity judged against objective bench marks rather than an area of flexible strategic initiative. Adding value for customers and stakeholders is rather narrowly interpreted in terms of cost minimization, reliability and speed rather than as a higher order process with information-rich criteria such as the use of final goods inventory behavior as an information base for production and pricing strategies. As such they are concerned with controls of all activities involved in the acquisition and use of all materials employed in the management of the organization.

According to (Inholo 2016), Uganda Clays Limited is the major supplier in the housing and construction industry. We have a reputation for being the Leading Manufacturer of Quality Baked Clay Building Products and using a dedicated and stable labor force: Uganda Clays Limited (UCL) boasts of better raw materials base and its production effectiveness than many of its competitors and consequently pricing its products competitively .UCL estimates a market share of 47, (as of 2013). A figure they expect to grow. UCL has embraced its production department as a key performance indicator and in particular Kajjansi site that is located along Kampala- Entebbe road Therefore it's upon this background that acts as a fundamental concept behind the present study to investigate the impact of on job training on employee productivity in an organization.

## **1.2 Statement of the problem**

On job training is a veritable tool of employee productivity. The essence of on job training is to produce a stronger workforce and give employers a greater understanding of their staffs' skills base. On job training gives employees a broad understanding of their co-workers roles in other departments and also ensures that the work force has the practical skills and qualifications needed and this in turn increases productivity, increases competitiveness, creates a committed and competent group of employees (Arun , 2012).

Despite the implementation of on job training in organizations, companies face the problem and challenge of retention of employees, low performance and productivity by the workers. Unless this problem is addressed, there is a big likelihood of companies losing out on profits and many people will suffer from unemployment.

It is upon this background that the researcher seeks to investigate the impact of on job training on employee productivity in an organization.

## **1.3 Objectives of the study**

### **1.3.1 General objectives of the study**

To assess the impact of on job training on employee productivity in an organization

### **1.3.2 Specific objectives of the study**

The study will be guided by the following specific objectives.

- a. To examine the methods of on job training used by an organization.
- b. To assess the relationship between on job training and employee productivity in an organization.
- c. To investigate other factors influencing employee productivity in an organization.

## **1.4 Research questions**

- i. What methods of on job training are used by an organization?
- ii. What is the relationship between on job training and employee productivity in an organization?
- iii. What other factors affect employee productivity in an organization apart from on job training?



## **1.5 Scope of the study**

The scope of the study covered the content scope, time scope and geographical scope.

### **1.5.1 Content scope**

The study centered on the impact of on job training on employee productivity basing on; methods of on job training, relationship between on job training and employee productivity and other factors that affect employee productivity in a company.

### **1.5.2 Time scope**

Data was collected and analyzed for a period of sixteen years, from 2000 to 2016 .This was because it availed the researcher with adequate literature review about the topic of the study.

### **1.5.3 Geographical scope**

The study was conducted at Uganda clays limited located 8km along Kampala Entebbe road in Wakiso district and specifically targeted management and employees of the organization.

## **1.6 Significance of the study**

The study findings will enable the company management to understand the methods of on job training, relationship between on job training and employee productivity and other factors that affect employee productivity in a company.

This study may be relevant to government agencies, international organizations, business organizations and institutes that are involved in policy designing related to on job training issues.

This study will also contribute in minimizing the 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 Uganda.

## **1.7 Definition of key terms**

**Employee productivity** Employee productivity is the measure of output per unit of input economically. It is the log of net sales over total employees (Rohan & Madhumita ,2012)

**Employee** is a person who works for another person or for a company for wages or a salary. (Kim, 2000)

**Productivity** is defined in Oxford dictionary (2007) as the efficiency with which things are being produced.

**On job training** refers to activities carried out at a person's workplace to develop their work-related knowledge, skills and attitudes. (Richald ,2005)

**Training** is the process of providing employees with specific skills or helping correct deficiencies in their performance (Luis, David & Robert, 2010).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter makes critical review of existing literature on job training and employee productivity based on the specific objectives that include methods of on job training, relationship between on job training and employee productivity and other factors that affect employee productivity. From secondary data sources like text books, journals, internet, company monthly reports, and other sources

#### **2.1 Overview of the key concepts in the study of on job training**

##### **2.1.1 Training**

It is about developing employees as an individual to make them capable and confident in their jobs, and consequently in their life. Thus it is an organized process for increasing the knowledge and skill of the employees (Kelliher & Anderson, 2010). Consequently it is a process aimed at changing the behavior in such a way that the consequence would be useful for the upliftment of the organization.

According to Wayne (2003), training consists of planned programme designed to improve performance at the individual, group, and /or organizational levels. Improved performance, in turn, implies that there have been measurable changes in knowledge, skills attitude, and/or social behavior. Training is considered as a tool for HRD. Training has immense potential in transfer and utilization of latest technical knowhow, leadership development, organization of people, and formation of self-help groups, mobilization of people as well as resources, empowerment of resource, poor rural mass, entrepreneurship development, etc., which are considered essential components of HRD.

According to C B Memoria (2009), training is a process of learning a sequence of programmed behavior. It is application of knowledge and it attempts to improve the performance of employee on the current job and prepares them for the intended job. Training is a short term process utilizing a systematic and organized procedure by which non managerial personnel acquire technical knowledge and skills for a definite purpose. Training refers to instructions in technical and mechanical operations, like operation of some machine/equipment. Training is for a specific job related purpose. Training is about developing people as an individual and helping them to

become more confident and competent in their lives and in their jobs. The learning process is at the core of training and the ways of and opportunities for learning are numerous and

### **2.1.2 On Job Training**

On job training refers to activities carried out at a person's workplace to develop work-related knowledge, skills and attitudes (Richald, 2005).

On job training plays a significant role in the development of organizations, enhancing performance as well as increasing productivity, capacity to adopt to new technologies, methods and ultimately putting companies in the best position to face competition and stay at the top (Richard, 2005). This means that, there is a significant relationship between organizations that train their employees and organizations that do not (Evans, 2001). Every organization that is committed to generating profits for its owners (shareholders) and providing quality service for it, customers and beneficiaries must invest in the on the job training for its employees.

According to Robert Simpson Managing director of Legna Construction Limited, a construction company located in the central region of Ghana which contributes substantially to the development of the country through its roads construction and employment of the country's human resource, training of the company's human resource contributed to the company gaining substantial increase in revenue from 2005 – 2009. (40% increase from 2001 – 2004). He attributed this to the skills and knowledge the employees gained through the training that helped them be more efficient thus reduced cost on the job thereby gaining more revenue. Evans and Lindsay (2004) also stated that, Motorola & Texas Instruments provide at least 40 hours of training to every employee quarterly and this has significantly impacted on the employee performance.

### **2.1.3 Concept of Employee Productivity**

Productivity is an economic measure of output per unit of input. Inputs include labor and capital, while output is typically measured in revenues and other gross domestic product (GDP) components such as business inventories (Hornberger, 2003). Productivity measures may be examined collectively (across the whole economy) or viewed industry by industry to examine trends in labor growth, wage levels and technological improvement.

Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses.

Employee productivity is one element of IT productivity, the relationship between an organization's technology investments and its corresponding efficiency gains, or return on investment (ROI).

Productivity gains are vital to the economy, as they mean that more is being accomplished with less. Capital and labor are both scarce resources, so maximizing their impact is a core concern of modern business. Productivity enhancements come from technology advances, such as computers and the internet, supply chain and logistics improvements, and increased skill levels within the workforce. Many economists measure and track productivity as a clue for predicting future levels of GDP growth. The productivity measure commonly reported through the media is based on the ratio of GDP to total hours worked in the economy during a measuring period. This productivity measure is produced by the Bureau of Labor Statistics four times per year.

Productivity can be improved by utilizing technology that allows more to be done in less time. For example, a stock broking company may introduce an algorithm for its back office that eliminates a key task that was previously performed manually. Empowering employees can increase productivity. Employees who have the resources and flexibility to do their jobs more efficiently are likely to boost productivity; this frees up management's time to focus on more critical business functions. Unfiltered internet access can be a hindrance for productivity. For example, employees may spend a large proportion of their time on social media or e-commerce

sites such as Facebook, Instagram or eBay instead of performing work related tasks. Using modern communication tools such as an internal instant messenger is likely to enhance productivity as it promotes collaboration between employees.

Monitor how much time you spend on tasks, and prioritize important work. Productivity can be reduced if you allocate time inefficiently. Use programs such as Rescue Time to increase productivity by tracking the time you spend on specific applications and websites. Although it may sound counterintuitive, taking regular breaks has been shown to improve productivity; taking a five-minute break every 90 minutes often refocuses concentration. Increase your productivity by starting your workday on your daily commute. For example, a commodities trader may look at how the markets performed in Asia overnight, providing ideas to discuss in the morning meeting.

Ensure that your office space is inviting. Productivity can be increased up to 15% by an office that is aesthetically pleasing. Desktop wallpaper and photos of family, friends and favorite places creates positive feelings that can lead to increased productivity.

Although Kim (2000), categorized work time used as positive and negative, any amount of work time used to handle personal financial matters, whether positive or negative, may be an indicator of lost productivity.

According to Knauth and Hornberger (2003), Most people were not experiencing serious negative effects after one night of work, but problems emerged following a series of consecutive night shifts. These included fatigue, decreased productivity and emotional exhaustion to a number of authors. Kelliher & Anderson, 2010, Messenger, 2004 Golden, 2012), workers' ability to choose their working time arrangements has a positive impact on job performance and productivity. This choice turns out to be a powerful factor in determining an increase in productivity. It results in a more satisfied workforce who is more committed and productive. Conversely, ignoring this issue may lead to a situation in which employees act contrary to the organization's interests, through increased absenteeism, lateness, reduced focus on the job tasks, attention being diverted to personal matters, and ultimately searching for alternative jobs and resigning.

Firms that derive their productivity advantage from firm-specific knowledge may wish to train their employees in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Fosfuri et al., 2001 and Saggi, 2002).

## **2.2 Methods of On Job Training**

On-the-job training is a system Used to oversee the flow of products and service in and out of an organization. A company may decide to incorporate one key on job training technique or combine a variety of techniques to meet organizational needs. Businesses utilize on job training methods to create invoices and purchase orders, generate receipts and control inventory-related accounting.

Inexperienced employees learn new methods of production through observing peers or managers performing the job and trying to imitate their behavior. These methods do not cost much and are less disruptive as employees are always on the job, training is given on the same machines and experience would be on already approved standards, and above all the trainee is learning while earning. (Allaerdy, 2005).

Coaching is a one-to-one training. It helps in quickly identifying the weak areas and tries to focus on them. It also offers the benefit of transferring theory learning to practice. The biggest problem is that it perpetrates the existing practices and styles. In India most of the scooter mechanics are trained only through this method (Anderson, 2010).

Mentoring, as a training method, focuses on the development of attitude. It is used for managerial employees. Mentoring is always done by a senior inside person. It is also one-to- one interaction, like coaching (Menoria, 2009).

Job rotation is the process of training employees by rotating them through a series of related jobs. Rotation not only makes a person well acquainted with different jobs, but it also alleviates boredom and allows to develop rapport with a number of people. Rotation must be logical (Johnson and Paul, 2010).

Job Instructional Technique (JIT), is a step by step (structured) on the job training method in which a suitable trainer prepares a trainee with an overview of the job, its purpose, and the results desired, demonstrates the task or the skill to the trainee, allows the trainee to show the demonstration on his or her own, and follows up to provide feedback and help. The trainees are presented with the learning material in written or by learning machines through a series called 'frames'. This method is a valuable tool for all educators (teachers and trainers). It helps us, to deliver step-by-step instruction, to know when the learner has learned and to be due diligent (in many work-place environments) (Ondiek and Odera, 2012).

Apprenticeship is a system of training a new generation of practitioners of a skill. This method of training is in vogue in those trades, crafts and technical fields in which a long period is required for gaining proficiency. The trainees serve as apprentices to experts for long periods. They have to work in direct association with and also under the direct supervision of their masters. The object of such training is to make the trainees all-round craftsmen. It is an expensive method of training. Also, there is no guarantee that the trained worker will continue to work in the same organization after securing training. The apprentices are paid remuneration according the apprenticeship agreements (Arun Paul, 2012).

Understudy, in this method, a superior gives training to a subordinate as his understudy like an assistant to a manager or director (in a film). The subordinate learns through experience and observation by participating in handling day to day problems. The basic purpose is to prepare subordinate for assuming the full responsibilities and duties (Hornbeger, 2003).

### **2.3 Relationship between on job training and employee productivity**

On job Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employee's productivity but also organizations' productivity. Various researches indicate the positive impact of on job training on employees' productivity. On job Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Ekaterini & Constantinos-Vasilios, 2009). Rohan & Madhumita (2012) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as



impacting on employees' performance. On job Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Satterfield & Hughes, 2007).

On job Training is a most effective way of motivating and retaining high quality in human resources within an organization. Besides its away of enhancing employee commitment and maximizing their potential. (Kate Hutchings, Cherrie , Brain , Cooper, Yiming Zhang & Sijun Shao,2009).

According to Konings and Vanormelingen (2009), on job training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profits and a vital tool to realize this is through an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

Development programs worth investing so much into, as most successful organizations consider the progress of workforce and therefore invest in their training. This results into increase in skill and competence that improve morale and productivity (Sheeba, 2011). Development seems to reduce the turnover rate of employees (Deckop et al. 2006). Thus advancement opportunities do not only reduce absenteeism, but it increases employee's commitment and satisfaction that helps reduce turnover (Atif et al. 2010).

On job Training and development must be designed and delivered to meet the needs of all employees in such a way that the employees will not be only productive but also be satisfied. On job Training and development has a positive impact on the employees to carry out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation (Kate Hutchings, Cherrie , Brian. Cooper, Yiming Zhang and Sijun Shao 2009).

On job Training in organizations holds the key to unlock the potential growth and development opportunities to achieve a competitive edge (Rama & Nagurvali Shaik, 2012). Organizations train and develop their workforce to the fullest in order to enhance their productivity. Thus, knowledge, skills and abilities are determinants of employees' performance which organizations need to continuously invest in wisely in order to improve their employees' productivity. As supported by (Noe, 2006), organizations spend an enormous amount of money and time on job

training in order to aid employee's learning of job-related competencies. Thus it is important to fully provide the results from training efforts (Dowling & Welch, 2005).

On job Training ultimately upgrade not only the productivity of employees but also of the organization. It has rightly been said, employee development is the key to organizational sustainable development. Organizations must have employees who are able to quickly adapt to an ever-changing world market. Companies need to invest in on-going employee training and development in order to both keep employees and be successful. The 21st century will be favorable to those organizations, which are able to learn faster and adapt to changes than their competitors. On job Training enhances employees' initiative and quality of work, thereby assisting them to be more committed to achieving the organizational goals and objectives and in turn enhancing employees' effectiveness within the organization.(Rama ,2012)

On job training and development impacting on employee productivity has not only improve the wellbeing of organizations, but also aid the prosperity of most countries that has put into consideration the design and delivery of training and development of workforce at national level. As the national policies aim to improve nation's human capital, this optimally in turn results to the economic growth of the nation. However, it is recommended for management of Organizations to give training and development of employees a priority in order to get the best out workforce as well as improving the organization's productivity.(Kate Hutchings,2009)

## **2.4 Other factors that affect employee productivity**

Motivation is very important for our life because when we have high motivation we will perform well. The important aspect associated with motivation is the employee's morale, which is the attitude or feeling about the job, about superiors and about the firm itself. That means that an employee with high morale will be more dedicated and loyal to the job. High morality of the employee results from difference aspect to positive job and the firm, such as being recognized in the work place and being financially secured. Simple motivation is a process of providing reasons for people to work in the best interests of the organization.

Motivation, as a process, started with a need in human being which creates a vacuum in a person. In an attempt to fill the vacuum an internal driving force is generated which starts and sustains a chain of action and reaction. It is at that point that the vacuum is also filled. With this background information, Nnabuike (2009), defines motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end.

Motivation is concerned with why people do what they do. It answers such questions as why do managers or workers go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the work place. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization.

Working environment can be defined as a manner and extent to which roles, power and responsibilities are delegated, controlled, and coordinated, communication and instrument between employee and management (Robbins, 2008). This structure depends entirely on the organization's objective and the strategy chosen to achieve them. Environment is made up of the administrative, technological, political, economic, socio-culture, and stake holder factors. This environment provides multiple contexts that affect the organization and its performance. (Salman & Muhamad 2011).

According to business dictionary, the term working condition refers to working environment and all existing circumstances affecting labor in the work place, including job hours, physical aspects, legal rights and responsibility, organizational climate and workload. Rolloos (2007) defined the productivity as that which people can produce with the least effort. Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services.

In Africa, many research studies have been conducted regarding the impact of working condition on employee productivity. Levert, Lucas and Ortlep, (2000) conducted a research study on South African nurses and found high burnout on three levels: emotional exhaustion, depersonalization and low personal accomplishment. They attributed the nursing burnout to a high workload and other organizational factors with in the hospital.

Noble (2009), states that more attention should be paid in identifying and dealing with working condition because when employees have negative perception to their environment they sometimes suffer from chronic stress.

This study adapts the definition of working conditions refers to the working environment and aspects of an employee's terms and conditions of Employment. In addition, productivity refers to effort that individuals can produce with the least effort by putting labor, material, and machines.

The conditions in the working environment are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. On the other hand, organizations that have a friendly, trusting, and safe environment, experience greater productivity, communication, creativity, and financial health (Kreiser, et al, 2010).

Productivity is related to working conditions, which in turn related to absenteeism, retention, the adoption of new methods and technologies. All of these things are related to how people are trained, encouraged and generally treated within the system (Hamilton, 2007).

Management involvement thus involves practices such as team working, empowerment, idea capture schemes, information-sharing on quality, customer feedback and business results, organizational productivity-related rewards system, and extensive training and development, including the social and problem solving skills required for high involvement working. It is conceived as an alternative to control model based on job implication, tightly defined divisions of labour, rigid allocations of individuals to narrowly defined tasks and minimal employee participation in higher decisions (Stephen, 2007).

The management must take an active role in not only defining the physical environment of the work place and making it conducive for workers but also offer the management style to suit the employees. This refers to changing aspects like ethics, behavior, commitment, professionalism, drive and interpersonal relations in employees for the better. Management deals with human beings and their social interaction and both the external and internal environment are in a constant state of flux. Strategy will only improve employee productivity if its formation takes the fundamental unpredictability of the world into account (Peter, 2005).

Management involvements are providing opportunities for communication, clarification, share strategic understanding and commitment with the employees. Employee productivity management is probably the most difficult process that can be used to improve organizational success, and yet it offers the largest potential return for the company (Sharipah, 2011).

## **2.5 Conclusion**

On job training is very vital to the success and growth of organizations. The entire profitability of an organization is tied to the volume of products sold which has a direct relationship with the quality of the product. Good on job training in any organization saves the organization from poor quality production, disappointment of seasoned customers, loss of profit and good social responsibility (Johnson, 2008).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the research design, area and population of the study, sample size selection, sampling techniques, data source, tools and methods of data collection, data management procedure, analysis and presentation.

#### **3.1 Research design**

A cross sectional research design was used in the study where employees and management of Uganda Clays Limited were the key targets. This involved the use of descriptive methods to collect data. This approach involved more diversity and descriptive responses on opinions, actions, beliefs, thought and perspectives which ensured accurate information on the impact of on job training on employee productivity. The approach also provided more representatives, reliable and precise measures which generated statistical values that answered the research questions thus providing in depth understanding of the study.

#### **3.2 Area of the study**

This study was carried out at Uganda Clays Limited-Kajjansi off Entebbe road. The study area was chosen due to its policy of training employees on the different new changing designs of quality baked clay building products.

#### **3.3 Population of the study**

According to Mugenda and Mugenda (2003), population is the entire set of individuals' events or objects having observable characteristics about which organization of research findings can be made. The study population composed of 50 employees across all departments; procurement/stores, human resource, administrators, accountants and other employees of the organization.

### 3.4 Sampling design

#### 3.4.1 Sample size

Sampling is the process of selecting a number of individuals from the population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho and Kombo, 2002). The researcher considered a sample size of 30 respondents from the target population.

**Table 3. 1 Category of respondents**

Category	Population	Sample size	Sampling Technique
Administrators	8	4	Purposive
Production department	20	13	Simple Random
Human Resource	10	5	Simple Random
Accounts and finance	5	3	Simple Random
Procurement/ store department	7	5	Simple Random
<b>Total</b>	<b>50</b>	<b>30</b>	

**Source: primary data**

The researcher selected a sample of 30 respondents comprising of both male and female employees from the different departments that make up the entire organization. A simple random sampling technique was used to select respondents from the respective departments and this was appropriate since it minimized errors and bias in the process of selecting the respondents to be sampled.

The researcher employed a purposive sampling technique which allowed her to select respondents who had the required information with respect to the objectives of the study. The criterion for choosing respondents was based on education level attained and position held in the administration of the organization.

### **3.5 Data type and source**

Data collected was measured, presented and analyzed numerically using inferential statistics (quantitative data) and qualitative data involved narrative description of phenomena. The major source of data used by the researcher was the primary source.

#### **3.5.1 Primary source**

Primary data was collected from the field using both Questionnaires and interview guides. The questionnaire was the main research instrument used in the study because questionnaires enabled the researcher to involve a number of participants. The questionnaire had both open and close ended questions. Later the researcher carried out face to face interviews using an interview guide to obtain detailed data from the chosen respondents.

### **3.6 Data Collection Methods and Tools**

#### **3.6.1 Questionnaire**

##### **Questionnaire**

Both open and close ended questions were employed in self administered questionnaires designed. In close ended questions respondents were required to provide answers by ticking beside the pre-determined responses of their choice. As regards the open ended questions, respondents were required to write their answers and thoughts in the spaces provided. The questionnaire was used because it was economical, avoided bias and could reach a big audience in addition to participants giving information at their pace.

#### **3.6.2 Interviewing**

##### **Interview guide**

The researcher used structured interview guide in conducting face to face interviews with the purposively chosen respondents. The interviews were conducted with the key informants and an interview guide was used to direct the discussion and the researcher wrote down the answers obtained from the respondents. This method enabled the researcher generate additional information which might have not been captured in the questionnaire and other relevant in-depth information concerning on job training and employee productivity.



### **3.7 Research Procedure**

The researcher obtained an introductory letter from the Research coordinator, College of Humanities and Social Sciences, Kampala International University which was presented to the management of Uganda Clays Limited seeking permission to allow the researcher carry out the research. The research was conducted basing on convenience and appointment from management and then questionnaires were administered and also conducted personal interaction (interviews). The researcher assured the respondents of their anonymity and confidentiality of the information collected.

### **3.8 Data validation and reliability of research instruments**

#### **3.8.1 Data validation**

Data validation was achieved by making sure that the research questions are in line with the study problem. The researcher ensured that the questionnaires were pretested through carrying out a pilot study and it involved testing the final version of the research instruments on a small sample of the target population. This gave the researcher a sense of the kind of responses that she expected to receive and any other issues that would arise during the real research period. The pilot study was done just before fielding the research instruments to the entire sample and the researcher included some evaluative questions, such as respondent perceptions of the length or difficulty of the questionnaire, satisfaction with taking the survey. The researcher also asked the supervisor to read through and see if there was any ambiguities which could be noticed and also comment on the length, structure and wording of the questions. Alterations were thus made accordingly.

#### **3.8.2 Data Reliability**

Reliability of data means that data is reasonably complete and consistent, meet the intended purposes and is not subject to inappropriate alteration. The questions were subjected to a test-retest in the study area in order to ensure reliability of data collected. The reliability of the instrument was estimated by examining the consistency of the responses between the two tests.

### **3.9 Data Processing, Analysis and Presentation**

#### **3.9.1 Data Processing**

Data collected was processed electronically with the help of a computer through word processor. This involved editing, summarizing and coding of the data. The researcher further edited and tabulated the collected data. Each questionnaire was ranked for consistency, accuracy, and completeness. Editing was carried out to direct any inconsistency in the collected data. The researcher reduced data into frequencies, tables and percentages for ease of analysis.

Qualitative data from interviews was labeled and coded in order to recognize the similarities and differences in the data. Responses from even qualitative interview were entered into a computer in order for them to be coded, counted and analyzed.

#### **3.9.2 Data Analysis**

Data obtained from questionnaires and interviews was coded, edited, analyzed and rephrased to eliminate errors and ensure consistency. It also involved categorizing, discussing, classifying and summarizing of the responses to each question in coding frames, basing on the various responses. This was intended to ease the tabulation work. Data was entered into a computer and analyzed with the use of Microsoft office Excel package. Finally, a research report was written from the analyzed data.

#### **3.9.3 Data Presentation**

The researcher presented data got from the primary source using descriptive statistics to generate frequency tables, percentages and charts for easy interpretation. She also used inductive reasoning to show inferences to the general situation about the topic.

### **3.10 Limitations of the study**

Delay of the respondents in filling questionnaires hence wastage of time hindering the progression of the research report. This was solved by persuading them and constantly making reminder calls.

Budget constraints. The researcher had inadequate financial resources to cater for stationery requirements and transport fares. This was solved through soliciting funds from friends and relatives.

Limited time for interviewing the purposively selected respondents. As they were busy with their obligations. This made it difficult for the researcher to acquire in-depth information and necessary clarification about the topic. This was solved by arranging appointments with the purposively chosen respondents.

In conclusion therefore, the researcher emphasized the use of best data collection tools and made sure that adequate information was collected so as to reach the required recommendations and conclusions about the research problems.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.

#### 4.0 Introduction

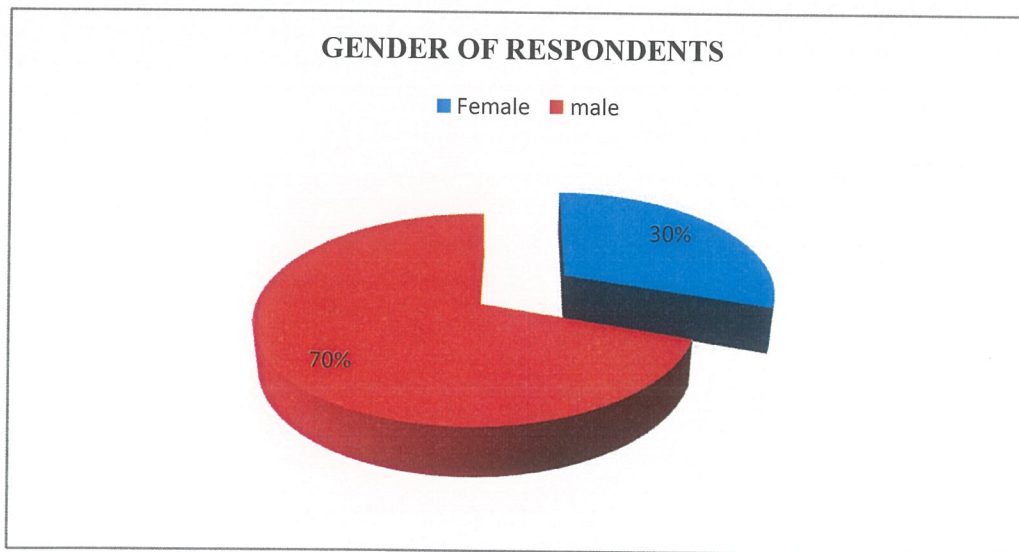
This chapter unveils the presentation, analysis and interpretation of findings on the Impact of On Job Training on Employee Productivity in an Organization, a case study of Uganda Clays Limited Kajjansi in Wakiso district. The findings are from the analysis of questionnaires and are presented in figures, frequencies and percentages tables in accordance with the objectives of the study. These findings were obtained from primary sources.

#### 4.1 Demographic Characteristics of the Respondents

This section presents the characteristics of the respondents' gender, education level, age, department of attachment and years of service in the organization.

##### 4.1.1 Gender of respondents

Figure 4. 1 Shows gender of respondents



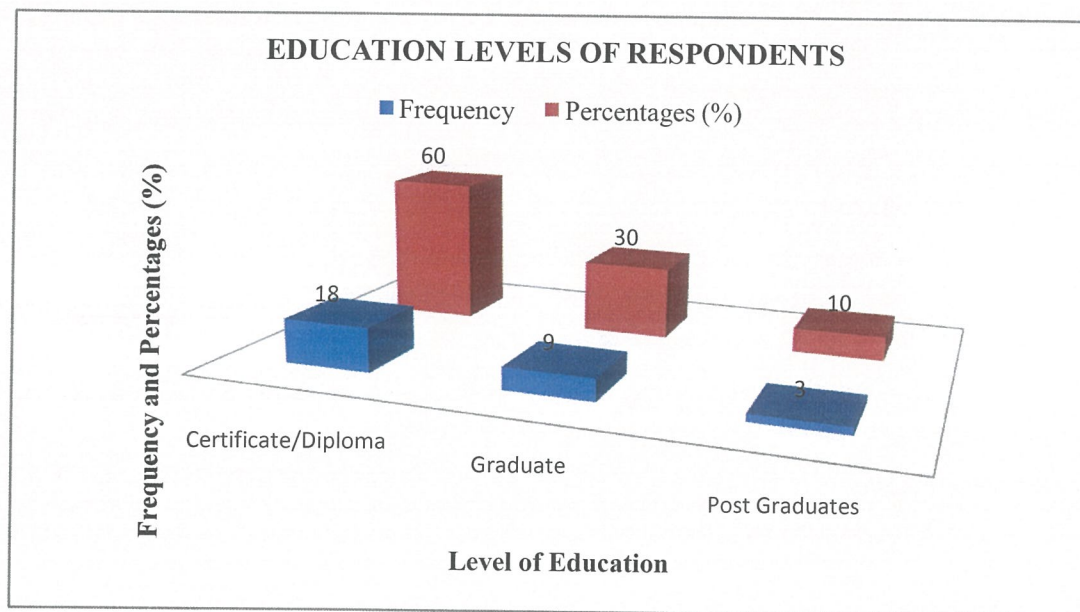
Source: Primary data

From figure 4.1 above the majority of the respondents with a percentage of 70% were male and 30% of the respondents were female. This implies that the organization is gender sensitive since all categories of people were employed by the institutions.

#### 4.1.2 Education level of the respondent

The researcher was interested in ascertaining the respondents level of education, whether they were the right human resource to be employed to fill the position they held in order to help him acquire accurate and reliable data pertaining the objectives of study.

Figure 4. 2 Shows education levels of respondents



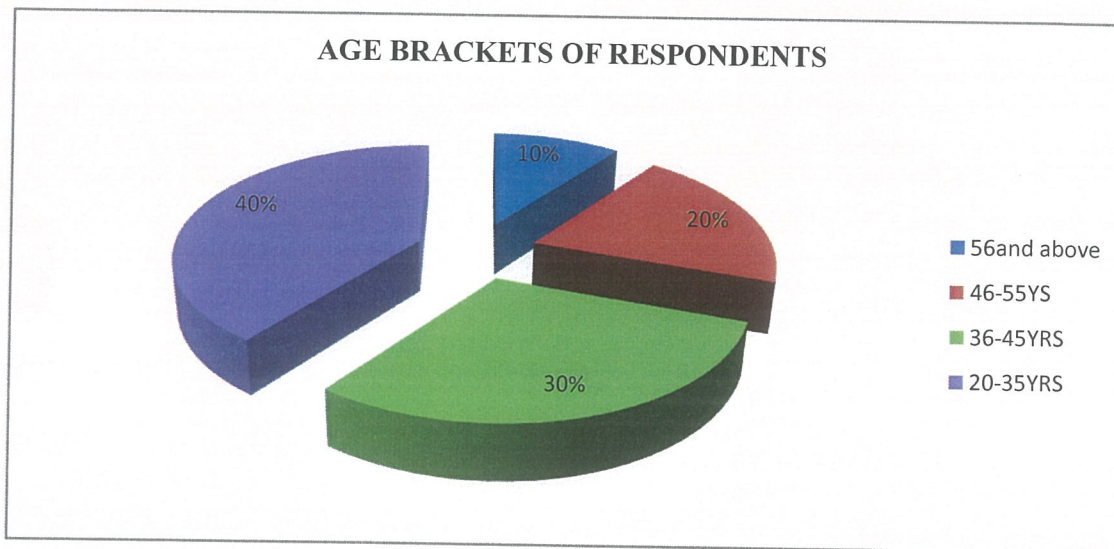
Source: Primary data

Findings in figure 4.2 indicate the majority of respondents with a percentage of 60%, were certificate/diploma, followed by graduates who constituted 30% and 10% of the respondents were post graduates. This implies that the organization has a highly qualified human resource which makes it to be efficient and effective in its operations. Thus the selected sample had the capacity to avail the researcher with accurate and reliable information on the topic under study.

#### 4.1.3 Age bracket of the respondents

The researcher was interested in finding out whether the organization consists of staff of all age levels and the results were presented in the figure below.

**Figure 4. 3 Age bracket of the respondents**



**Source: Primary data**

Figure 4.3 indicates that majority of the respondents with a percentage of 40% are aged between 20-35 years, followed by 30% of the respondents who are aged between 36-45 years, 20% of the respondents subscribed to the age bracket of 46-55 years and the minority of the respondents constituted 10% who are aged 56 years and above. This justifies that the organization follows the constitution of the republic of Uganda that allows employers to recruit human resource aged 18 years and above. Hence the staff was of a sound mind, had experience, were of average age and energetic enough to carry out their duties and responsibilities as assigned to them.

#### 4.1.4 Departments of respondents

The researcher was interested in ascertaining the departments in which the respondents belonged to, so as to find out whether the respondents had the knowledge on the topic under study.

**Table 4. 1 shows Departments of respondents**

Response	Frequency (n=30)	Percentage (%)
Administrators	4	13
Production department	13	43
Human Resource	5	17
Accounts and finance	3	10
Procurement/ store department	5	17
<b>Total</b>	<b>30</b>	<b>100</b>

**Source: Primary data**

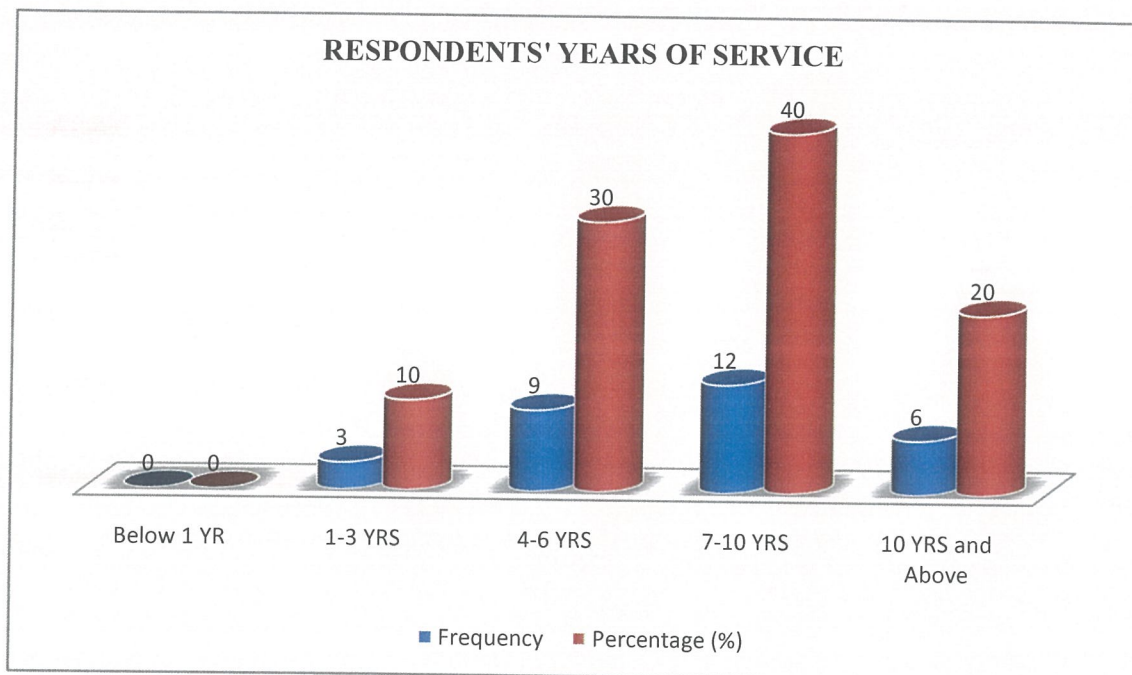
Table 4.1 shows that most of the respondents with a percentage of 43% were from the Production department, followed by 17% of the respondents who were from Human Resource and Procurement/ store departments respectively, 13% of the respondents belonged to Administration department and the least number of the respondents with a percentage of 10% were from Accounts and Finance department. This implies that the researcher was availed with conclusive data from the above mentioned departments most especially the production and Procurement/ store departments which are directly concerned with on job training and employee productivity of the organization.



#### 4.1.5 Period served in the organization

The researcher was interested in ascertaining the period served by the respondents working at the organization and these would help the researcher ascertain information from an experienced person on the objectives under study.

**Figure 4. 4 Shows the respondents' period served in the organization**



**Source: Primary data**

Figure 4.4 shows that majority of the respondents with a percentage of 40% of the respondents had served for the period between 7-10 years, followed by 30% of the respondents had served for the period between 4-6 years, 20% of the respondents had served for the period of 10 years and above, 10% of the respondents had served for the period between 1- 3 years were the minority and there is no one below 1 year. This means that majority of the respondents were rich in knowledge and experience pertaining the objectives of the study, thus were in position to avail the researcher with adequate, correct and accurate information or data in relation with on job training and employee productivity of the organization.



## 4.2 Methods of On Job Training.

This was formulated to find out the different methods of on job training used by an organization, results of the study were collected from filled questionnaires and the interview responses from the selected sample of respondents that represented the targeted population.

### 4.2.1 Does your organization have on job training in place?

The researcher wanted to ascertain whether the organization carries out on job training.

**Table 4. 2 Showing whether the organization carries out on job training.**

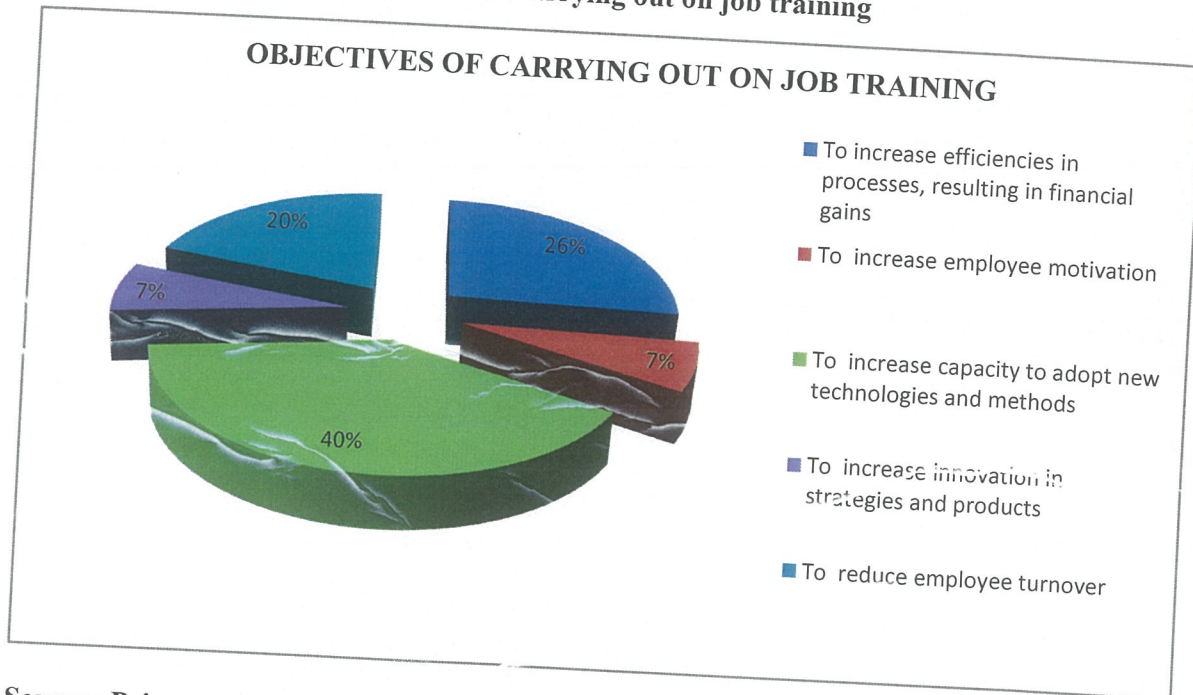
Response	Frequency (n=30)	Percentage (%)
Yes	30	100
No	—	—
<b>Total</b>	<b>30</b>	<b>100</b>

**Source: Primary data**

Evidence from table 4.2, all the respondents (100%) agreed that Uganda Clays Limited carries out on job training. This implies that the organization invests a lot of resources in training its employees through on job training to improve employees' productivity and efficiency, reduce labour turn over hence achieving organizational objectives

#### 4.2.2 The objectives of carrying out on job training

Figure 4. 5 Response on objectives of carrying out on job training



Source: Primary data

As observed from figure 4.5, 40% of the respondents agreed that on job training increases capacity to adopt to new technologies and methods, 26% of the respondents stated that on job training increases efficiency in processes, resulting in financial gains, 20% of the respondents manifested that on job training reduces employee turnover, 7% mentioned that on job training increases employee motivation and also increases innovation in strategies and products respectively. This implies that a well-managed on job training program enhances learning of new and efficient technique of production which provides a competitive advantage to an organization in the market.

#### 4.2.3 Methods of on job training used by the organization

Table 4. 3 Shows on job training methods used by the organization

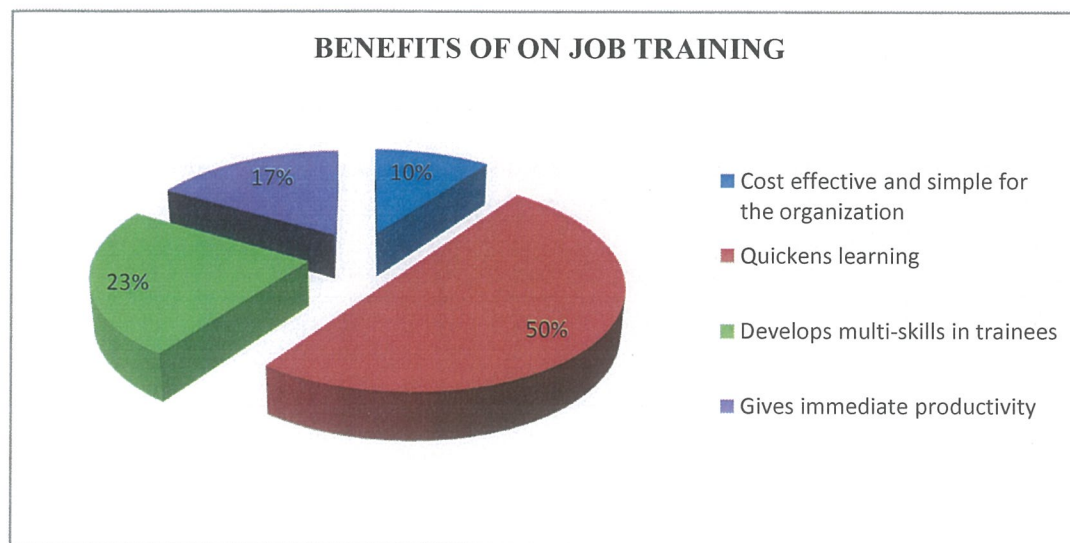
Response	Frequency (n=30)	Percentage (%)
Coaching	18	60
Mentoring	4	13
Job Rotation	6	20
Job Instructional Technique (JIT)	2	7
Apprenticeship	0	0
Total	30	100

Source: Primary data

Results from table 4.3 above indicates that 60% of the respondents mentioned that on job training is carried out using coaching, 20% of revealed job rotation, 13% stated mentoring, 7% mentioned job instructional technique and none of the respondents stated apprenticeship. This implies that the organization uses mostly coaching as the method of on job training. Therefore the organization encourages team work amongst its employees across all departments to its on job training to meet organizational goals, motivating employees which in turn increase productivity.

#### 4.2.4 Benefits of employing on job training in an organization.

Figure 4. 6 Shows the benefits of employing on job training in an organization



**Source: Primary data**

As seen from figure 4.6 above, majority of the respondents (50%) stated that employing on job training quickens learning since trainees are involved in the actual work process, 23% indicates that employing on job training helps to develop multi- skills in trainees and the employees can get quick feedback about correctness of their performance, 17% revealed that employing on job training gives immediate productivity since trainees are involved in the actual work process and the minority of the respondents with percentage of 10% mentioned cost effective and simple for the organization. This implies that on job training enhances quick development of employee knowledge, skills and abilities thus improving the employee efficiency and productivity.

#### 4.2.5 Challenges associated with the methods of on job training

Table 4. 4 Shows challenges associated with the methods of on job training

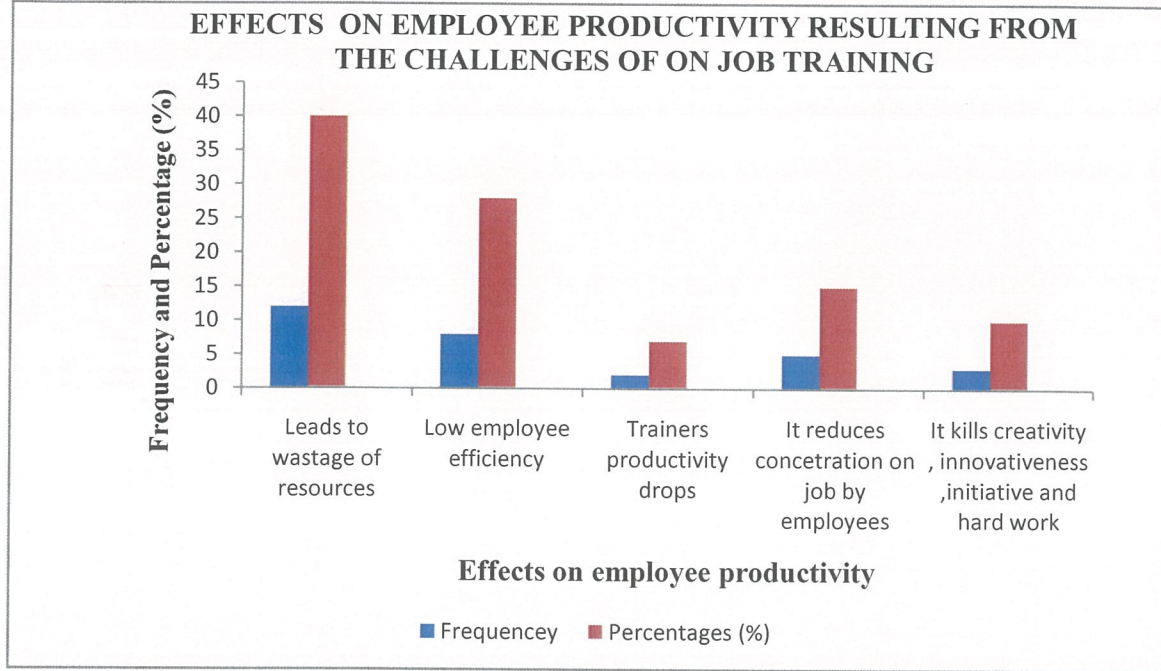
Method	Response	Frequency (n=30)	Percentage (%)
Coaching	Time consuming	17	57
Job rotation and Job instruction technique	Errors in production	2	7
Job rotation	Disturbance of other staff members.	7	23
Mentoring and Coaching	Trainer centered	4	13
	<b>Total</b>	<b>30</b>	<b>100</b>

Source: Primary data

Evidence from table 4.4 above indicates that, 57% of the respondents confirmed that on job training methods are associated with the challenge of time consuming, 23% stated disturbance of other staff members, 13% mentioned that it is trainer centered and 7% of the respondents stated errors in production. This implies that the major challenge of on job training methods is time consuming due to the many activities undertaken in the training process.

#### 4.2.6 Effects on employee productivity resulting from the challenges of on job training.

Figure 4. 7 Shows the effects on employee productivity resulting from the challenges of on job training.



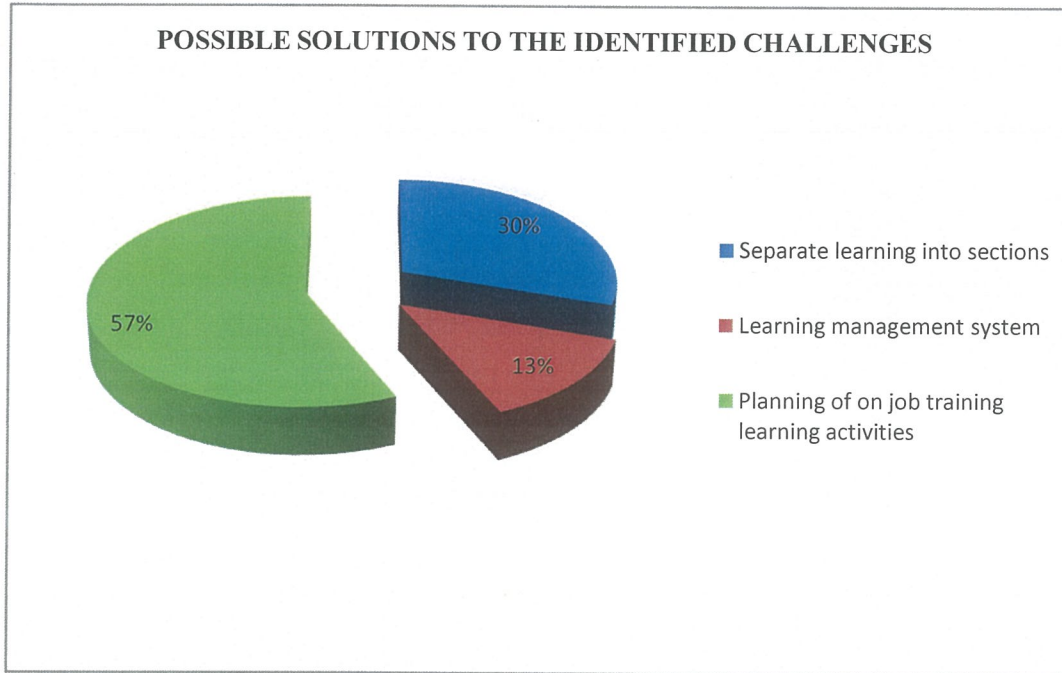
**Source: Primary data**

As reflected from figure 4.7 above, majority of the respondents with a percentage of 40% confirmed that a challenge of errors in production leads to wastage of resources hence low labour productivity, followed by 28% of respondents who stated that a challenge of time consuming leads to low employee efficiency, 15% of the respondents mentioned that a challenge of disturbance of other staff members reduces concentration on job by employees and the minority of the respondents with a percentage of 10% stated that a challenge of trainer centered kills creativity, innovativeness, initiative and handwork of the trainees and 7% mentioned that trainers' productivity drops. This implies that challenges of on job training largely affect employee productivity since it involves resource wastage.



#### 4.2.7 Possible solutions to the identified challenges.

Figure 4. 8 Shows possible solutions to the identified challenges



**Source: Primary data**

Figure 4.8 indicates that majority of the respondents (57%) agreed that planning of on job training learning activities is the major solution to challenges of on job training; 30% cited that separate learning into sections while 13% mentioned that learning management systems can be used. This implies that planning of on job training learning activities and separate learning into sections could be a better solution to the challenges of on job training.

### 4.3 Relationship between on job training and employee productivity.

#### 4.3.1 Whether on job training has any relationship with employee productivity in the organization.

Table 4. 5 Shows whether on job training has any relationship with employee productivity in the organization

Response	Frequency	Percentage (%)
Yes	27	90
No	—	—
Not sure	3	10
<b>Total</b>	<b>30</b>	<b>100</b>

**Source: Primary data**

Results from table 4.5 above show that 90% of the respondents agreed that on job training had an impact on the employee productivity of Uganda Clays Limited; none of the respondent mentioned that it's a NO and 10% were not sure whether on job training had any impact on employee productivity of Uganda Clays Limited. This implies that majority of the employees in an organization agree that there is a positive relationship between on job training and employee productivity.



#### 4.3.2 Explanations of the relationship between on job training and employee productivity

Table 4. 6 Explains the relationship between on job training and employee productivity.

Response	Frequency (n=30)	Percentage (%)
On job training boosts employee morale hence becoming committed towards production	15	50
Employees appreciate learning and training at the workplace since it enables them to develop knowledge and skills without leaving the work which increases their output.	7	23
On job training for new employees is followed by induction program which is meant for making new employees aware of organization's culture, policies, procedures and for interaction of new employees with each other hence improving on employee productivity.	8	27
<b>Total</b>	<b>30</b>	<b>100</b>

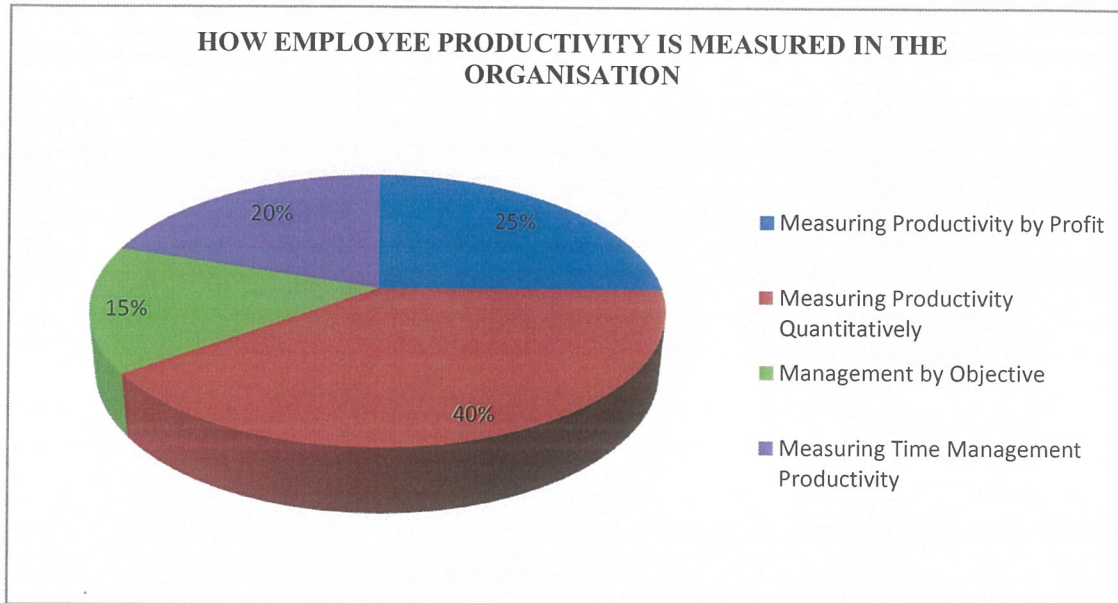
**Source: Primary data**

As seen from table 4.6 above, most of the respondents with a percentage of 50% agreed that on job training boosts employee morale hence becoming committed towards production, followed by 27% of the respondents who stated that on job training for new employees is followed by induction program which is meant for making new employees aware of organization's culture, policies, procedures and for interaction of new employees with each other hence improving on employees productivity and the least number of respondents with a percentage of 23% mentioned that due to on job training, employees appreciate learning and training at the workplace since it enables them to develop knowledge and skills without leaving the work which increases their output. This implies that on job training largely boosts employee moral obligation which arouses their interest in work hence increasing on employee productivity.

#### 4.4 Other Factors affecting of employee productivity in an Organization.

##### 4.4.1 How employee productivity is measured in the organization

Figure 4. 9 Shows how employee productivity is measured in the organization

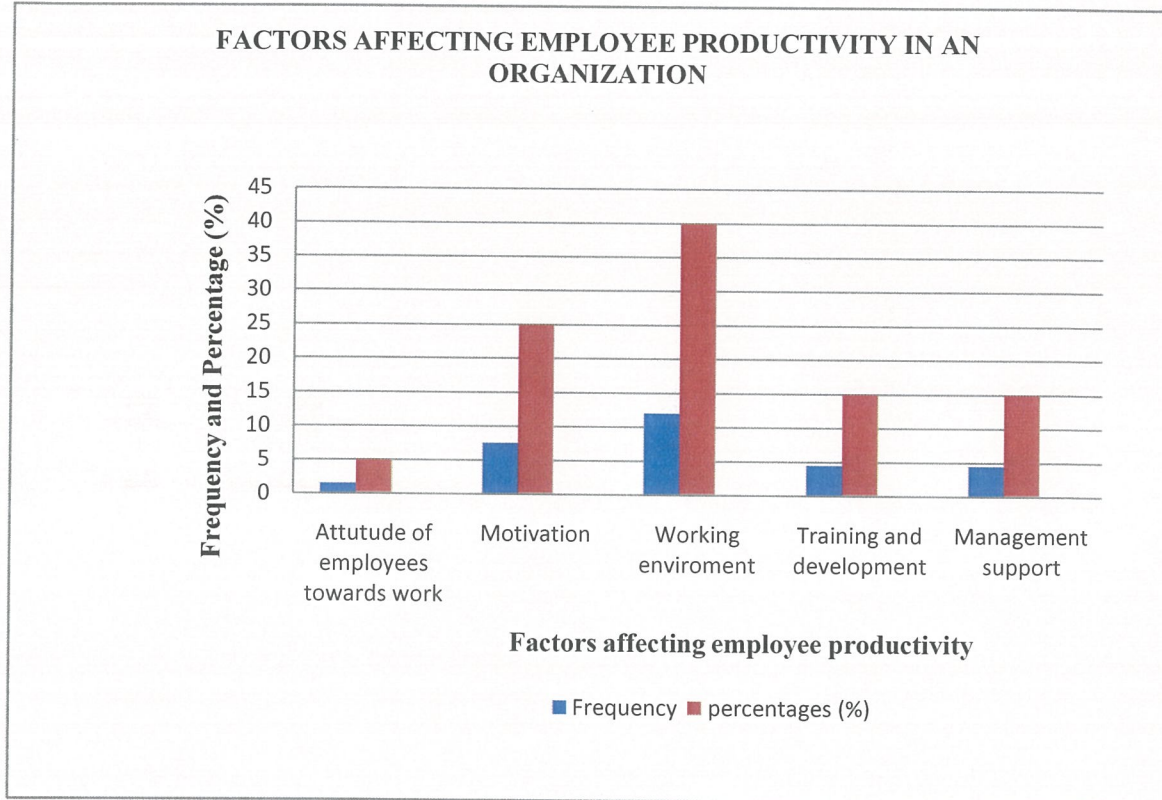


**Source: Primary data**

Basing on the information from the figure 4.9, majority of the respondents (40%) mentioned that employee productivity is measured quantitatively, 25% of the respondents agreed with measuring productivity by profit, 20% of the respondents stated measuring employee productivity by time management, 15% of the respondents were the minority and said employee productivity was measured through management by objectives. This implies that employee's productivity at Uganda Clays Limited Kajjansi is mainly measured through quantity of output produced.

#### 4.4.2. Other factors affecting employee productivity in an organization

Figure 4. 10 Shows other factors affecting employee productivity in an organization

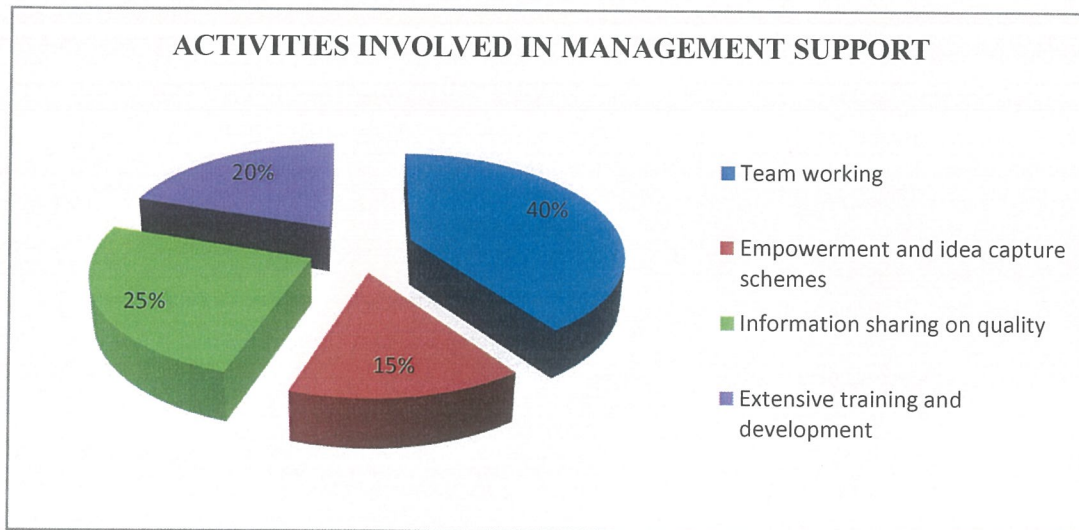


Source: Primary data

Figure 4.10 indicates that 40% of the respondents stated that working environment affects employee productivity, 25% of the respondents mentioned motivation, 15% of the respondents revealed training and development and management support respectively, and 5% of the respondents stated attitude of employees towards work. This implies that employee productivity is largely affected by working environment, as compared to motivation, training and development, management support and attitude of employees towards work.

#### 4.4.3. Activities involved in management support

Figure 4. 11 Response on activities involved in the management support



Source: Primary data

Figure 4.11 above shows that majority of the respondents with a percentage of 40% agreed with team working as activities involved in the management support, followed by 25% of the respondents agreed with the information sharing on quality, 20% of the respondents agreed with extensive training and development and minority of the respondents with a percentage of 15% mentioned empowerment and idea capture scheme as activities involved in the management support. This implies that the organizationmajorly uses team work as an activity involved in management support. Therefore the management of the organization is in position to achieve the set goals and objectives, because employee team work facilitates sharing of idles, promotes creativity and innovation in the workplace hence increasing employee productivity.

#### 4.4.4 The effect of top management on employee productivity of an organization

**Table 4. 7 Response the effect of top management on employee productivity of an organization**

Response	Frequency (n=30)	Percentage (%)
Motivates employees to work towards achieving organizational goals.	3	10
Encourages team work and empowers staff through training and development.	6	20
Provides leadership that participates in decision making process.	2	6
Ensures effective use of the available scarce resources	4	14
Builds a conducive working environment to its staff thus commitment of staff towards work	15	50
Total	30	100

**Source: Primary data**

As observed from the table 4.7, majority of the respondents with a percentage of 50% mentioned that building a conducive working environment to employees is one of the effects of the top management on employee productivity of an organization, followed by 20% of the respondents who stated that top management encourages team work and empowers staff through training and development, 14% of the respondents stated that top management ensures effective use of the available scarce resources, 10% of the respondents agreed that top management motivates employees to work towards achieving organizational goals and minority of the respondents with a percentage of 6% mentioned that top management provides leadership that participates in decision making process. This implies that building a conducive working environment for employees is the major effect of top management on employee productivity of an organization.



## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS, SUMMARY, CONCLUSION AND RECOMMENDATIONS.**

#### **5.0 Introduction**

This chapter presents the summary, discussions of the findings, conclusion, areas for further studies and recommendations of the study according to the objectives of the study which includes; examining the methods of on job training used by an organization, assessing the relationship between on job training and employee productivity in an organization and investigating other factors influencing employee productivity in an organization.

#### **5.1 Discussion of the findings**

##### **5.1.1 Methods of on job training used in an organization**

From table 4.2, it is indicated that all the respondents with a percentage of 100%, agreed that Uganda Clays Limited carries out on job training. This implies that the organization invests a lot of resources in training its employees through on job training to improve employees' productivity and efficiency, reduce labour turn over hence achieving organizational objectives. This is in line with Robert (2005), Managing director of Legna Construction Limited, a construction company located in the central region of Ghana which contributes substantially to the development of the country through its roads construction and employment of the country's human resource, on job training of the company's human resource contributed to the company gaining substantial increase in revenue from 2005 – 2009. (40% increase from 2001 – 2004). He attributed this to the skills and knowledge the employees gained through the on job training that helped them be more efficient thus reduced cost on the job thereby gaining more revenue.

The findings in figure 4.5 showed that most of the respondents constituting to 40% agreed that on job training increases the capacity to adapt to new technologies and methods. This implies that a well-managed on job training program enhances learning of new and efficient technique of production which provide a competitive advantage to Uganda Clays Ltd. This is in line with Richard (2005), On the job training plays a significant role in the development of organizations, enhancing performance as well as increasing productivity, capacity to adopt to new technologies, methods and ultimately putting companies in the best position to face competition and stay at the top. Every organization that is committed to generating profits for its owners (shareholders) and

providing quality service for it, customers and beneficiaries must invest in the on the job training for its employees.

According to the research findings in table 4.3 majority of the respondents with 60% noted that coaching is the main on job training method used at Uganda Clay Ltd, followed by job rotation with 20%. This implies that the organization encourages team work amongst its employees across all departments to its on job training to meet organizational goals, motivating employees which in turn increase productivity. According to Anderson (2010), he noted that coaching is a one-to-one training and it helps in quick identifying the weak areas and tries to focus on them. It also offers the benefit of transferring theory learning to practice. In India most of the scooter mechanics are trained only through this method.

The finding in figure 4.6 showed that 50% stated that employing on job training quickens learning since trainees are involved in the actual work process. This implies that on job training enhances quick development of employee knowledge, skills and abilities thus improving the employee efficiency and productivity. This is in line with Rama & Nagurvali (2012), who noted that on job Training in organizations holds the key to unlock the potential growth and development opportunities to achieve a competitive edge.

#### **5.1.2 Relationship between on job training and employee productivity.**

The finding from table 4.5 showed that the majority of the respondents with 90% agreed that on job training had an impact on the employee productivity of Uganda Clays Limited. This implies that majority of the employees in an organization agree that there is a positive relationship between on job training and employee productivity. This argument is consistent with Ekaterini & Constantino (2009), who mentioned that on job Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employee's productivity but also organizations' productivity. Various researches indicate the positive impact of on job training on employees' productivity. On job Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel.

### **5.1.3 Other Factors affecting of employee productivity in an Organization**

The findings from figure 4.9 showed that majority of the respondents acknowledged that the major way through which employee productivity is measured at Uganda Clays Ltd is measuring productivity quantitatively with 40%. This meant Uganda Clays Ltd puts more emphasis on quantity of output produced per worker due to the ever growing demand of building and construction materials in the East Africa Community. This in line with Hornberger (2003), who mentioned that productivity, may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce.

The research findings from figure 4.10 the other factors affecting employee productivity were the working environment (40%), motivation (25%), training and development and management support (15%) respectively. This implies that employee productivity is largely affected by working environment, as compared to motivation, training and development, management support and attitude of employees towards work. This argument is consistent with Kreisler, et al, (2010), who mentioned that the conditions in the working environment are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. On the other hand, organizations those have a friendly, trusting, and save environment, experience, Greater productivity, communication, creativity, and financial health.

### **5.2 Summary of the key findings**

From the analysis and interpretation of findings on the characteristics of the respondents, it was revealed that most of the respondents were male with a percentage of 70% .Considering the education level of respondents it was found out that majority of respondents, were certificate/diploma holder holders with a percentage of 60%.It was also revealed that majority of the respondents are aged between 20-35 years with a percentage of 40%. Most of the respondents with a percentage of 43% were from the Production. Lastly majority of the respondents with a percentage of 40% had served for the period between 7-10 years in Uganda Clays Limited.



Regarding to the first objective, all respondents indicated that Uganda Clays Ltd had implemented on job training. The on job training methods which were mentioned by majority of the respondents included coaching and job rotation. Majority of the respondents mentioned that the major objectives of on job training at Uganda Clays Ltd were to increase capacity to adopt new technologies and methods and to increase efficiency in processes, which results into financial gains. Majority of the respondents stated that employing on job training quickens learning since trainees are involved in the actual work process. A big percentage of the respondents confirmed that on job training methods are associated with the challenge of time consuming. Majority of the respondents confirmed that a challenge of errors in production leads to wastage of resources hence low labour productivity. Lastly majority of the respondents agreed that planning of on job training learning activities is the main solution to challenges associated with on job training.

The findings on the second objective showed that majority of the respondents agreed that there is a relationship between on job training and employee productivity. Most of the respondents agreed that the major benefit of training to Uganda Clays Ltd it boosts employee morale hence becoming committed towards production.

Concerning the third objective, it was revealed that majority of the respondents said Uganda Clays Ltd measures employee productivity through the amount of output produced by employees. Working environment and motivation were noted out as other factors that largely affects employee productivity at Uganda Clays Ltd. Majority of the respondents also agreed with team working as the majour activities involved in the management support at Uganda Clays Ltd.

### **5.3 Conclusion**

In conclusion of the research findings, the study confirms that on job training has a positive impact on the employee productivity at Uganda Clays Ltd. this is because the study found out that on job training contributed to the development of multi-skills in employees, avoiding unexpected situations which could be roused from customers, balancing supply with the demand, reduced labour costs associated with labour turnover. However there are still challenges that cause a threat to effective implementation of on job training such as time consuming, errors in production and disturbance of other staff members. Therefore this explains the need for Uganda Clays Ltd to put in place appropriate on job training methods and a conducive working environment.

#### **5.4 Recommendations**

From the finding on the methods of on job training used at Uganda Clays Ltd, the researcher recommends that management should incorporate both apprenticeship and job instructional technique in their on job training system, in order to allow the trainee to present his or her own ideas in the production process and also to enable the apprentices learn through experience and observation by practicing in handling day to day problems which prepares employees for assuming full responsibilities and duties.

From the finding on challenges associated with the methods of on job training, the researcher recommends that management should endeavor to plan for on job training learning activities, separate learning into sections and introduce learning management systems. This will help management to effectively implement on job training programmes hence achieving organizational objectives.

From the finding on other factors affecting employee productivity, the researcher recommends that management should further improve on employees' welfare in terms of providing a conducive working environment which can arouse the morale of employees hence being more dedicated and loyal to the job.

#### **5.5 Areas for further Research**

The following are the suggested areas for further research;

The effect of participation in decision making on employee productivity.

The impact of working environment on employee productivity

The impact of records management on service delivery in an organizations.

The impact of inventory management on performance of an organization.

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## APPENDIX I

### QUESTIONNAIRE

Dear sir/madam I am NAJJIBA PHIONA BGC/44921/143/DU, a student pursuing Bachelors degree of Guidance and Counseling at Kampala International University. I am carrying out research on **the Impact of on job Training on Employee Productivity in an Organization a Case study of Uganda Clays Limited, Kajjansi Wakiso district**, I therefore kindly request you to spare some time and fill the questionnaire with the response you feel is the most appropriate by ticking and filling in the answers with in the box and space provided. I assure you that all the information provided will be used for academic purposes purely and will be treated with at most confidentiality.

To be completed by filling or putting a tick on the most appropriate option provided.

#### Section A: BIO DATA

1. Gender (please tick appropriately)

a) Male ☐ b) Female ☐

2. What is your highest level of education?

a) Certificate/diploma ☐ b) graduate ☐ c) post graduate ☐  
d) Others specify.....

3. In what age bracket do you fall? (Tick where appropriate)

a) 20-35yrs ☐ b) 36-45yrs ☐ c) 46-55yrs ☐ d) 56yrs and above ☐

4. In which department do you currently fall in the organization?

.....

5. How long have you served in the organization?

a) Below 1yr ☐ b) 1-3 yrs ☐ c) 4-6yrs ☐ d) 7-10yrs ☐ 10yrs and above ☐

#### Section B: Research Objectives

**Objective One: the methods of on job training used by an organization**

6. Does your organization have on job training in place?

Yes ☐

No ☐

7. What are the objectives of carrying out on job training?

- a) To Increase efficiencies in processes, resulting in financial gain ☐
- b) To Increase employee motivation ☐
- c) To Increase capacity to adopt new technologies and methods ☐
- d) To Increase innovation in strategies and products ☐
- e) To Reduce employee turnover ☐

8. How is on job training carried out?

- a) Coaching ☐
- b) Mentoring ☐
- c) Job Rotation ☐
- d) Job Instructional Technique (JIT) ☐
- e) Apprenticeship ☐

Other specify.....

9. What benefits has the organization gained as a result of employing on job training?

.....

.....

.....

.....



10. What are the challenges associated with the method of on job training chosen in question 8 above?

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.....  
.....

11. How do the challenges associated with the method of on job training chosen in question 8 affect employee productivity of an organization?

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

12. What are the possible solutions to the identified challenges?

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

**Objective two: the relationship between on job training and employee productivity.**

13. Does between on job training have any relationship with employee productivity in this organizations?

- a) Yes ☐
- b) No ☐
- c) Not sure ☐

14. If yes please explain the relationship in the space provided.

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

**Objective Three: Other Factors Affecting of employee productivity to an Organization.**

15. How is employee productivity measured in the organization?

- a) Measuring Productivity by Profit ☐
- b) Measuring Productivity Quantitatively ☐
- c) Management by Objectives ☐
- d) Measuring Time Management Productivity ☐

Other specify.....

16. What factors affect employee productivity of in this organization?

- a) Attitude of employees towards work
- b) Motivation
- c) Working environment
- d) Training and development
- e) Management support

Other specify.....

17. What are the activities involved in management support?

- a) Team working
- b) Empowerment and idea capture schemes
- c) Information sharing on quality
- d) Extensive training and development

Other specify.....

18. How does management affect employee productivity of an organization?

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

**“Thank you for your cooperation.”**

## APPENDIX II

### INTERVIEW GUIDE

**An Interview guide for the purposively selected respondents from Administrators.**

I am NAJJIBA PHIONA BGC/44921/143/DU, a student pursuing Bachelor of Guidance and Counseling at Kampala International University. I am carrying out research on **the Impact of on job Training on Employee Productivity in an Organization a case study of Uganda Clays Limited, Kaggansi Wakiso district**, I appreciate time given to me. I also assure you that all the information provided will be used for purely academic purposes and will be treated with at most confidentiality.

- 1) What is your position in the organization?
- 2) How long have you served in the organization?
- 3) Does this organization carry out on job training?
- 4) How does the organization manage its on job training process (methods of on job training)?
- 5) What is the relationship between on job training and employee productivity?
- 6) Apart from on job training what other factors affect employee productivity?

**Thank you for your cooperation**

**APPENDIX II**  
**INTRODUCTORY LETTER**



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*Office of the Head of Department*

August 17, 2017

Dear Sir/Madam,

**RE: INTRODUCTION LETTER FOR NAJJIBA PHIONA  
REG NO. BGC/44921/143/DU.**

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelors Degree in Guidance and Counseling.

She is currently conducting a field research for her dissertation entitled, **"THE IMPACT OF ON JOB TRAINING ON EMPLOYEE PRODUCTIVITY IN AN ORGANISATION, A CASE STUDY OF UGANDA CLAYS LIMITED KAJJANSI, WAKISO DISTRICT."**

Your organisation has been identified as a valuable source of information pertaining to her research project. The purpose of this letter then is to request you to accept and avail her with the pertinent information she may need.

Any data shared with her will be used for academic purposes only and shall be kept with utmost confidentiality.

Thanking you in advance.

Yours truly,

For Dr. Wilber Karugahe  
HOD-Applied Psychology

