

**TRAINING AND EMPLOYEE PERFORMANCE CASE STUDY:
ROPANI INTERNATIONAL COMPANY, LTD
SOUTHERN SUDAN**

BY

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**A RESEARCH DISSERTATION SUBMITTED TO FACULTY OF BUSINESS
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UNIVERSITY**

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DECLARATION

I, **KWAJE JOSEPHINE**, Reg. No. **BHR/42048/71/DF** hereby declare that this research report is my original academic work and has not been submitted or presented for the award of the degree of Bachelor of Human Resource Management at any University or Institution of Higher Learning.

Candidate;

Signature & Date  _____

Full Name **Kwaje Josephine.**

APPROVAL

This is to certify that my approval has been given for this research proposal to be submitted to the Faculty of Business and Management as a requirement for the partial fulfillment for the award the degree of Bachelor of Human Resource Management.

Supervisor:

Mr. WANDIBA AUGUSTINE

Signature & Date

 13/05/2011

DEDICATION

I would like to dedicate this research report to my late grandfather and grandmother Mr. Okot Gordon and Mrs. Tabita Okot for the love and care during the most trying moments in my life, and for the elderly advice right from childhood and showing me right path to success in life before taking their final rest in heaven, as they enjoy good moments with the angels, may their souls rest in internal peace I love them with all my strength, to my beloved uncles Michael and late Joseph for the wonderful things they have done for me, to my beloved uncles migrate Okot, Awate Mary Okot for the good morals they imparted in me, further more to my dear aunt Suan Okot for supporting me throughout my academic life, to my dear parents Mr. Yabag Onesmo and Mrs. Akech Betty Okot who brought me into this wonderful world and for his success in educating me in my university level. You are all special to me! I also wish to dedicate this work to all my brothers and sister, Abalo Lillian, Catherine okot, Akongo, AmonyRecho, Emma, Bosco and to all the rest whom I might have not mentioned due to much excitement.

I would also like to dedicate this research report to my friends: first and far most to my beloved Weri Tom Muki, Cheratto Harriet, Malish Milton, Ginyi Emmanuel, Wani Isaac, Grace, and aunt Sadia, supervisor Mr. Wandiba Augustine for the support, guidance, and encouragement. May God bless you.

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ABSTRACT

The research was about “the impact of training on employee performance”. A case study of Ropani International Company Ltd, Juba Southern Sudan.

Despite the fact that emphases were put on training in southern Sudan, there was lack of sufficient training in Ropani International Company which resulted into untrained employees joining higher positions in the company resulting into reduced efficiency, poor human relations, reduced employees’ morale, and increased rate of supervision.

The research was guided by following objectives; to find out the methods of training used in Ropani international Company, to examine the effects of training on employee performance, to establish the obstacles that hinder training in Ropani International Company.

The study used both descriptive and analytical data collection methods. The descriptive aspect of the study was used to identify the training methods used in the company such as observation and interviews, while the analytical aspect dealt with analyses of the effect of training on employee performance such as questionnaires.

The study population comprised of 40 employees out of which 30 were selected as the sample and the sample consisted of managers and low level employees from all departments of the company.

The findings of the study

Revealed that the training methods used in the company were; job rotation, internship, case study, job instruction training.

The findings also revealed that 24 employees said that training affects performance while 6 employees revealed that training does not affect performance. The obstacles identified by the respondents to training were; lack of top management support, lack of funds, and incompetence of trainers, inconsistency between training needs and training objectives.

The conclusion from the study

showed that the most common training method used in the company was internship of the respondents; the study further revealed that the major obstacle to training in the company was lack of funds with respondents .The study also revealed that there was a direct relationship between training and employee performance with employee who revealed that training affects performance while respondents who held the view that training does not affect performance.

.The obstacles identified by the respondents to training were; lack of top management support, lack of funds, and incompetence of trainers, inconsistency between training needs and training objectives.

The researcher recommendation

The management should be willing and ready to support training programs in the company if they want to retain their competent manpower; training should be a collective responsibility of all individuals and management levels such as the middle level and operational levels of management; the researcher also recommended that much attention should be given to training need analysis to establish the training requirements both at the individual and organizational level; training should be carried out by highly qualified trainers.

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CHAPTER ONE

1.0 Introduction

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

1.1 Background of the study

The background of the study was categorized into; theoretical, conceptual, and contextual background as discussed below.

Dessler (1994,pg.238),argued that organizations today use training to achieve two major aims namely; to broaden the skills such as problem-solving skills, communication skills and team-building skills leading to improved organizational performance. Secondly, more firms are taking advantage of the fact that training can enhance employee commitment. This is the reason why firms like Toyota provide about two weeks of training per year for all employees.

There is always the problem for every organization to manage its expanding and ambitious plans with the untrained persons; therefore training function must undertake the role of equipping employees in various aspects at subsidized costs. So training imparts skills and knowledge to employees in order to contribute to the organizational efficiency and be able to cope up into the pressures of changing environment. Through training, the organization increases more on preparation for improved performance in a particular job. Also training is concerned with imparting and developing specific skills for a particular purpose. Training suggests that productivity would not be improved by the offer of more money alone but should be based on well organized, clearly defined and fixed principles of the training techniques. (Dessler, 1994.pg.239)

Training is required if the organizational goals and objectives are to be achieved. Training influences an organization to act for a common end and purpose. Through training organizational viability and flexibility is increased as well as sustaining its effectiveness despite the loss of its

key personnel and making short-term adjustment with the existing personnel. Such adjustments are possible if the organization has trained people who can occupy the positions vacated by the key personnel. Training enables increased efficiency, increase in morale of employees, better human relation as well as reduced supervision .Training helps workers and employers to work together for greater efficiency and productivity so that there are more profits to share. (Schuler, 1998, pg.371)

Training is the process of providing employees with specific skills or helping those correct deficiencies in their performance (Gomez, Balkin, Cardy & Dimick, 2000, pg. 233)

According to Kleiman (2000 pg.177), training is a planned learning experience that teaches workers how to effectively perform their current jobs.

Training is concerned with imparting and developing skills for a particular purpose. Training imparts skills and knowledge to employees in order that they contribute to organizational efficiency and be able to cope with the pressures of changing environment. (Prasad, 2001. pg. 492)

Training is learning process that involves the acquisition of skills, concepts, rules or attitudes to enhance the performance of employees. Generally the new employees and managers have primary responsibility for job training. (Rue & Byars, 2000, pg. 210)

Byars and Rue (2000, pg.210), defined performance as the degree of accomplishment of the tasks that make up an individual's job. It reflects how well an individual is fulfilling the requirements of the job.

Gibson Ivancevich and Donnelly (1991) performance is the desired result of behavior.

Performance is the process used to ensure that employee's activities and outcome are congruent with organizational objectives.

Through effective training, organizations are able to produce more or high output than would have been where training is ineffective and its flow is only limited to specific sections of employees.

In the contemporary world, surviving and thriving requires speed and flexibility on the part of the firm. And they require responding to customers' needs with respect to quality, variety, customization, convenience, and timeliness. Meeting these new standards in organizations today requires a workforce that is more than just technically trained. It requires people who are capable of analyzing and solving job-related problems, working productively on teams, and shifting from job to job as well.

However, lack of sufficient training in Ropani International Company has led to employing of persons holding key positions in the company resulting into reduced efficiency; poor human relations reduced employee morale as well as increased rates of supervision. The individuals involved are both the workers and the entire management. In addition ineffective training in Ropani International Company has resulted into high labor turnover among the valuable employees of the organization.

1.2 Statement of the problem

According to the Focus on southern Sudan magazine (2007, pg.12), emphases have been put by organizations to improve the work related skills and knowledge of employees but most companies have failed to perform to the public expectations. The lack of sufficient training in Ropani International Company has greatly resulted into persons joining higher positions in the organization resulting into reduced efficiency, poor human relations, reduced employees' morale and increased rates of supervision. (Sudan magazine 2007 Pg.20) The individuals involved are both the workers and the entire management.

In addition, this ineffective training has resulted into high labor turnover for most of the organization's employees.

1.3 Purpose of the study

The purpose of the study is to establish the relationship between training and employee performance in Ropani International Company Ltd

1.4 Specific objectives of the study

The following will be the objectives under which the research will be carried out.

- To find out training methods used in Ropani International Company Ltd.
- To examine the effect of training on employee performance in Ropani International Company Ltd.
- To establish the obstacles that hinder training in Ropani International Company Ltd.

1.5 Research Questions

- What are the methods of training used in Ropani International Company Ltd?
- What is the effect of training on employee performance in Ropani International Company Ltd?
- What are the obstacles that hinder training in Ropani International Company Ltd?

1.6 Scope of the study

1.6.1 Geographical scope.

The study will be carried out in Southern Sudan in the county of Juba where the company is located. The researcher has chosen Juba County due to reliable source of information from friends and relatives.

To understand the importance of training to the organization and the development of the areas.

1.6.2 Content scope.

The study will be limited to training and employee performance in Ropani International Company Ltd.

1.7 Significance of the study

- ❖ It will contribute to the researcher's fulfillment of the requirements for the award of Bachelors Degree of Human Resource Management.
- ❖ This study will be useful in finding out how best the management of Ropani International Company Ltd can effectively use training to better the performance of its employees.
- ❖ It will be used by other researchers, students and various academicians for future literature review.
- ❖ The study will add knowledge to the areas of training and employee performance

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter focuses on theoretical conceptual and related literature.

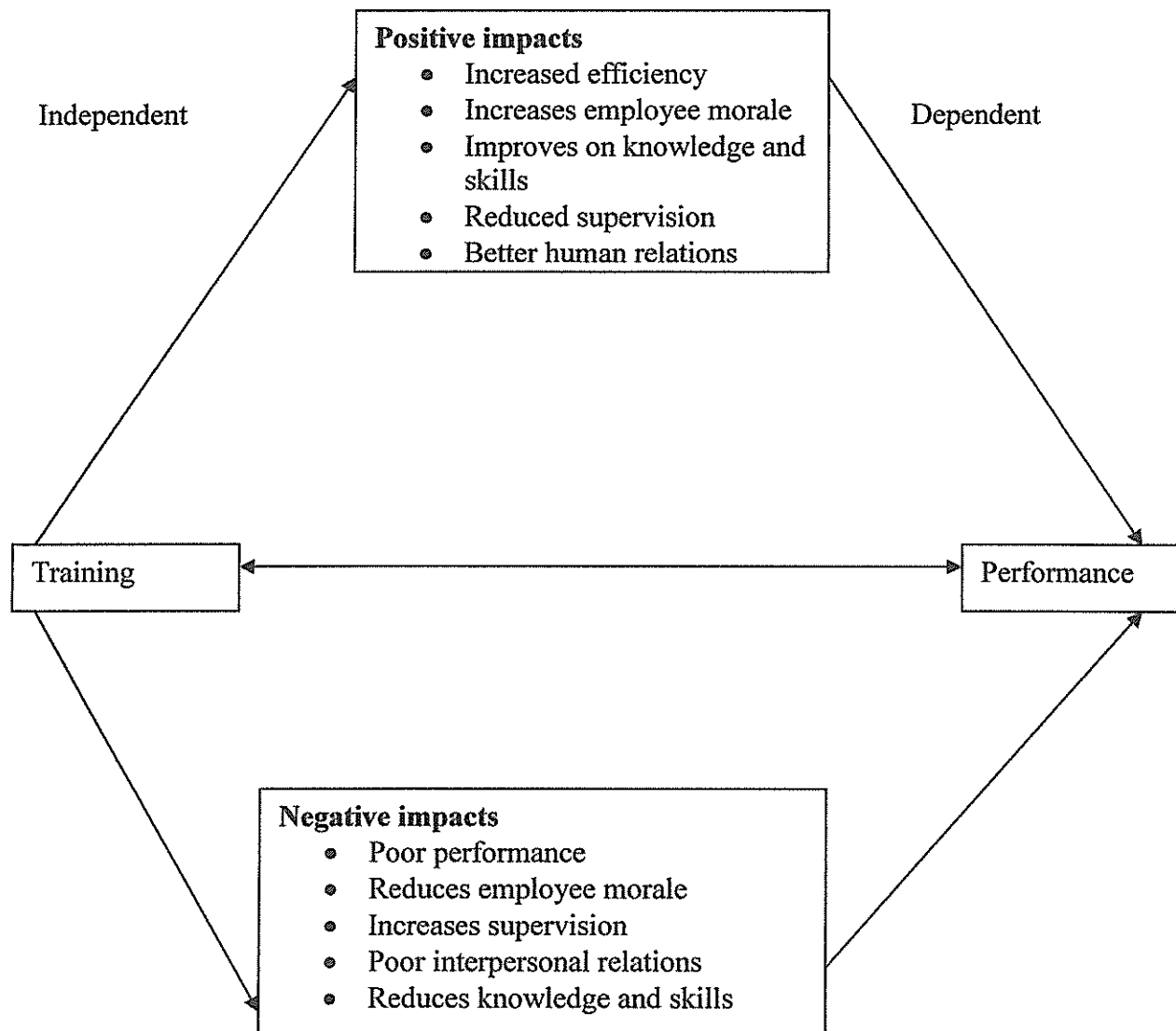
2.1 Theoretical framework

According to Goldstein(1996,pg.169),the principles theory of training suggests that training should focus on the general principles necessary to learn a task so that the learner can apply them to solve problems in the transfer environment.

This theory suggests that it is possible to design training environments without too much concern about their similarity to the transfer situation, so long as it is possible to utilize underlying principles.

Goldstein (1996, pg.170), further argued that the principles theory is critical to knowledge transfer because knowledge can be abstracted and connected to new problems. If trainees can understand the principles and concepts and if they have a chance to practice exercises and apply situations in training programs to their workplace, they are more likely to apply their newly acquired skills and behaviors when they are faced with new challenges and unfamiliar problems.

2.2 Conceptual framework



Source: Researcher's own concept.

The conceptual framework above gives a logical illustration of the effect of training on employee performance. It shows that training is the independent variable while Performance is the dependent variable because its outcome depends on how sufficient and effective the training has been conducted.

The conceptual framework above further shows that training has a direct relationship with performance whereby when training is sufficiently conducted it generates positive impacts such

as increased efficiency, increases employee morale, reduced supervision, improved level of knowledge and skills, and better human relations which are all indicators of improved overall organizational performance.

On the other hand when training is not sufficiently and well conducted, it has negative impacts on the organization such as reduced employee morale, poor interpersonal relations, and increase in employee supervision, reduced knowledge and skills of the employees which are all indicators of poor performance of the organization.

2. 3 Related Literature

The related literature was reviewed objective by objective.

2. 3. 1 Methods of training

There are a variety of methods of training that can be used to train the staff of Ropani International Company Ltd. These methods must be carefully selected to best suit the training needs of the organization in terms of costs, time, approach; and individual needs in terms of skill levels, relevance and commitment needed. Training basically takes two forms namely; on-the-job training methods and off-the-job training methods.

On-the-job training methods

This is an approach to training where the trainee works in the actual setting, usually under the guidance of an experienced worker, supervisor or trainer. (Gomez et al, 2000. pg. 266). On-the jobs training methods take the following forms:

(a) Job rotation; Job rotation means moving trainees from department to department to broaden their understanding of all parts of the business. The trainee may spend several months in each department; this helps not only broaden his or her experience, but also discover the jobs he or she prefers. (Kinicki, 2006, pg. 297).

(b) Internship training; this is an on-the-job training program jointly sponsored by colleges, universities and other organizations that offer students the opportunity to gain real-life

experience while allowing them to find how they will perform in work organizations. (Kamunda & Mabel, 2006, pg.43)

(c) Apprenticeship training; this system of on-the-job training in which a worker entering the skilled trades is given thorough instruction and experience in the practical and theoretical aspect of the work.

(Robbins, 2003, pg.495)

(d) Understudy assignments; these are training programs designed to groom an individual to take over a manager's job by gaining experience in handling important functions of the job. (Bohlander & Snell, 2004, pg 233)

(e) Action learning; Action learning is a training method that gives managers time to work full time on projects, analyzing and solving problems in departments other than their own. The trainees meet periodically within a four-or five person project group to discuss their findings. (Dessler, 2002, pg. 146)

(f) Supervisory assistance and mentoring; Supervisory assistance is advice given by the supervisor on a daily basis whereas mentoring is advice given for career development over a long period of time. Assisting employees is a regular part of a supervisor's job. It includes day-to-day counseling, coaching, and mentoring workers on how to do the job and how to get along in the organization. Mentoring programs in which an established employee guides the development of a less experienced worker can increase on employee's skills, achievement and understanding of the organization. (Schuler, 1998, pg 387)

(g) Job instruction training; this is a training method in which trainers demonstrate each step of a task, discuss its key points, and then provide the trainees with guided practice. The development of the job instruction training starts with a job-break down, which is a step-by step listing of how the job should be performed. Accompanying the job breakdown is a description of key points, if any for each step. Key points, which are suggested that will help workers perform the task effectively and safely. (Kleiman, 2000, pg.184)

Off-the-job training methods

“Off-the-job” simply means that training is not a part of everyday job activity. The actual location may be in the company classrooms or in places which are owned by the company or in Universities or associations which have no connection with the company (Mamoria & Ganker, 2004, pg.301).

Off-the-jobs training methods take the following forms;

(a) The case study method; the case study method presents a trainee with a written description of an organizational problem. The person analyzes the case in private, diagnoses the problem, and presents his or her findings and solutions in a discussion with other trainees. This method is aimed at giving trainees realistic experience in identifying and analyzing complex problems in an environment in which their progress can be subtly guided by a trained discussion leader. (Dessler, 2002, pg.147)

(b) Lectures or classroom instructions; Lectures are formal organized talks by the training specialist, the supervisor or other individual who is knowledgeable in the specific topic. It can be organized rigorously so that ideas and principles relate properly. They are usually enlivened by discussions, film shows, case studies, role playing and demonstrations. (Robbins, 2003, pg. 276)

(c) The conference method; the conference is a participative method that emphasizes small group discussion in which the instructor or conference leader guides rather than instructs trainees through a process of questions, answers, and discussions to a desired outcome.

The method is similar to a graduate school seminar. The objectives of the conference method are to develop problem-solving and decision-making skills, present new and complex material, and modify attitudes. (Ledvinka, 1998, pg.498)

(d) Programmed instructions; Programmed instruction is a highly structured, individualized learning method that specifies what is to be learnt, breaks down the learning topics into small steps, tests the learner’s knowledge at the completion of each step, gives the learner feedback of

whether a correct or incorrect response was given, and tests the knowledge and skills acquired at the completion of training. (Ledvinka, 1998, pg.499)

(e) Role playing; this generally focuses on emotional or human relations issues rather than on factual situation. The essence of role-playing is to create a realistic situation, and then have the trainees assume the parts of specific personalities in the situation. The usefulness of role playing heavily depends on the extent to which trainees get into parts they are playing. (Schuler, 1998, pg.390)

(f) Sensitivity training; Sensitivity training provides individuals a situation for an unstructured group exchange of thoughts and feelings on the “here” and “now” rather than “there” and “then” Although the experience of being in a sensitivity group often gives individuals insights into how and why they and others feel and act the way they do, critics claim that these results may not be beneficial because they are not directly transferable to the job. (Rao, 2001, pg.267)

(g) Formal course method; this training method is done-off-the job by the individual alone or in a classroom. This method can be accomplished using programmed instructions, computer-assisted instruction, reading and correspondence courses. (Schuler, 1998, pg.389)

2. 3. 2 The effects of training on employee performance.

Effective training attempts to improve current or future employee performance by increasing their ability to perform through learning usually by changing the employees’ attitude or increasing his/her skills and knowledge. The amount of work a person does depends not so much on the physical strength or even on physical conditions in which the task is performed but rather on the skills acquired from training.

Ivancevich (2000, pg. 384), suggests that to improve health and safety standard administration, proper training can help prevent industrial accidents among the employees. A safer work environment leads to more stable mental attitudes on the part of employees. Management’s mental state would also improve if supervisors know that they can better themselves through company designed and developed training programs.

According to Gomez, et al (2000, pg. 274), effective training helps a company to fulfill its future personnel needs. Today more organizations than ever before are attempting to identify current and future training needs and to develop programs that enable employees to perform at the desired level. Organizations that have a good internal training program will easily make drastic man power changes and adjustments in the event of sudden personnel alterations.

Ledvinka (1998) emphasized that efficiency was improved by training employees to operate the new technologies and expand their skills. In addition, training helps workers on how to implement the new ideas. Consequently, improved employee performance hinges on effective training process.

Armstrong (2001) suggested that effective training builds strong employment relationship between employees and employers and provide an enabling environment to harness employee performance. An endless chain of positive reactions result from a well planned training program .Production as well as the quality of the products may improve, through effective training program, there is emphasis on mutuality that is a common interest in achieving organizational goals through development of the organizational culture based on shared values between management and employees and this was possible only through training.

The major aim of training was to help the enterprise/organization achieve its mission by adding value to its key human resources.

To reduce the learning time for employees starting new jobs on appointment, transfer or promotion and ensure that they become fully competent as quickly and economically as possible it reduces costs, in here the employees start work immediately and therefore production is not hampered by lack of knowledge by the new entrant.

Attract high –quality employees by offering them learning and development opportunities increasing their level of competence and enhancing their s kills, this enables them to obtain more job satisfaction to gain higher rewards and to advance/progress within the organization.

Helps to manage change by making employees understand the reasons for change and this provide people with the knowledge and skills they require to adjust to change.

Increase the commitment of employees by encouraging them to identify with the mission and objectives of the organization.

It helps to develop a positive culture in the organization towards performance improvement example after employees have undergone training they unlock their potential which in the long run lead to performance.

Training provides higher level of services to customers that is, because training imparts new skills in the workforce, customers care improves fundamentally.

Training helps to improve operational flexibility by extending the range of skill posed by employees that is through multi-skilling of the employees.

Training acts as a motivational factor for employees that is to say individual will be able to learn which helps them to know their present level of knowledge s kills or competence needed to improve their effectiveness and performance in an organization.

Training provides a standard of performance to the learners this ensure that learner know what they are expected of so they can use that as a bench mark to judge their own progress.

Training is also important in away that it provides guidance to employees and this brings in a sense of direction and feedback on how they are progressing thus effective for performance appraisal purpose.

Training also affects employees' performance in away that it enhance learning to be active but not passive thus high level of participation and involvement which leads to reduced conflicts in an organization.

Training helps managers to use appropriate techniques for training trainees these wide range of training tools and material such as flip charts, powers point presentation, audio visual aids, which leaders to individual and groups to meet target of the organization mission and vision.

2.3.3 Obstacles that hinder training.

Lack of top management support and commitment; without top management support and commitment to training, an organization is likely to concentrate on activities other than training. This is particularly true when the focus is on short term goals and immediate results. Such a focus allows too little time for the benefits of training to accrue. Thus the support and commitment of the chief executive officer are critical to the success of an organization's training effort. (Schuler, 1995.pg.196)

Training was very costly; Managers sometimes view training as too costly and the payoffs are too far into the future. Training is an expensive venture that drains a considerable amount of the organization's resources. Training costs can be inform of hiring trainers, the cost of training aids such as audiovisuals, training venue.(Dessler,1994.pg.247)

A common obstacle is that training is often haphazardly done; Trainers may have no experience in training no time to do it, and no desire to participate. Under such conditions, learners essentially are on their own, and training likely will not be effective. (Mathis & Jackson, 1997.pg.294)

Inexperienced trainers; several times trainer- related factors act as an obstacle to training. The trainers themselves sometimes lack adequate knowledge and skills to transfer to the trainees. They may lack knowledge related to principles of learning, job instruction techniques and all these render training efforts worthless.

Inconsistency in organizational goals; success in an organization hardly depends on a single department doing well. There is a great deal of interdependency among different parts of the organization for pulling the ship in the same direction. If there are contradictory goals among various departments such as sales, implementation, client management, service delivery, and

information management, no amount of training will put them on the same path. (Mathis & Jackson, 1997.pg.295)

Lack of front-end alignment; training sometimes does not have a crystal-clear understanding of the organization's strategy and direction. More importantly, training needs to translate these broad strategies into desired outcomes and needed changes in skills and behaviors. Training needs to get business sign-off rather than just being order-takers so that the training content and delivery is geared toward delivering tangible value. (Schuler, 1995.pg.196)

Difficulty in applying what has been learned; As Jeffrey and Robert Sutton point out in their book, *The Knowing-Doing Gap*(1996) "there is a loose and imperfect relationship between knowing what to do and the ability to act on that knowledge. "Training needs to challenge the very basic assumption that "doing "happens through "knowing." There is ample evidence that it is actually the other way round

CHAPTER THREE: METHODOLOGY

3.0 Introduction

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

3.1 Research Design

The study used both descriptive and analytical methods.

The descriptive aspect of the study dealt with identifying the training methods used in Ropani International Company Ltd. It examined whether the management exhibited proper training methods as highlighted in review of related literature in chapter two. The analytical aspect dealt with the analyses of the effect of training on employee performance in Ropani International Company Ltd.

3.2 Study population

The study was carried out in Ropani International Company Ltd. The respondents were got from employees of different departments of the company.

3.3 Sample population

The study population comprised of 40 people out of whom 30 were selected as a sample and this included management and employees of Ropani International Company. The management was chosen because they gave detailed information regarding the establishment of the company, its performance, the average expenditure. The employees were chosen from various departments and they gave information regarding the methods of training used, average customers per day.

3.4 Sampling Design

The researcher used simple random sampling technique in the sense that whether one was on probation or confirmed was put into consideration. Respondents were identified depending on their willingness and availability to take part in the exercise or study.

3.5 Source of Data

(a) Primary sources

The researcher first got information from respondents who included staff and management of Ropani International Company Ltd through interviews, questionnaires, and observation.

(b) Secondary sources

The researcher reviewed the available literature which included; pamphlets, news papers and files. The researcher also reviewed books and relevant literature from libraries. The documents studied and literature consulted was about the impact of training on employee performance.

3.6 Data collection instruments

The data collection instruments were basically self-administered questionnaires, which comprised of open and close ended questions that required respondents to answer all the questions to the best of their knowledge. Interviews and observation were as well used.

(a) Interviews

An interview guide was used especially with managers. The researcher carried out face to face interviews with the respondents. The researcher also explained to the respondents why the study was being carried out. Interviews were preferred because of the fact that the researcher would have face to face interaction with respondent and enabled him to ask probing questions relevant to the study.

(b) Questionnaires

These are pre-formulated written set of questions to which the respondents recorded their answers. It is an efficient data collection mechanism when the researcher knows what is required and how to measure variables of interest.

Questionnaires can be administered personally or mailed to the respondents. For this case study, the questionnaires were self-administered to the target respondents. The questionnaires were preferred because they saved time especially when the group was big and geographically scattered, they can be stored for future reference, they gave straight forward answers and therefore easy to evaluate.

3.7 Research procedure

The research obtained an introductory letter from Kampala International University School of Business and Management to Ropani International Company Ltd. Permission was sought from the company management to allow the research conduct this study. Participants willing to provide information were guided in questionnaire filling process and questions were asked by the respondents for clarification.

3.8 Data analysis

After collection of data, only correctly filled questionnaires were coded and analyzed. Analysis was carried out by using frequencies, percentages and true findings were presented using tables.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter entails the presentation and analysis of the data collected from the field study in relation to the objectives of the study. The data is presented in frequencies, tabular and graphical forms. The study specifically focused on the impact of training on employee performance in Ropani International Company limited.

4.1 The Methods of Training Used in Ropani international Company Ltd

The first objective of this study was to find out the methods of training used in Ropani International Company Ltd. The findings were based on the research questions from the specific objectives of the study. “Which training methods are commonly used in Ropani International Company Ltd?

To achieve this objective, the respondents were asked the most common training methods used in the company, to establish whether the training methods used met the training needs of the company, and to identify other training methods they would recommend for the company in order to make proper use of its employees. The responses to the questions are given as below;

Table 4.1 opinion on the most common training methods used in the company.

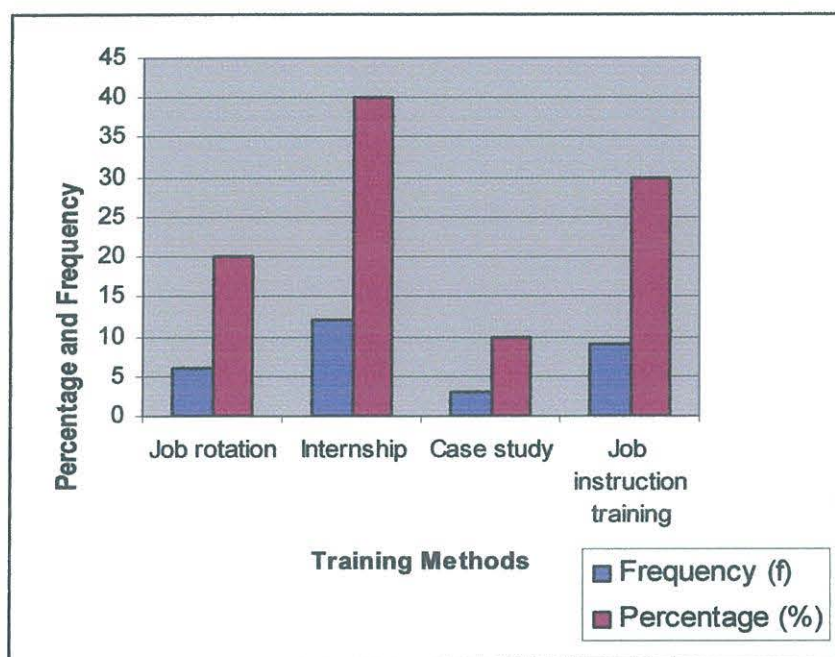
Responses category	Frequency (f)	Percentage (%)
Job rotation	6	20
Internship	12	40
Case study	3	10
Job instruction training	9	30
Total	30	100

Source: primary data.

Results from the table 4.1 above indicated that 6 employees (20%) were of the opinion that job rotation was the most common training method used in the company, 12 respondents (40%) revealed that internship was the most common training method used by the company, while 3 employee (10%) were of the opinion that the most commonly used training method by the company was case study, and lastly 9 respondents (30%) revealed that job instructions training was the most common method. Basing on the findings, it clearly showed that majority of the respondents (40%) were of the opinion that internship was the most common method used followed by job instruction training (30%), job rotation (20%), and lastly case study method (10%)

The data in table 4.1 can also be presented in a graphical form as in figure 1 below.

Figure 1: Graphical presentation of the common training methods used in Ropani International Company Ltd



Findings from the interviews showed that 12 employees (40%) revealed that job rotation was the most common training method, 9 respondents (30%) were in support of internship, 3 employees (10%) pointed out case study, while 6 employees held the view that job instruction training was the most common method used in the company.

The objective of this study was to find out the effect of training on employee performance. The findings were based on research questions from the specific objective of the study two “what is the effect of training on employee performance?” To achieve this objective , the respondents were asked t o tell whether training affects performance , the duration it takes an employee to

perform effectively after acquiring the skills and to tell whether the skills acquired during training are directly applicable on the job. Of which the responses to the questions are given in the subsections below

Table 4.2 respondents' opinions on whether training affects performance

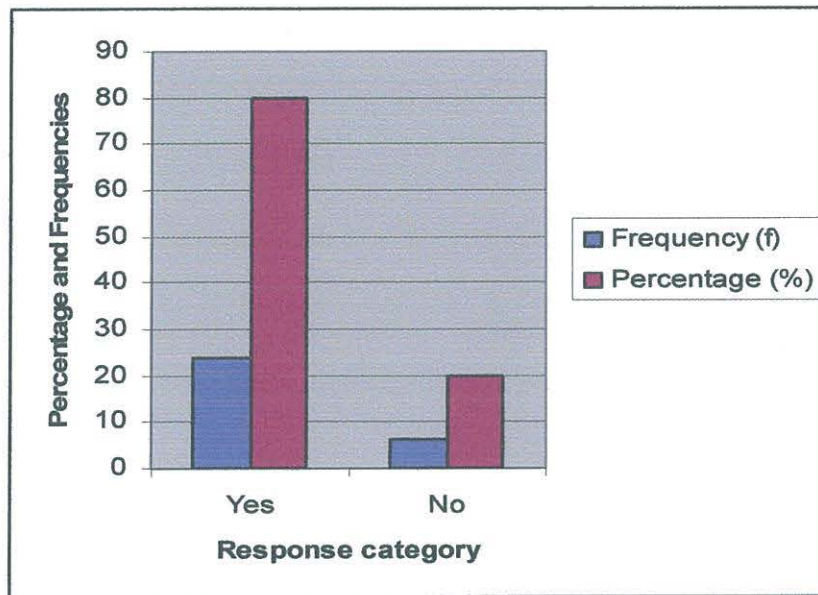
Response category	Frequency (f)	Percentage (%)
Yes	24	80
No	6	20
Total	30	100

Source: primary data.

From the employee's responses above 24 employees (80%) revealed that training affects employee performance while 6 respondents (20%) said that training does not affect performance.

The data in table 4.2 can also be presented on a graph as in figure 2 below.

Figure 2: Graphical presentation of the effect of training on employee performance.



The responses from the interviews revealed that 27 employees (90%) held the opinion that training affects employee performance, while 3 respondents (10%) said that training does not have any impact on employee performance.

4.4 Obstacles That Hinder Training In Ropani international Company Ltd

The objective of the study was to find out the obstacles that hinder training in Ropani International Company Ltd.

The findings were also based on the research questions derived from the specific objectives of the study. "What are the obstacles that hinder training in Ropani International company ltd?"

To achieve this objective, the respondents were asked to mention the obstacles that hinder training in the company, to establish whether the obstacles have direct impact on the employee ability to acquire the new skills and knowledge and, to identify solutions to the problems mentioned.

Table 4.3 responses on the obstacles that hinder training in Ropani International company ltd

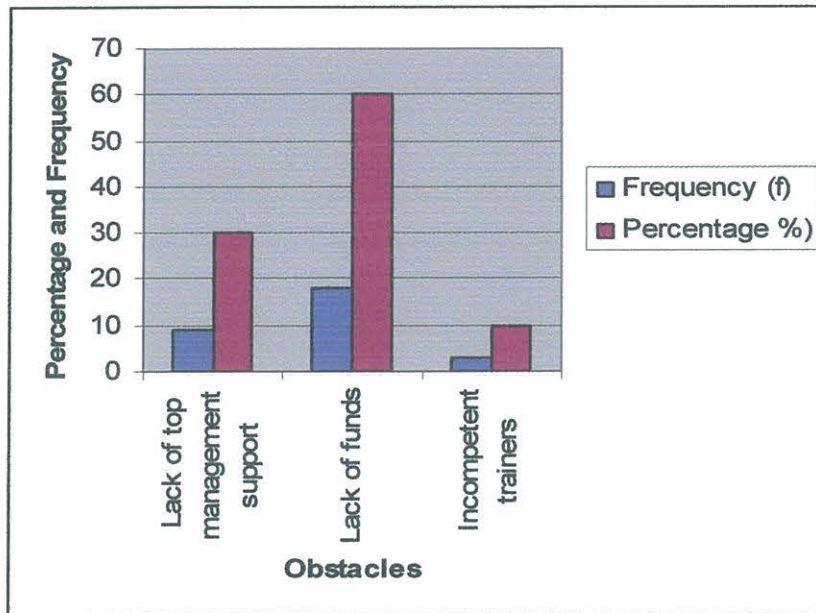
Response category	Frequency (f)	Percentage (%)
Lack of top management support	9	30
Lack of funds	18	60
Incompetent trainers	3	10
Total	30	100

Source: primary data.

Results from table 4.3 above revealed that 9 respondents (30%) held the view that lack of top management support was the major obstacle to training in Ropani International company Ltd , 18 employees (60%) were of the opinion that lack of funds was the major obstacle to training ,while 3 respondents (10%) believed that incompetent trainers was the major obstacle to training in the company.

The data on table 4.3 can also be presented in a graphical form as shown on figure 3 below.

Figure 3: Graphical presentation of opinions regarding obstacles to training.



The responses from the interviews revealed that the obstacles identified by the employees were; inconsistency between training needs and training objectives, limited funds to successfully implement training program, poor training methods used, and lack of top management support towards the programme.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the discussion of findings conclusion and recommendations with suggestion for further research in line with the study objectives and research questions related to the studied topic of the impact of training on employee performance in Ropani International Ltd.

5.1 Discussions

The discussions of the findings were presented in accordance with the research objectives of the study as follow.

5.1.1 Discussion of the Research Findings

The first objective was to find out the methods of training used in Ropani International Company Ltd.

The study revealed that 12 employees (40%) were of the opinion that internship was the most common training method used in the company. This confirms the argument by Kamunda and Mabel (2006, pg.43) that indeed it is one of the common methods used by companies.

The findings again showed that 9 respondents (30%), held the view that job instruction training was the most common method used in the company and this is in line with the writings of Kleiman (2000,pg.184) as being one of the most common off-the-job training methods used by companies.

Of these, 6 respondents (20%), revealed that job rotation was the most common method and lastly 3 employees (10%) pointed out case study as the most common method used in the company. Kinicki (2006, pg.297), pointed out job rotation as being one of the most dominant

training method used by companies in order to broaden employees' understanding of all parts of the business.

5.1.2 EFFECTS OF TRAINING ON EMPLOYEES PERFORMANCE

The objective of the study was to examine the effect of training on employee performance in Ropani International Company Ltd and the study revealed that 24 employees (80%) were of the opinion that training affects employees' performance. This argument is in line with the writings of Ledvinka (1998) where he pointed out that training helps to improve efficiency by equipping employees with skills to operate new technologies and adapt to other environmental changes in the world. The findings again revealed that, 6 respondents had the opinion that training had no effect on employee performance.

These findings were a revelation that although a significant number of employees underwent the training programme, according to Gomez (2000, pg.274), not all of them could apply the skills and knowledge immediately but they all had different intervals of performing as shown above where 17% said that they performed instantly, 60% revealed that it took them a week, whereas 23% held the view that it took them a month. The respondents were further asked on whether the skills acquired were directly applicable on the job. The findings showed that 25 employees (83%) believed that the skills were directly applicable on the job, whereas 5 respondents (17%) held the view that the skills were not directly applicable on the job.

The fundamental objective of training was the elimination or improvement of performance problems. However not all performance problems call for training, according to Gomez (2001, chp; 8: pg 261) performance deficits can have several causes, many of which are beyond the workers control and would therefore not be affected by training for example unclear or conflicting request, morale problems, poor quality materials and poor working conditions cannot be improved through training. By choosing training as the solution, managers should carefully analyze the situation to determine if training was the appropriate response.

5.1.3 Obstacles

The objective of the study was to establish the obstacles that hinder training in Ropani International Company Ltd and the findings showed that 9 of the respondents (30%) held the view that lack of top management support was the major obstacle to training in the company. According to Schuler (1995, pg.196), lack of top management support is a major obstacle to training in organizations, this therefore agrees with the employees' point of view.

The findings showed that 18 respondents (60%) revealed that lack of funds was the major obstacle while, 3 employees (10%) held the opinion that incompetent trainers was the major obstacle to training in the company. Dessler (1994, pg.294) equally pointed out these obstacles that hinder training in organizations.

The employee however suggested that in order to overcome the obstacles, the management should be willing and ready to support training programmers', high qualified trainers should be used and appropriate training need analysis should be carried out so that training techniques are designed accordingly.

5.2 Conclusion

The conclusions of the study are presented in accordance to the research objectives.

Finding of the study revealed

That the majority of the respondents held the view that internship was the most common training method used in the company, employees said that job instruction training was the most common method used, respondents revealed that job rotation was the most common method, while only respondents pointed out that case study was the most common method used by the company.

Findings from the interviews showed that employees said that job rotation was the most common method used by the company, employees revealed that internship was the most common method, respondents were of the opinion that case study was the most commonly used method, while 6 employees were of the opinion that job instruction training was the most common method used by the company.

Finding of the study

That employee was of the opinion that training affects employee performance; respondents were of the opinion that training had no impact on employee performance. The responses from the interviews revealed that employees said that training affects employee performance, while some respondents said that training did not have any impact on employee performance.

Finding of the study

To establish the obstacles that hinder training in the company.

The findings from the study revealed that respondents pointed out lack of top management support as the major obstacle to training, respondents revealed that lack of funds was the major obstacle, while respondents believed that incompetent trainers was the major obstacle to training in the company.

Findings from the interviews also revealed that the obstacles identified by employees were; inconsistency between needs and training objectives, limited funds and lack of top management support.

5.3 Recommendations

Based on the findings of the study, the researcher found it necessary that the following recommendations would be of much importance to the company.

- The top management should be willing and ready to support training programs in the company if they want to retain their competent manpower, increase productivity and improve on organizational flexibility .Without top management support and commitment to training an organization is likely to concentrate on other activities at the expense of training.

- Training should be a collective responsibility of all members of the company; training should not be left to the top management alone but should be an integral part of the top management, middle management, and the operational level for it to be successful.

- Much attention should be given to training need analysis to establish the training requirements both at an individual and organizational level. Through this appropriate techniques can be designed to focus on those needs identified to avoid unnecessary wastage of resources and efforts

- When hiring trainers, the company should not rely on cheap trainers but individuals who have a track record of successfully handling such a training assignment.

5.4 Areas for Further Research

Despite the tireless efforts made by the researcher he still can not claim to have accurately and exhaustively tackled all the problems area hence leaving loopholes that require future or further research.

First of all, the study mainly focused on the impact of training on employee performance in Ropani International Company Ltd. It was evidently discovered that it is not only training

implemented in the company that affects employee performance, other factors like mismanagement of company funds, unclear policies, unreasonable standards, role ambiguity were cited to be affecting employee performance in Ropani International Company Ltd.

So a very comprehensive research therefore that will focus on a wide range of factors as opposed to only training might be required to get an accurate deductions general idea of the various factors that have an impact on employee performance in Ropani international company ltd.

Ropani international company ltd is a very big business entity composed of very many workers and different branches but you find that this study concentrated much at only one branch of the company, meaning that a room for further research with emphasis on the remaining branches is still open for researchers even when using the same variables the researcher used in the study.

5.5 Limitations of the Study

- Some of the employees of the company were not willing to give the correct information to the researchers due to lack of trust.
- Most of the employees of Ropani international company ltd are busy people therefore limited time was given to the researcher especially in filling the questionnaires and responding to all the questions on the interview guide.
- Confidentiality; the nature of some information is so sensitive that the employees were not willing to reveal to the researcher which in turn limited the amount of data collected.
- The researcher was limited by time because some respondents were reluctant to fill in the questionnaires which delayed data analysis process and the final report.

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APPENDIX A

(A) Time frame for the study.

Proposal	October
Gaining access to study site	November
Data analysis and interpretation	January
Preparation of first draft of report	January
Writing of final report	February
Submission of report	April

(B) Budget for the study

Item	Amount in Uganda Shillings
Typing and printing	45,000
Binding	10,000
Stationery	15,000
Literature review	30,000
Miscellaneous	50,000
Total	150,000 shs

APPENDICES B

Questionnaires

I am **Kwaje Josephine**, a bachelors' Student of Kampala International University. I am conducting a research on "training and employee performance". A case study of Ropani International Company Ltd.

The purpose of this study is to fulfill my academic requirements. Therefore I kindly request you to answer the following questions to the best of your knowledge.

Note: Your response will be treated with the highest degree of confidentiality.

Section A

Background/personal information

Please tick in the most appropriate box.

1. Age

(a) 18-22 ☐

(e) 33-37 ☐

(b) 23-27 ☐

(f) 38-42 ☐

(c) 28-32 ☐

(g) Above 43 ☐

2. Sex

(a) Male ☐

(b) Female ☐

3. Marital status

(a) Single ☐

(b) Married ☐

4. Level of education

(a) Certificate ☐

(c) Degrees ☐

(b) Diploma ☐

(d) Masters ☐

(d) PhD ☐

Second B

Other Questions

Questions 1, 2 & 3 cover research question one.

1. Mention the most common training methods used in the company.

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2. Do the training methods used meet the training needs of the company?

(a)Yes ☐ (b) partially ☐ (c) No ☐ (d) not related ☐

3. What other training methods would you recommend for the company in order to make proper use of its employees?

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Questions 4, 5 & 6 cover research question number two

4. Does training affect performance?

(a)Yes ☐ (b) No ☐

(c)Others(specify).....

.....

INTERVIEW GUIDE.

1. What are the most common training methods used in Ropani International Company Ltd?
2. To what extent do the training methods used meet the training needs of the company?
3. In your own opinion what other training methods would you recommend for the company in order to make proper use of its employees?
4. What identifiable benefits have been experienced by the company as a result of training?
5. How long does it take an employee to perform effectively after acquiring the skills through training?
6. Are the skills acquired through training directly applicable on the job so as to improve the employees 'performance'?
7. What are the obstacles that hinder training in Ropani International Company Ltd?
8. Do the obstacles that hinder training have a direct impact on the employees' ability to acquire the new skills and knowledge?
9. In your own opinion what solutions would you recommend to overcome the obstacles to training in Ropani International Company Ltd?