
**EMPLOYEE TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PRODUCTIVITY, A CASE OF
MTN UGANDA**

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Abstract

The study aimed at employee training and development on organizational productivity with a case of mtn uganda and it was guided by the following objectives; To examine the influence of staff training and development on employee performance at MTN Uganda, to evaluate the influence of staff training and development on profitability at MTN Uganda and to establish the relationship between staff training and development on the quality of work at MTN Uganda. The study used a case study research design, which employed qualitative and quantitative data collection methods. The sample size was 123 respondents of which 23 was managerial / supervisory staff while 100 was the operational staff. The purposive sampling technique was used to select managerial staff in order to get in depth information about the problem under study. In addition, stratified random was used to select managers and operational / lower-level staff since this category of respondents comprised of a big number. The constant 2.439, shown that keeping all other factors constant, Organisational Performance will on average decrease by 2.439. The coefficient 6.875 shown that a unit increase in staff training and development average led to 6.875 increases in Work Quality. The p-value (0.00) <0.05 (is statistically significant at 95% confidence level); this implied that; staff training and development had a significant impact on Work Quality. The coefficient 1.049 shown that a unit increase in staff training and development average led to 1.049 increases in Organisational Cost. The p-value (0.00) <0.05 (was statistically significant at 95% confidence level); this implies that; staff training and development has a significant impact on Organisational Cost. All government departments and ministries should prioritize routine training and development of the civil servants to ensure that their workforce is updated with the most recent and relevant skills in their jobs.

Key words: employee training, development and organization and productivity

Background to the Study.

According to (Ntirandekura, Friday, et al., 2022) organizations are facing increased competition due to globalization, changes in technology, political and economic environment and therefore these organizations are forcing their employees to train as one of the ways to prepare them to adapt to increased competition and thereby increasing their performance (Winny et al., 2023). It is important not to ignore the overwhelming evidence of knowledge growth in the business/corporate world over the last decade. This growth is not only due to the improvement of technology or the combination of production factors, but the increased efforts to develop organizational human resources (Ronald et al., 2023). It is therefore the responsibility of every organization to improve the work performance of employees, and implementing training is certainly one of the main steps that most companies need to achieve this goal. As it is clear that employees are a crucial resource, it is important to optimize employees' contribution to company goals as a means to sustain effective performance (Christopher, Moses, Muhindo, & Komunda, 2022a). According to Houger (2016), in many cases the question may arise as to why human resources are important. Since human resources are the intellectual property of a firm, employees prove to be a good resource for gaining competitive advantage, and training is the only way to develop an organization's intellectual property through building employee competencies (Winny et al., 2023). (Christopher, Komunda, & Milton, 2022) states that improved capabilities, knowledge, and skills of a talented workforce have proven to be a major source of competitive advantage in the global marketplace. To develop the required knowledge, skills and

abilities of employees so that they perform well and effectively on the job. According to (Christopher, Moses, Muhindo, & Komunda, 2022a), for organizations to succeed, they should effectively use their human resources at their disposal and train them in acquiring the right skills through capacity building and seminars/workshops that help achieve organizational goals and objectives. (Isaac et al., 2023) further argues that it is also important for organizations to help their workforce acquire the necessary skills and increase commitment. This, according to the authors, makes employees commit to and stay longer with the organization, thereby increasing organizational performance (Moses et al., 2022). In Uganda, employee training is largely seen as a luxury aspect in most organizations rather than a key issue for improving employee performance (Emmanuel et al., 2023). Over the years, Bank of Uganda (BOU) has developed training and career development policies that are emulated by other banks that have helped them see many employees trained in various disciplines according to (Emmanuel et al., 2023). This was done to facilitate, among other things, support the career and professional development of the four employees, prepare employees for higher responsibilities and ensure that they have the required knowledge and skills for effective job performance (Victoria et al., 2023). Therefore, most organizations invest heavily in training their workforce to ensure their competitiveness and long-term survival as viable businesses. For example, MTN Uganda, although a government body, invests heavily in training its workforce every year (Turyatamba et al., 2022).

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Statement of the problem

To prepare workers to perform their jobs as they wish, organizations must provide training to optimize the potential of their employees. Most firms, through long-term planning, invest in building new skills in their workforce (Christopher, Moses, Muhindo, & Nturanabo, 2022), which enables them to cope with the uncertain conditions they may face in the future, thereby improving employee performance through higher levels of motivation and determination (Winny et al., 2023). Therefore, most organizations invest heavily in training their workforce to ensure their competitiveness and long-term survival as viable businesses. One such organization is MTN Uganda, which invests heavily in training its employees every year (Micheal et al., 2023). Despite conducting training, some organizations in Uganda still struggle with poor performance. In particular, MTN Uganda continues to experience poor performance as evidenced by miscalculated utility bills, poorly presented financial statements, isolated reports of corruption, delays in processing supplier payments as well as unprofessional treatment of inmates, among other performance discrepancies (Ntirandekura & Alex, 2022). Against this background, the researcher sought to examine the effect of employee training on employee performance in MTN Uganda (Christopher, Moses, Muhindo, & Komunda, 2022b)

Objectives of the study

- To examine the influence of staff training and development on employee performance at MTN Uganda.
- To evaluate the influence of staff training and development on profitability at MTN Uganda.
- To establish the relationship between staff training and development on the quality of work at MTN Uganda.

Methodology

The study used a case study research design, which employed qualitative and quantitative data collection methods. One of their key benefits of using the case study design is their ability to capture what Hodkinson and Hodkinson call 'lived reality' (2018: 3). As they put it, case studies have the potential, when applied successfully, to 'retain more of the "noise" of real life than many other types of research' (Hodkinson and Hodkinson, 2018: 3). Qualitative research was used in recording descriptions of the elements of the study in a form which is not numerical and this helped in getting an in-depth analysis of the problem under investigation (Creswell et al. 2018), Qualitative research further applied in order to describe current conditions or to investigate relationships, including effects relationships. The study population constituted mainly the employees of MTN Uganda. These included managerial and operational staff. These are presented in the table below

Category	Number	Percentage
Managers / Supervisory staff	30	17%
Operational / lower-level staff	150	83%

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Totals	180	100%
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Source: HR Department of the MTN Uganda.

This population was chosen because it was assumed to have adequate knowledge of the subject under investigation and the research variables under investigation. A purposive sampling was employed in selecting the managerial staff. The research used cluster sampling to group the respondents in different clusters; that is to say managerial and operational staff. Convenience sampling was used to identify the operational staff so as to save time. The sample was determined using cluster and convenience sampling. Simple random sampling was employed to avoid bias. In the selected departments, cluster sampling was employed that is the respondents (staff) was grouped into males and females and simple random sampling was performed on the clusters. The sample size was 123 respondents of which 23 was managerial / supervisory staff while 100 was the operational staff. The purposive sampling technique was used to select managerial staff in order to get in depth information about the problem under study. In addition, stratified random was used to select managers and operational / lower-level staff since this category of respondents comprised of a big number.

Table 2: Sample Size and Selection of Respondents

Category	Population	Sample size	Percentage	Sampling techniques
Managers / Supervisory staff	30	23	19%	Purposive Sampling
Operational / lower-level staff	150	100	81%	Simple random sampling
Totals	180	123	100%	

Adapted from Krejcie, R.V & Morgan, D.W (1970)

The researcher employed several methods to select the appropriate sample for the study. These include purposive, cluster and convenience sampling. Simple random sampling was employed to avoid bias. In the selected departments, cluster sampling was employed that is the respondents (staff) was grouped into males and females and simple random sampling was performed on the clusters. This research used self-administered questionnaires for the respondents. These was distributed among the respondents. Qualitative data analysis was done using research instruments such as interview guides, questionnaires and research surveys. Also, narratives were recorded during face-to-face interview and through observation. The researcher used a quick impressionist summary in analyzing qualitative data. Quantitative data was analyzed using mean and standard deviation to analyze the relationship between the two variables and this was presented and interpreted by the use of tables, graphs, pie charts using SPSS (Nelson et al., 2022).

RESULTS

Table 1 showing the influence of staff training and development on employee performance at MTN Uganda

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Attribute	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Staff training and development enables staff to complete work that is generally error free.	50	42	60	50	5	4	5	4	-	-	120	98
Staff training and development enables staff to complete the product or service with minimal waste of time and / or resources	80	65	40	33	-	-	-	-	-	-	120	98
Staff training and development enables staff to see jobs through to completion	70	57	40	33	-	-	10	8	-	-	120	98

Source: Primary data 2022

From the table 1 above, it can be observed that 50 (42%) of the respondents strongly agreed that staff training and development enables staff to complete work that is generally error free. 60 (50%) agreed, while 5 (4%) were not sure, 5 (4%) disagreed but none of the respondents strongly disagreed. It can therefore be stated that staff training and development enables staff to complete work that is generally error free thereby improving the performance of the organization (Lucky et al., 2023).

Respondents were also asked whether staff training and development enables staff to complete the product or service with minimal waste of time and / or resources. 80 (65%) of the respondents strongly agreed, 40 (33%) agreed but none of the respondents was not sure, nor disagreed nor strongly disagreed. All the respondents were sure of their responses and this therefore implies that staff training and development enables staff to complete the product or service with minimal waste of time and / or resources because they are more competent and efficient at work. This is so because of the fact that the majority of the respondents strongly agreed and all the others agreed to the assertion (Christopher, Moses, Muhindo, & Komunda, 2022a).

Finally, 70 (57%) of the respondents strongly agreed that staff training and development enables staff to see jobs through to completion, 40 (33%) agreed, 10 (8%) disagreed and none neither strongly disagreed nor was not sure. This indicates that proper staff training and development indeed enables staff to see jobs through to completion because they are trained to handle the technicalities and dynamics of the whole service or production process. This improves the performance of the organisation (Christopher, Moses, Muhindo, & Komunda, 2022a).

Staff training and development on profitability at MTN Uganda

Table 2 showing Staff training and development on profitability at MTN Uganda

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Attribute	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Staff training and development reduces labor turnover	45	37	50	41	10	8	5	4	10	8	120	98
Staff training and development Promotes innovation	80	65	40	33	-	-	-	-	-	-	120	98
Staff training and development Reduces risks and accidents at work	70	57	40	33	-	-	10	8	-	-	120	98
Staff training and development reduces employee workload	45	37	60	49	5	4	-	-	10	8	120	98

Source: Primary data 2022

From table 2 above, it can be observed that 45 (37%) of the respondents strongly agreed to the assertion that staff training and development reduces labor turnover. 50 (41%) agreed, 10 (8%) were not sure, 5 (4%) disagreed while 10 (8%) strongly disagreed. This implies that staff training and development reduces labor turnover because when staff are properly trained and developed into their jobs, it causes job satisfaction and job security because the staff become efficient and satisfied with their jobs (Rashid et al., 2023).

Respondents were also asked whether staff training and development promotes innovation. 80 (65%) strongly agreed, 40 (33%) agreed, and none neither disagreed nor strongly disagreed nor were not sure. Since all of the respondents strongly agreed and agreed to the assertion, it can therefore be stated that staff training and development promotes innovation. This is because staff are equipped with modern skills in their work and they therefore become more creative and innovative at work (Racheal et al., 2023).

Further still, 70 (57%) strongly agreed to the assertion that staff training and development reduces risks and accidents at work, 40 (33%) agreed and 10 (8%) disagreed. Neither of the respondents were not sure nor strongly disagreed. This vividly implies that proper staff training and development reduces risks and accidents at work since the employees are highly efficient in handling all the aspects and processes of the work they do. Technical staff are also highly competent in handling the machines and chemicals and take precautionary measures to avoid risks and accidents (Isaac et al., 2023).

Finally, respondents were asked whether staff training and development reduces employee workload. 45 (37%) strongly disagreed, 60 (49%) agreed, 5 (4%) were not sure, none disagreed while 10 (8%) strongly disagreed to the assertion. It can therefore be stated that staff training and development reduces employee workload because they are trained on how to use machines and do their work efficiently. The employees are also trained in the use of modern technology thus reducing their workload and reducing the organisational cost (Polycarp et al., 2023).

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Staff training and development on quantity of work**Table 3 showing the relationship between staff training and development on quantity of work at MTN Uganda**

Attribute	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Enhances quantity of work performance per employee	80	65	40	33	-	-	-	-	-	-	120	98
Increases output	70	57	40	33	-	-	10	8	-	-	120	98
Boosts employee engagement and satisfaction.	45	37	50	41	10	8	5	4	10	8	120	98

Source: Primary data 2022

Table 3 above shows that 80 (65%) strongly agreed to the assertion that staff training and development enhances quantity of work performance per employee, 40 (33%) agreed, and none neither disagreed nor strongly disagreed nor were not sure. Since all of the respondents strongly agreed and agreed to the assertion, it can therefore be stated that staff training and development enhances the quantity of work performance per employee because they are highly efficient and competent in their work (Ntirandekura, Ainebyoona, et al., 2022).

Further still, 70 (57%) strongly agreed to the assertion that staff training and development individual employees' output, 40 (33%) agreed and 10 (8%) disagreed. Neither of the respondents were not sure nor strongly disagreed. It can therefore be stated that proper staff training and development helps an employee to produce or deliver more at work as compared their counterparts who are not trained (Lucky et al., 2023).

Finally, respondents were asked whether staff training and development boosts employee engagement and satisfaction. 45 (37%) strongly disagreed, 60 (49%) agreed, 5 (4%) were not sure, none disagreed while 10 (8%) strongly disagreed to the assertion. It can therefore be stated that staff training and development boosts employee engagement and satisfaction in their work thus increasing the quantity of output or work done by each employee thus increasing on the organisational performance (Cand et al., 2022).

Correlation analysis**Table 4** Shows the influence of staff training and development on employee performance in MTN Uganda.

		Staff Training and Development	Employee Performance
Staff Training and Development	Pearson Correlation	1.000	.811**
	Sig. (2-tailed)		.000

	N	60	60
Employee Performance	Pearson Correlation	.811**	1.000
	Sig. (2-tailed)	.000	
	N	60	60

Source: Statistical Package for Social Scientists (SPSS)

The testing of the relationship between the variables was tested using Pearson correlation coefficient. This was used because the staff training and development and employee performance were assigned numerical values. From the table above, it is clearly indicated that there is a strong relationship between staff training and development in MTN Uganda. This is indicated by positive results of Pearson Correlation, where $r = 0.811$, $p < .01$ (Nelson et al., 2022). It therefore implies that staff training and development strongly affects employee performance in an organization.

The management of MTN Uganda should therefore continue providing training and development to their staff so as to ensure efficiency.

Table 5: Model Summary (b)

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.816(a)	.666	.334	4.107

a Predictors: (Constant), Staff Training and Development.

b Dependent Variable: Work Quality (WQ), Organizational Cost (OC), Quantity of Work (QW) and Employee Timeliness (ET). The R-square measures the goodness of fit. Therefore, the R-square 0.666 shows that 66.6% of the variations in Organizational Performance can be explained by WQ, OC and QW and ET while only 33.4% can be explained by other factors. Therefore, since $R\text{-square } 0.666 > 0.5$, hence a good fit.

Table 6: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	2.439	3.343		730	.468
	Work Quality	6.875	.637	.815	10.790	.000
	Organisational Cost	1.049	.882	-.089	4.189	.001
	Quantity of Work	.252	.462	.041	2.545	.018

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	Employee Timeliness	4.875	.437	.615	8.790	.234
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a. Dependent Variable: Organisational Performance

The constant 2.439, shows that keeping all other factors constant, Organisational Performance will on average decrease by 2.439. The coefficient 6.875 shows that a unit increase in staff training and development would lead on average 6.875 increases in Work Quality (Turyatamba et al., 2022). The p-value (0.00) <0.05 (is statistically significant at 95% confidence level); this implies that; staff training and development has a significant impact on Work Quality. The coefficient 1.049 shows that a unit increase in staff training and development would lead on average 1.049 increases in Organisational Cost (Moses et al., 2022). The p-value (0.00) <0.05 (is statistically significant at 95% confidence level); this implies that; staff training and development has a significant impact on Organisational Cost. The coefficient 0.252 shows that a unit increase in Staff training and development would lead on average 0.252 increases in Quantity of Work. The p-value (0.00) <0.05 (is statistically significant at 95% confidence level); this implies that; Staff training and development has a significant impact on Quantity of Work.

The coefficient 4.875 shows that a unit increase in Staff training and development would lead on average 4.875 increases in Employee Timeliness. The p-value (0.00) <0.05 (is statistically significant at 95% confidence level); this implies that; Staff training and development has a significant impact on Employee Timeliness (Akankwasa et al., 2022).

Conclusions

Findings reveal that staff training and development positively influences the performance of the organization and the researcher therefore concludes that:

For an organisation to improve its work quality, it is important to train and develop its staff because this will enable the staff to completes work that is generally error free, complete the product or service with minimal waste of time and / or resources and enables the employees to see jobs through to completion. This will improve the overall organisational performance of the company.

The researcher further concludes that staff training and development reduces on the organisational overall cost in the long run. This is it reduces on the cost spent on labour turnover (hiring, firing, compensations, averments, recruitment) and other related labour costs, it promotes creativity and innovation among the staff who may come up more cost effective procedures, reduces on the risks and accidents at work with their associated costs and minimizes on the employees' work load through the use of modern capital intensive technology and procedures.

Recommendations

The researcher therefore recommends that MTN Uganda prioritizes on the staff training and development to improve on the quality of work of their staff.

All government departments and ministries should prioritize routine training and development of the civil servants to ensure that their workforce is updated with the most recent and relevant skills in their jobs.

There should also be timely identification of the training needs of the organizations so as to curb the dangers of inefficiency which may result in being totally out competent by the more competent firms in the market.

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