

Job Training And Performance Of Local Government Employees In Uganda: A Case Study Of

Kayonza Sub-County, Kanungu District.

Babirye Esther¹, Ngumanawe Moses²

1, 2 Metropolitan International University

Abstract.

This study investigated the effects of job training on the performance of local government employees in Uganda, focusing on Kayonza Sub-County, Kanungu District. Training is defined as the systematic development of knowledge, skills, and behavior required for employees to perform adequately on confirmed tasks or jobs. In the ever-changing local government environments of Asian, European, and African countries, the need for continuous training is emphasized to cope with the dynamic socio-economic landscape. The study addressed the increasing poor performance of government employees in Kayonza Sub-County and aims to assess the effects of training on their performance. The research identified the major purposes of training, including the adaptation of electronic services and improvement of service delivery and performance. The study also examines the methods used for training, with discussions and demonstrations being the predominant approaches. Findings show a positive relationship between staff training and performance, emphasizing the significance of training in enhancing employee capabilities and overall effectiveness. Challenges faced by the implementation of effective training programs in Kayonza Sub-County are explored, with budgetary constraints and time challenges identified as key hindrances. The study concluded that while the current on-the-job training program is effective, the Sub-County should consider enabling employees to further their studies for improved qualifications. Recommendations included the continuation of on-the-job training programs, periodic analysis for effectiveness, and a broader understanding within the public sector that training is an investment yielding significant returns on both employee and organizational performance. The study called for a willingness to invest in employee training as a strategic initiative for overall organizational development.

Key words: Job training, Performance and Local government.

Background of the study

There are different ways of defining the term training. It may be defined as a systematic

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

development of the knowledge, skills and behavior required by employees to do adequately on confirmed task or job (Luulu & Florence, 2023). In Asian countries like China, Japan, India, Vietnam, Bangladesh, Malaysia, Indonesia and Hong Kong, an ever rapidly changing local government environment therefore demands for a lifelong learning as an essential coping strategy (Moses, 2023). Local government environments change from time to time which calls for continuous upgrading of government employee skills and capabilities to improve on their job performance, growth and the ability to adapt to the rapidly changing social and economic environments for the government to remain competitive (Christopher et al., 2022). In European countries like United Kingdom, France, Germany, Italy, Netherlands, Denmark and Sweden, next to schooling is human capital accumulation after entry into the labor market is considered key to social and economic performance at both the micro and the macro level. The development of the desired knowledge, skills and abilities of the government employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment (Emmanuel et al., 2023). In African countries like Chad, Malawi, Guinea Bissau, Ivory Coast and Niger, the effects of training on local government employee performance may be both direct and indirect

(Ntirandekura, Ainebyoona, et al., 2022). The role of training programs is seen as a measure of improving local government employee capabilities that is to say when the government invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees (David et al., 2023). Employees' Retention is one of the imperative issues within competitive organization and today's employees are the most valuable assets in any organization. Normally is a organization's best interest to put its effort in retaining the talented employees that they have, and not recruiting anyone new (Julius & Nelson, 2023). However, increasing employee turnover has been a trend in many organizations today and the issue of employee retention has remained to afflict most of organizations (Alex & Kazaara, 2023). The retention of employees with outstanding skills is equal to a competitive advantage amidst a chaotic time especially within the current era. It will take true skill and knowledge to be able to guide such a challenging and hectic environment where change is almost apparent daily as new technologies are discovered in such a short span of time (Isaac et al., 2023). In Kayonza sub-county, the performance of government employees is moderate and this is greatly affecting the socio-economic development of Sub-County. Therefore, this study aims to find out the effects of training on performance of local

Received: 11.12.2023**Accepted: 17.12.2023****Published on: 30.12.2023**

Corresponding: Author: research.miu.ac.ug/publications 470

government employees. A case study of Kayonza sub-county (Christopher, Moses, et al., 2022).

Statement of the Problem

It has been noted that training improves employees' skills, ability, competence and increases their performance and organizational productivity (Lilian et al., n.d.; Nancy & Benard, 2023). The importance of training has been recognized due to high competition among organizations. It has been found that technological development has led to highly influence the investment of firms in human resource through training (Adenike Ph & Abayomi Ph, 2023). Managers have realized the importance of investing in employees' skills and competences (Kazaara & Kazaara, 2023), and this means considerable and continuous investment in training and development. Kayonza sub-county is experiencing an increasing poor performance of government employees (James & Jacob, 2023). Between 2019-2020 the poor performance of government workers was 37.8% and in 2020-2021 poor performance increased to 43.5% (Ntirandekura, Friday, et al., 2022). This shows that poor performance of government employees in Kayonza Sub County is increasing tremendously (Kayonza sub county Information Office). Basing on statement of the problem, the study aims to find out the effects of training on performance of government employees. A case study in Kayonza sub county.

General Objective

The general objective of the study was to assess the effects of training on performance of local government employees in Kayonza Sub County.

Specific Objectives

- 1 To find out how professional development contributes to performance of local government employees in Kayonza sub county, Uganda
- 2 To find out how on-the-job training increases the performance of local government employees in Kayonza sub county.
- 3 To find out how work ethics leads to performance of local government employees in Kayonza sub county.

Research question.

- 1 How does professional development contribute to performance of local government employees in Kayonza Sub County?

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

2 How does on-the-job training increase the performance of local government employees in Kayonza sub county, Uganda?

3 How does work ethics lead to performance of local government employees in Kayonza Sub County?

Methodology.

The researcher used descriptive and inferential data analysis techniques. The qualitative data sources of the study shall include participant observation (fieldwork), interviews and questionnaires, documents and texts, and satellite image. Quantitative research makes use of questionnaires and surveys to gather data that has been revised and tabulated in numbers, which allows the data to be characterized by the use of statistical analysis. In order to assess the impacts of urban expansion on forest resources of Jinja town council, the researcher collected information from both primary and secondary data sources. Primarily data shall be collected through the combination of structured interviews, personal observation and questionnaires from randomly selected respondents, local leaders, District administrators, experts and other key informants. Secondary data was collected from Journals, Regional and Local government reports and publication, books, articles, and

reports of related institutions. Kayonza Sub-County in Kanungu District is selected as the primary study area. The population includes government employees in various departments and roles within the Sub-County. The study targets a sample of 50 respondents, comprising both managerial and non-managerial staff, selected through a combination of random and purposive sampling techniques. Primarily data collected from sampled households was processed and analyzed by using the Statistical Package for Social Scientists (SPSS) (Nelson et al., 2022). Prior to analysis, completed questionnaires were coded, and organized. After the completion of coding, all valid questionnaires were captured in a coherent format of SPSS database. Finally, survey data analyzed be interpreted by using descriptive statistics such as frequency distribution, central tendency, graphs and cross-tabulation and also inferential statistics especially correlation.

Results.

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

Methods Used for Training at Immigration Department

Also, analysis on the methods which are used to deploy the kind of training being undertaken at the Sub County was done. These findings were presented in figure 1 below.

Figure 1: Shows the methods used for training at immigration department.

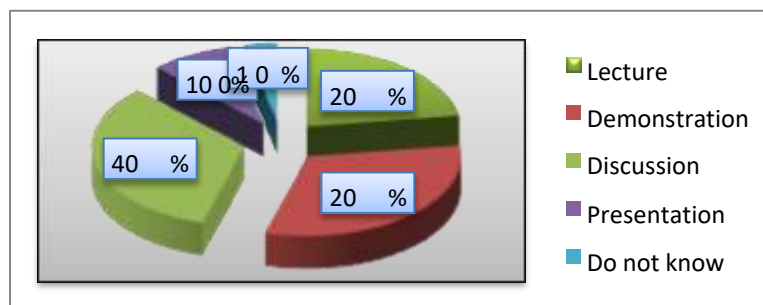


Figure 1 indicated that 20 of respondents which constitute 40 % out of 50 say that the most method of training used by the Sub County is discussion. While 20 % say that method used to facilitate training is Demonstration. Also 20% of the respondents identified that lectures as one of method of training is used at the Sub County. Also 10% of the respondents pointed out that presentation method is also used for training of staff at the Sub County and 10% of respondents did not say anything. Findings obtained from the study showed that the Sub County offer the method of training such as demonstration and discussion (Oscar et al., 2023). These methods are given to staff through on -job and off- job training. Thus, on job training is the analysis of how individuals obtain and develop many skills through formal education learned on the job. The basic idea of human capital theory is that Management and firms invest in workers skills in order to increase their productivity, much as persons invest in financial or physical assets to get or earn income.

Improvement of Staff Performance Due to Training at the Sub County

The analysis was done by looking of the major purposes of trainings and how far werethe trainings purposes met. Analysis was done and the findings are presented in the subsectionsbelow.

Major Purposes for Training at the Sub County

The researcher wanted to find out what are the major purpose which has made trainings to be undertake recently, the results of the analysis are presented in the tables below.

Table 1: Show whether Adaption of e-Service is one of the Major Purpose for Training

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

Response	Frequency	Percent
Yes	15	30
No	35	70
Total	50	100.0

Source: Field Data (2017)

The findings presented in table 1 showed that 30% of the respondents agreed that adaption of electronic services was one of the major purposes of training at the Sub County office. Thus, they have a number of electronic services such as the introduction of E- government, and electronic payments systems. Upon the introduction of the E- services most of employees faced a number of challenges such failure to operate efficiently (Emmanuel et al., 2023). Therefore, the management decided to conduct training so as to master the E-services. However, 70% of the respondents denied that the major purpose was not on the adaption of E- services (Allan et al., 2023).

Table 3: Improvement of service delivery and performance.

Responses	Frequency	Percent
Yes	40	80
No	10	20
Total	50	100.0

Source: Field Data (2017)

The findings presented in the table 4.8 shows that 80% of the respondents said yes improvement of service delivery and performance was one of the major purpose the training aimed to achieve. While 20% of the respondents said no the major purpose of training at the Sub County was not improvement service delivery. The findings give an impression that the major purpose for training

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

was to improve service delivery and performance at the Sub County. Findings from Interviews with the senior assistant officer at the Sub County indicate that, the major purpose of training and development at the Sub County was to improve workers job performance and to enhance staff capacity with great knowledge and skills to meet the changes with new technology by gaining new insights so as to achieve the organization objective or goals (Christopher, Muhindo, et al., 2022). The findings suggest that the major purposes of training is to enhance employees performance at the Sub County.

Table 3: Shows the relationship between staff training and staff performance at the immigration.

		Staff training	Staff performance
Staff training	Pearson Correlation	1	.558**
	Sig. (2-tailed)		.036
	N	50	50
Staff performance	Pearson Correlation	.558**	1
	Sig. (2-tailed)	.036	
	N	50	50

**. Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis showed strong positive significant relationship between contract administration and service delivery ($r = 0.558^{**}$, $p = 0.036$) (Nelson et al., 2023). The significance value ($p = 0.036$) was less than the critical p value of 0.05 hence the null hypothesis was not rejected therefore, the research results showed a significant positive relationship between staff performance and staff training. This therefore indicated the relationship between staff training and staff performance.

Challenges Facing Immigration Department on Implementing Effective Training Programs

The last objective of the study was to find out the challenges facing local government council in implementation of the training programs, the analysis was done by looking on the budgetary constraints and time challenges, the results are presented in the table 5 below.

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

Table 5: Challenges Facing the Implementation Training Programs

Responses	Frequencies	Percentage
Budgetary Constrains	40	80
Time Challenges	10	20
Total	50	100

Source: Field Data

The finding presented in the table 5 shows that 40(80%) of the respondents argued that budgetary constraints, hence to conduct trainings are very costly to undertake, whereas at sometimes at some times, the Sub County is not given enough funds for conducting such trainings. While 10(20%) of the respondents also pointed out that the major challenges hindering effective implementation of training is time limit, it has been noted that trainings are time consuming whereas other productive activities also need to go on.

Summary

Findings showed that the major types of training offered to staff by the Sub County is through on - the- job training and off-the- job training. The most popular Method of training used by the Sub County is through discussion and demonstration. Other methods of training include lectures and presentation. Training given to staff at the Sub County has been noted to improve the personally performance as well as Realizing organization objective performance as it helps them to increase skill, knowledge, and change the individual behavior and personality on how to perform a better job. Training improved performance at the Sub County through productivity improvement. Also, different type of training given to staff helps in creating the health working environment by developing leadership skill and give motivation to perform better and corporate performance improved. The most Challenges which hinder the Sub County on the effective implementation of the staff training program are limited budget for training and the duration of the training is not enough especially for the newly engaged employees which makes difficult to cover the whole training content and to acquire more skills.

Received: 11.12.2023**Accepted: 17.12.2023****Published on: 30.12.2023**

Conclusions

From the results of the study or findings it can be concluded that, training has noted to improve staff performance. It has on job training program which was introduced from the inception department. All employees no matter their qualification, age or rank consistently go through on job training. Training has been effective with its core objective being to improve individual and organizational performance as can be seen from the improvement in returns per unit invested in expenditure as well a consistent increase in productivity. The training programs has resulted in improvement in skills, efficiency and performance as well as the acquisition of new skills and knowledge. However, should consider the possibility of other training programs besides its off-job training one so as to ensure that the Sub County is abreast with developments in the sector and globally as well as providing options for its employees and providing the benefit of choice.

Recommendations

Current on job training program is effective but the Department should also consider enabling employees to further their studies to improve their qualifications.

The government or Sub County should also continue with its on-job training programs with periodic analysis of the program to ascertain its effectiveness, the certainty that the program caters to the specific needs of its employees and that program is in line with developments of the time.

It is important for the Ugandan public sector to understand that training does not have an impact on just employee performance but also on organizational overall performance. There should be a willingness to invest in employee training with the understanding that it is an investment that will yield returns.

References.

Adenike Ph, R. D., & Abayomi Ph, A. D. (2023). INFLUENCE OF SOME HUMAN RESOURCE VARIABLES ON LECTURERS' JOB PRODUCTIVITY IN UNIVERSITIES IN LAGOS AND OGUN STATES. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJB)* (Vol. 2, Issue 7).

Christopher, F., Moses, N., Enosh Muhindo, M., & Ruth Komunda, T. (2022). Employee Training and Organizational Performance: A Case Study of African College of Commerce and Technology in

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

Kabale District, South Western Uganda. In *International Journal of Academic Pedagogical Research* (Vol. 6). www.ijeais.org/ijapr

David, E., Andrew, N., & Alex, I. (2023). THE IMPACT OF WORKING ENVIRONMENT ON EMPLOYEES' PERFORMANCE: A CASE OF SECURITY GROUP AFRICA UGANDA LIMITED (S.G.A) IN KAMPALA DISTRICT Background to the Study. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS* (Vol. 2).

Emmanuel, E., Rebecca, N., Ariyo, D., Kazaara, G., & Nicholas, K. (2023). The Effects Of Job Training On Performance Of Local Government Employees In Uganda: A Case Study Of Kayonza Sub-County, Kanungu District. In *International Journal of Academic and Applied Research* (Vol. 7). www.ijeais.org/ijaar

Isaac, O., Gracious Kazaara, A., & Julius, A. (2023). ASSESSMENT OF THE EFFECT OF WORKPLACE CONFLICT ON EMPLOYEES' PERFORMANCE AND ORGANIZATIONAL PRODUCTIVITY, A CASE STUDY OF KANUNGU GENERAL HOSPITAL. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJBE) ISSN* (Vol. 2, Issue 1).

James, G., & Jacob, K. (2023). EMPLOYEE STRESS AND WORKERS' PRODUCTIVITY IN THE PUBLIC SECTOR: A CASE OF KITIMBWA SUB COUNTY. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJBE)* (Vol. 2, Issue 7).

Julius, A., & Nelson, K. (2023). ASSESSMENT OF THE EFFECT OF WORKPLACE CONFLICT ON EMPLOYEES' PERFORMANCE AND ORGANIZATIONAL PRODUCTIVITY, A CASE STUDY OF KANUNGU GENERAL HOSPITAL 1 Dr Ariyo Gracious Kazaara, 2 Dr. In *research.miu.ac.ug/publications METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS* (Vol. 2, Issue 4).

Lilian, A., Richard, K., & Sarah, A. (n.d.). *COMPENSATION AND EMPLOYEE PRODUCTIVITY. A CASE STUDY OF EAST AFRICAN SEED LIMITED KAWEMPE BWAISE KAMPALA UGANDA.*

Luulu, N., & Florence, L. (2023). *THE IMPACT OF EMPLOYEE TRAINING AND CUSTOMER SATISFACTION IN UGANDA. A CASE STUDY OF HOTEL AFRICANA* (Vol. 2, Issue 6).

Moses, T. (2023). On Job Training and Its Implication on Staff Performance in Uganda: A Case Study of Kasanda District Local Government. In *International Journal of Academic Multidisciplinary*

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

Corresponding: Author: research.miu.ac.ug/publications 478

Research (Vol. 7). www.ijeais.org/ijamr

Nancy, M., & Benard, S. (2023). *LAND OWNERSHIP AND FARM PRODUCTIVITY. A CASE STUDY OF NTUGAMO DISTRICT.*

Alex, I., & Kazaara, A. G. (2023). *Internal Controls and Financial Performance of Saccos in Wakiso District.* 7(3), 47–56.

Allan, K., Charles, N., Moses, N., Kazaara, A. G., & Nelson, K. (2023). *The Effect of Operation Wealth Creation on Youth Farmers Development : A Case Study of Labongo Layamo Sub County , Kitgum District.* 7(2), 50–63.

Christopher, F., Moses, N., Muhindo, M. E., & Muhammad, M. (2022). *Rewards and Employee Performance in an Organization : A Case Study of African College of Commerce and Technology in South Western Uganda.* 6(4), 414–428.

Christopher, F., Muhindo, M. E., & Nakalema, F. (2022). *Decentralization and Social Service Delivery in Uganda : Acritical Analysis of the Decentralization and Social Service Delivery in Uganda : Acritical Analysis of the literature review.* November.

Emmanuel, E., Rebecca, N., Kazaara, A. G., & Nicholas, K. (2023). *The Effects Of Job Training On Performance Of Local Government Employees In ganda : A Case Study Of Kayonza Sub- County , Kanungu District .* 7(2), 65–73.

Kazaara, A. G., & Kazaara, A. I. (2023). *Assess The Impacts Of Inflation To The Development Of Societies . A Case Study of Kagadi District.* 7(3), 281–290.

Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata.* 6(7), 84–122.

Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views.* 7(3), 124–145.

Ntirandekura, M., Ainebyoona, A., Registrar, D., District, B., & Commission, E. (2022). *HUMAN RESOURCE MANAGEMENT STRATEGIES AND ENHANCEMENT OF STAFF RETENTION IN PUBLIC SECTOR ORGANISATIONS : AN EMPIRICAL INVESTIGATION IN KABALE.* 6(7), 89–103.

Ntirandekura, M., Friday, C., & Muhammad, M. (2022). *Rewards and Staff Retention in Public Sector in Uganda: An Empirical Study from Kabale District Local Government.* *International Journal of Academic Management Science Research*, 6(7), 165–170.

Received: 11.12.2023

Accepted: 17.12.2023

Published on: 30.12.2023

Corresponding: Author: research.miu.ac.ug/publications 479

Oscar, O., Kazaara, A. G., Kazaara, A. I., & Micheal, T. (2023). *Impacts of Farmer ' s Cooperative Societies in Marketing of Agricultural Produce . A Case Study of Loro Sub County , Oyam District.* 7(3), 272–278.

Kanungu