

**ON-JOB TRAINING AND EMPLOYEE PRODUCTIVITY  
A CASE STUDY OF ISHAKA-BUSHENYI MUNICIPAL COUNCIL, BUSHENYI  
DISTRICT.**

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**ABSTRACT**

*The study aimed to investigate the impact of on-job training and employee productivity. A case study of Ishaka-Bushenyi municipal council, Bushenyi district. The problem of the study was to investigate the impact on on-job training on employee productivity. The study based on the following objectives; to examine the impacts of mentoring on employee productivity, to analyze the impacts of job rotation on employee productivity and to examine the effects of understudy on employee productivity. From the study findings about age, 22.2% of the respondents had 18 – 27 years. These were mainly youth working with Ishaka-Bushenyi Municipal council, 33.3% of the respondents had*

*28 – 37 years, 22.2% of the respondents had 38 – 47 years, 13.3% of the respondents were found having 48-57 years and above years. There should be clear policies on on-job training of employees when deemed necessary so that they can gain experience and enhance their productivity with in their fields of work. This leads to growth and development of the organizations; the administrators should motivate their subordinates so as to enable them produce quality services at work places. This can really lead to organizational growth and development in shortest period of time.*

*Key words: on-job training and employee productivity*

**Background of the Study**

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*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 want 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 (Nelson. K, 2023). 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.*

### **Statement of the Problem**

*For every organization to be successful, must ensure that employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned tasks. Training and development play a crucial role towards the growth and success of our businesses (Stavrou et al., 2018).*

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*Unfortunately, the majority of organizations are not recognizing the importance of on-job-training to increase their employee's productivity and when the organizational performance decline, organizations first seek cuts in their training budgets. However, according to Almeda, R. K 2016) On-job training increases savings, easily applicable, help you better memorize what you have learned, saves time, reduces employee turnover, promotes team work, reduces employee turnover, involves paid training, saves money, professional supervision ensures you remain on target (Faria M.L 2018).*

***Specific objectives of the Study***

- 1. To examine the impacts of mentoring on employee productivity of Ishaka-Bushenyi Municipal Council, Bushenyi district.*
- 2. To analyze the impacts of job rotation on employee productivity of Ishaka-Bushenyi Municipal Council, Bushenyi district.*
- 3. To examine the effects of understudy on employee productivity of Ishaka-Bushenyi Municipal Council.*

***Research Questions***

- 1. What are the impacts of mentoring on employee productivity in Ishaka-Bushenyi Municipal Council?*
- 2. What are the impacts of job rotation on employee productivity in Ishaka-Bushenyi Municipal Council?*
- 3. What are impacts of understudy and employee productivity in Ishaka-Bushenyi Municipal Council?*

***Methodology***

***Research Design***

*Descriptive design would be ideal in this study as the study was carried out within a limited geographical scope and hence it would be logistically easier and simpler to conduct. The design*

would provide the researcher with enough protection against biasness and would help to maximize reliability. This design would involve the use of both quantitative and qualitative research methods of data collection.

### **Study Population**

The population of the study would be 25 administrators (14 males and 11 females), production and marketing department staff with 36 (27 males and 9 females) and 16 members of works department (14 males and 2 females). These make up a total of 77 people.

### **Sample Size and Selection**

In order to have a 95% confidence level with a 5% margin of error in the results, the researcher would use Krejcie-Morgan table of known population size and sample size. Since the study population is 77, the researcher would use a sample of 65 because the Krejcie-Morgan table shows that the appropriate sample for a total population of 77 is 65. These would be selected as indicated in the table below;

**Table 1:** Showing sample size

| <b>Department</b>        | <b>Total population</b> | <b>Sample size</b> |
|--------------------------|-------------------------|--------------------|
| Administrators           | 25                      | 23                 |
| Production and marketing | 36                      | 30                 |
| Works                    | 16                      | 12                 |
| <b>Total</b>             | <b>77</b>               | <b>65</b>          |

### **Sampling Technique**

Stratified random sampling would involve dividing the population into smaller groups known as departments. Whereby the respondents in the same category would be having similar or related

*views about the topic under study. In addition, simple random sampling would be applied to the identified departments. This would involve selecting a group of subjects (a sample) for study from a larger group (population). The researcher would randomly select the staff and this random sampling would be applied in groups that would be formed through stratified random sampling. Simple random sampling could give all the members of all departments (study population) equal and independent chances of being selected for the study.*

### **Probability sampling**

*According to LA Palinkas, (2015) Probability refers to the selection of a sample from a population, when this selection was based on the principle of randomization, that is random selection or chance .choose your population of interest carefully: Carefully think and choose from the population ,people you believe whose opinions should be collected and then include them in the sample, determine a suitable sample frame ,select your sample and start your survey*

### **Data Collection Method**

*Both quantitative and qualitative data collection methods were used in the study; these methods would rely on random sampling and structured data collection instruments that fit diverse experiences into predetermined response categories would be used. They would produce results that would be easy to summarize, compare and generalize to a larger population. Therefore, for that matter, the researcher used questionnaire survey method and interview method.*

### **Questionnaire Survey**

*With this, the researcher would set and print questions which would be open and closed ended in nature for the respondents to fill at their time and place of convenience. This method would give respondents ample time to respond and probe to different questions conveniently.*

***Interview Method***

*An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee. Face -to -face interviews would be conducted which would enable the researcher to establish rapport with potential participants and therefore would gain their cooperation. They allowed the researcher to clarify ambiguous answers and when appropriate, would look for follow-up information.*

***Data Analysis***

*Data analysis would involve systematic application of statistical and/or logical techniques to describe and illustrate, condense, recap and evaluate data. Various analytic procedures provide a way of drawing inductive conclusions from data and distinguish the signal from the noise present in the data. Computer program called Statistical Package for Social Scientists (SPSS) (Nelson. K, 2022) would be used in data analysis, processing and presentation. After analysis, tabulation would be done to show summaries of frequencies and percentages.*

***RESULTS******Demographic data of the respondents******Gender of the respondents******Table 2 Showing Gender of the respondents***

| <b><i>Response on Gender of the respondents</i></b> |                             |                              |
|-----------------------------------------------------|-----------------------------|------------------------------|
|                                                     | <b><i>Frequency (F)</i></b> | <b><i>Percentage (%)</i></b> |
| <b><i>Male</i></b>                                  | 25                          | 56%                          |
| <b><i>Female</i></b>                                | 20                          | 44%                          |
| <b><i>Total</i></b>                                 | 45                          | 100%                         |

**Source: Field data, 2021**

From the study findings about gender, 56% of the majority of respondents were males working with Ishaka-Bushenyi Municipal council while 44% of the minority respondents were females. This means that Males were many compared to females with in Ishaka-Bushenyi Municipal council.

**Age of the respondents****Table 3 Showing age of respondents**

| <b>Age of respondents</b> | <b>Frequency (F)</b> | <b>Percentage (%)</b> |
|---------------------------|----------------------|-----------------------|
| 18 – 27                   | 10                   | 22.2%                 |
| 28 – 37                   | 15                   | 33.3%                 |
| 38 – 47                   | 10                   | 22.2%                 |
| 48-57                     | 06                   | 13.3%                 |
| 58 and above              | 04                   | 8.8%                  |
| <b>Total</b>              | <b>45</b>            | <b>100%</b>           |

**Source: Field data, 2021**

From the study findings about age, 22.2% of the respondents had 18 – 27 years. These were mainly youth working with Ishaka-Bushenyi Municipal council, 33.3% of the respondents had 28 – 37 years, 22.2% of the respondents had 38 – 47 years, 13.3% of the respondents were found having 48-57 years and above years. Finally, 8.8% of the respondents were aged 58 and above.

*This therefore indicated that at Ishaka-Bushenyi Municipal Council the majority of employees are still strong to serve which greatly contributes to the organization performance.*

***Marital Status of respondents***

*The study considered marital status of the respondents so as to relate it with the study variable under investigation. The findings are shown in the table 4.3 below.*

***Table 4 Showing marital status of respondents***

| <b><i>Marital status of respondents</i></b> | <b><i>Frequency (F)</i></b> | <b><i>Percentage (%)</i></b> |
|---------------------------------------------|-----------------------------|------------------------------|
| <i>Single</i>                               | 10                          | 22.2                         |
| <i>Married</i>                              | 25                          | 55.5                         |
| <i>Widowed</i>                              | 6                           | 13.3                         |
| <i>Separated</i>                            | 04                          | 8.8                          |
|                                             | 45                          | 100                          |

***Source: Field data, 2021***

*From the study findings 22.2% of the respondents were single, 55.5% of the majority respondents were married, 13.3% of the respondents were widowed and 8.8% of the minority respondents were separated. These were at first married but had to separate later with their couples. This indicates that majority of respondents were married hence committed to organizational work.*

***Level of education of respondents***

*The researcher considered the level of education of the respondents so as to relate it with the study findings. The findings are shown in table 4.4 below.*

***Table 5 showing the level of education of respondents***

| <b><i>Level of education of respondents</i></b> | <b><i>Frequency (F)</i></b> | <b><i>Percentage (%)</i></b> |
|-------------------------------------------------|-----------------------------|------------------------------|
| <i>Doctorate (PhD)</i>                          | <i>01</i>                   | <i>2.2</i>                   |
| <i>Master's Degree</i>                          | <i>05</i>                   | <i>11.1</i>                  |
| <i>Degree</i>                                   | <i>28</i>                   | <i>62.2</i>                  |
| <i>Diploma</i>                                  | <i>08</i>                   | <i>17.7</i>                  |
| <i>Certificate</i>                              | <i>03</i>                   | <i>6.6</i>                   |
| <b><i>Total</i></b>                             | <b><i>45</i></b>            | <b><i>100</i></b>            |

***Source: Field data April, 2018***

*From the study findings, 6.6% of the respondents had certificate level of education, 17.7% of the respondents had a diploma level of education, 62.2% of the majority respondents had a degree level of education, other respondents on the level of education, 11.1% respondents had masters' degree and finally, 2.2% of the minority respondents had a doctorate (PhD) level of education. Therefore, 62.2% of the respondents having degree level indicated that employees at Ishaka-Bushenyi Municipal Council have enough knowledge of performing their responsibilities in addition to the on-job training acquired from the job.*

***The on-job training methods used towards employee productivity******Table 6 Showing on job training methods used towards employee productivity***

| <i>on job training methods used towards employee productivity</i> | <i>Frequency (F)</i> | <i>Percentage (%)</i> |
|-------------------------------------------------------------------|----------------------|-----------------------|
| Coaching                                                          | 10                   | 22.2                  |
| Mentoring                                                         | 09                   | 20                    |
| Job Rotation                                                      | 11                   | 24.4                  |
| Job Instructional Training                                        | 07                   | 15.5                  |
| Apprenticeship                                                    | 08                   | 17.7                  |
| <b>Total</b>                                                      | <b>45</b>            | <b>100</b>            |

**Source:** *Field data, 2021*

According to findings in table 4.6 about on job training methods used towards employee productivity, it was found out 24.4% of the majority respondents mentioned job rotation as one of the on job training methods commonly used by heads of departments at Ishaka-Bushenyi Municipal Council, this was followed by 22.2% of the respondents who pointed out coaching as another training method used, 20% of respondents mentioned mentoring, where the manager gives instructions to the immediate subordinate to carry out the day-to-day functioning. 17.7% of respondents mentioned apprenticeship as another way through which employees are trained while working, finally, 15.5% of minority respondents mentioned job instructional training as another way in which organizations and departments especially at Ishaka-Bushenyi municipal council train their staff while working.

***The impact of mentoring on employee productivity.***

**Table 7 Showing the impact of mentoring on employee productivity**

| <b>Impact of mentoring on employee productivity</b>   | <b>Frequency (F)</b> | <b>Percentage (%)</b> |
|-------------------------------------------------------|----------------------|-----------------------|
| <i>Professional development opportunities</i>         | 10                   | 22.2                  |
| <i>Increased confidence</i>                           | 09                   | 20                    |
| <i>Receives guidance and support from a respected</i> | 07                   | 15.5                  |
| <i>Greater awareness of other approaches to work.</i> | 11                   | 24.4                  |
| <i>Improves management of the organization</i>        | 05                   | 11.1                  |
| <i>Increases payment of trained staff</i>             | 03                   | 6.6                   |
| <b>Total</b>                                          | <b>45</b>            | <b>100</b>            |

**Source: Field data, 2021**

From the study findings, 22.2% of the respondents said that with mentoring within organizations, it encourages professional development opportunities. This implied that with on job trainings workers become motivated to properly plan and determine the kind of services suitable for the clients. This leads to development within organizations.

The study findings indicated that 20% of the respondents said that mentoring increases confidence. The research findings indicated that mentoring is really good since it makes company workers acquire skills and experience necessary for the running of the organizational activities thus leading to the organizational development.

The study findings indicated that 11.1% of the respondents said that mentoring promotes guidance

*and support from a respected member.*

*Also, the study findings indicated that 15.5% of the respondents considered the guidance and support from the respected member. They argued that mentoring promotes proper cooperation in terms of planning within an organization. They said that through mentoring, workers gain experience in communication for the tasks performed with in organizations thus leading to development. The study findings indicated that 24.4% of the respondents considered the greater awareness of other approaches to work which helps them to produce quality services within organization since they work with quality skills gained.*

*Finally, 6.6% of the respondents during the study considered increased payment of trained staff basing on the skills attained through training and higher qualifications attained. 24.4% of respondents showing improved productivity and discipline of staff indicate that through Ishaka-Bushenyi Municipal Council allowing its staff to go for on-job training makes strengthens staff discipline as they feel that their presence at work is being valued and they become committed to their work when they return hence high output on employee productivity.*

***The challenges of on job training on employee productivity.***

***Table 8 the challenges on job training on employee productivity***

| <b>Challenges of on job training on employee productivity</b> | <b>Frequency (F)</b> | <b>Percentage (%)</b> |
|---------------------------------------------------------------|----------------------|-----------------------|
| Low turnover of staff                                         | 10                   | 22.2                  |
| Inadequate funds for training                                 | 09                   | 20                    |
| Lack of promotion of employees after training                 | 07                   | 15.5                  |

|                                                            |           |            |
|------------------------------------------------------------|-----------|------------|
| <i>Staff discrimination</i>                                | 06        | 13.3       |
| <i>Inadequate time to go for training</i>                  | 05        | 11.1       |
| <i>Age limits set for eligible employees to be trained</i> | 08        | 17.7       |
| <b>Total</b>                                               | <b>45</b> | <b>100</b> |

**Source:** *Field data, 2021*

From the study findings, 22.2% of the respondents said that due to the on-job trainings attained by staff, there happen to be low turnover of staff in different sectors. This causes poor productivity within an organization since employees are invested in with resources but fail to turn up after. The study findings indicated that 20% of the respondents said that there are inadequate funds for training. They said that sometimes training gaps are identified but due to limited resources such as finances and materials.

From the study findings, 15.5% of the respondents mentioned lack of promotion of employees after training as one of the leading challenges that comes after training. This comes as a result of too much training among the employees in different fields but even after training, the situation remains the same, respondents argued. Other respondents 13.3% argued that on job training at Ishaka-Bushenyi Municipal council is challenged by self-discrimination which according to the respondents limit them from such opportunities.

Finally, inadequate time to go for training with 11.1% and age limits set for eligible employees to be trained with 17.7% were other challenges mentioned by the respondents during the study. They argued that, since the office employees some old staff, they are limited by age and have no time to go for such training together with other commitments among others. And 22.2% of the

respondents saying that on-job training led to Low turnover of staff this means in Ishaka – Bushenyi Municipal Council after staff finishing their trainings, they fail turn back to their respective jobs hence a challenge to the organization.

***Possible strategies for improving on-job training towards employee productivity***

**Table 9 Showing possible strategies for improving on-job training towards employee productivity**

| <b><i>possible strategies for improving on-job training</i></b>                               | <b><i>Frequency (F)</i></b> | <b><i>Percentage (%)</i></b> |
|-----------------------------------------------------------------------------------------------|-----------------------------|------------------------------|
| <i>Financial support to the staff in form of scholarships, allowances and tuition waivers</i> | 20                          | 44.4                         |
| <i>Encouraging promotions to the trained staff</i>                                            | 08                          | 17.7                         |
| <i>Allocation of more funds to departments</i>                                                | 08                          | 17.7                         |
| <i>Ensuring good working conditions</i>                                                       | 05                          | 11.1                         |
| <i>Staff sensitization about on the job training</i>                                          | 03                          | 6.6                          |
| <i>Timely release of staff allowances</i>                                                     | 01                          | 2.2                          |
| <b><i>Total</i></b>                                                                           | <b>45</b>                   | <b>100</b>                   |

**Source: Field data, 2021**

From the study findings, 44.4% of the respondents said that there should be financial support to the staff in form of scholarships, allowances and tuition waivers so as to improve on workers' skills. They said that with on job trainings everything is possible since knowledge and skills are gained among workers. This leads to the organizational better productivity and development.

The study findings justified that 17.7% of the respondents mentioned that they should encourage promotions to the trained staff such that they can get a chance of applying the attained skills on

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*different tasks. This leads to growth and development of the organization in terms of services and human resource as a management.*

*Other respondents totaling to 11.1% during the study mentioned ensuring good working conditions. This will improve on the on-job training and productivity of employees at Ishaka-Bushenyi Municipal council.*

*Findings of the study also indicated that 6.6% of the respondents mentioned the need for staff sensitization about the importance of staff training. They argued, most staff get opportunities of training but do not utilize them and this limits their chances of promotions on their working positions, increase on salary payments and expertise acquisition.*

*Also, respondents totaling to 2.2% during the study mentioned timely release of staff allowances and remunerations. They argued that, this is one of the ways empowering staff especially the private / self-sponsoring staff members during their on-job training.*

*Finally, respondents with 17.7 % mentioned allocation of funds as another solution to the challenges of on job training on employee productivity at Ishaka-Bushenyi Municipal council. 44.4% of the respondents suggesting that financial support to the staff in form of scholarships, allowances and tuition waivers are a solution. This means most employees in Ishaka-Bushenyi Municipal Council are not financially stable to support themselves for higher levels so they need to be supported.*

### **Conclusion**

*It is concluded that; on job training is a practice towards improving employee productivity and this according to the responses is done through a number of ways such as coaching, mentoring and job rotation. Though, there are limiting factors in the process of training staff while at work, but it encourages promotion of skills and expertise of workers, promotion of relationships between employees and administrators*

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***Recommendations of the study***

*There should be clear policies on on-job training of employees when deemed necessary so that they can gain experience and enhance their productivity with in their fields of work. This leads to growth and development of the organizations.*

*The administrators should motivate their subordinates so as to enable them produce quality services at work places. This can really lead to organizational growth and development in shortest period of time.*

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