

Employee Training and Organizational Effectiveness, in Kabarole District, Western Uganda

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Abstract: This study undertook to examine the correlation between employee training and organizational effectiveness in Kabarole District, western Uganda. The study utilized a cross sectional research design which was quantitative and qualitative in nature because data can be garnered from a cross category of a population in a short period of time and at once, then outcome generalized to represent the whole target population in the study. A structured questionnaire and an interview guide were used to collect data from the respondents. Information was analyzed employing frequencies, percentages and Pearson linear correlation coefficient. The extent to which employee training alone affected organizational effectiveness was low, however, when other variables like training design, training delivery style were considered, its effect became significant. While assessing the effects of job rotation on organizational consequences, there was a significant link between job rotation and organizational effectiveness. Here, the consequences of turnover were determined, several solutions were offered to improve job rotation in organizations, and the effectiveness of this method was identified in planning for developing the capabilities of human resources. Based on the finding, the study concludes that if the right employees are sent on training through the systematic training procedure of identifying and selecting employees for training, there would be a significant improvement on the organizational performance. Finally, it is recommended that managers should make a proper assessment and evaluation of employee performance after training as this will ensure that only employees who require training are sent on training.

Keywords: Employee Training, effectiveness, Organizations, Uganda.

INTRODUCTION

The history of employee training in organizations is as long as the entire history of business organizations [5]. This is because the knowledge base or skills of the normal employees in the labour market is not sufficient for the specialized tasks within the organizations. However, the academic study of various forms of training did not start until about a century ago, when researchers started a branch of research under the name of “vocational training [8]”. The beginning of the twentieth century and especially after World War II saw the widespread of training programs among organizations, involving more and more employees and also expanding in content [8]. In the 1910s, only a few large companies such as Westinghouse, General Electric, and International Harvester had factory schools that focused on training technical skills for entry-level workers. By the end of 1990, forty percent of the Fortune 500 firms in America had a corporate university or learning center [6, 3] asserted that training has the distinct role in the achievement of an organizational goal by incorporating

the interests of organization and the workforce. Nowadays training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills and competencies because of more on the job experience [7].

At Fort Portal Municipal Council, employee training is critical to the achievement of its mission which is to provide improved service delivery to its clients and citizens with efficiency and effectiveness. Employees are performing different functions of the municipal council with deadlines and numerous performance targets [2] consequently, organizational effectiveness is hindered by poor organizational structures and systems which cause slow adoption to

the strategic performance based requirements for a change in leadership styles. The relationship of training and organization effectiveness has been found to be positively mediated by the intention of employees to quit the organizations. The positive relationship might exist due to the number of other factors like inflation, less job opportunities existing in the context of Fort Portal Municipal Council

METHODOLOGY

The research study utilized a cross sectional survey research design with both qualitative and quantitative approaches so as to describe the situation and its data characteristics. This is also intended to have representative samples of the sections of the area for the study. The study chose a total of 90 respondents (sample size) out of 633 participants (study population). This was done with the help of a table developed by Morgan and Krejcie. A structured questionnaire was used because it gathers a lot of data at once and within a short period of time [6]. Stratified random sampling was used to collect data because the researcher wanted to have a representation of each category of participants in the study. Purposive sampling was also employed in order to get crucial information from targeted participants. Interviews were also used to aid the researcher garner information that may not be directly observed or difficult to jot down in writing [6].

The validity of the research instrument (structured questionnaire) was assessed using content validity Index by experts in employee training and organizational effectiveness. Nevertheless, the validity of the interviews was got by interviewing important respondents to validate the research questionnaires [7]. The reliability of the Questionnaire was analyzed using cronbach’s alpha Coefficient formula.

However; the reliability of the interviews was determined by prolonged conversations with participants [7]. Descriptive statistics and Pearson linear correlation coefficient were employed to analyze data. Qualitative data was analyzed by sectionalizing information into meaningful themes and sub- themes for easy interpretation along a story format [7].

RESULTS

From the findings below in Table 1, it may be Observed that majority of the participants were male with 54(60%) responses, their counterparts the females were 36(40%). This meant that the majority of the employees in the organizations were males. This further suggested that men in organizations may be better off economically because most men are employed than women and it may expand the syndrome of male dominance in communities.

Table-1: Demographic characteristics of respondents

Demographic factor	Variable	Frequency	Percentage
Gender	Male	54	60
	Female	36	40
Total		90	100

Source: primary data

According to Table 2 below, the findings showed that most employees 43(48%) have been members of the organizations for a period between 3 to 6 years, they are followed by those who have been employees of the organizations between 6-10 years 21(23%), and they were those who have been there for more than 10 years7 (8%) followed and they were those who have been there in organizations for few years 1-3 years 19(21%).

This meant that majority of respondents have at least stayed in the organizations for a long period of time where the research has been conducted and therefore have a good understanding of the employee training practices in the organizations. This further implied that the employees of Kabarole district can use this long term experience to improve on the quality of training services in order to realize organizational effectiveness.

Table-2: Duration of employment

	Number of years	Frequency	Percentage
Duration of employment	1-3years	19	21
	3-6years	43	48
	6-10years	21	23

Source: primary data

Table 3 below revealed that 39 (43.3%) of the respondents said that the reason for going on training is to acquire more skills and improve their performance; 8 (8.8%) said it is to improve their financial wellbeing; 12 (13.3%) said it is to enable them secure

employment elsewhere; 11 (12.2%) said, it is the reward of their loyalty to their boss, while 20 (22.2%) said it is to prepare them for promotion within the organization. This implied that the major reasons for going on training are to acquire more skills and

improve performance. Therefore, managers should always emphasize acquisition of knowledge and skills for the workers as a most relevant reason for sending

workers for further training. Nevertheless, there could be other reasons for going on training, such as financial gains, preferential treatment and so on.

Table-3: Reasons for sending employees on training

Response	Frequency	Percentage %
To acquire more skills and improve employee performance	39	43.33
To improve my financial wellbeing	8	8.88
To enable me secure employment elsewhere	12	13.3
Result of my loyalty to immediate boss	11	12.22
To prepare for promotion within the organization	20	22.22
Total	90	100

Source: Fieldwork Survey, 2018

Results from Table 4 below, showed that there is a positive and significant correlation between employee training (ET) and organizational effectiveness (OE) in Kabarole district. ($r=0.322^{**}$, $P\text{-value}<0.01$), that employee training of districts contributes to the organizational effectiveness in a

positive manner. This concurs with hypothesis that there is a positive relationship between employee training and organizational effectiveness in Kabarole district. And therefore the hypothesis was accepted. (**. Correlation is significant at the 0.01 level (2-tailed).

Table-4: Relationship between employee training and organizational effectiveness

	Items	ET predictor construct	OE Dependant variable
MBZ	Pearson Correlation	1	.322 ^{**}
	Sig. (2-tailed)		.000
	N	90	90
MFP	Pearson Correlation	.322 ^{**}	1
	Sig. (2-tailed)	.000	
	N	90	90

Source: primary data

Qualitatively, the Relationship between employee training and organizational effectiveness was as follows;

The chief administrative officer of Kabarole district had this to say

The more the employees are trained the more they can be able to contribute to the achievements of the objectives of the organization.

This implied that managers of organizations should always encourage their workers to go for further training in order to be efficient and effective.

The Principal Personnel Officer of Kabarole district stated

When the employees are deficient in knowledge and skills, then, they cannot contribute to the success of the company

This suggested that managers should always carry out needs assessment for their companies and send their employees purposively for further studies in order to meet the needs of the organizations and the needs of the workers as well.

DISCUSSION

The findings revealed that there is a positive correlation between the employee training and organizational effectiveness. In other wards that employee training in districts contributes to the organizational effectiveness in a positive manner.

This finding was in consonance with the qualitative results where, respondents said that the quality of employee training has to affect the way achievement of organizational objectives has to be achieved.

The study was in agreement with the findings of [9] and [4] in Fort portal town who conducted a study on employee training practices. They found out that possession of relevant knowledge and skills affects the quality of performance in companies.

Furthermore the results concurred with the findings of other scholars; John and Senbet [9], who conducted a study on organizational effectiveness in organizations. They found out that the achievement of the objectives of the organization needs competent personnel who may know what they are doing [1].

CONCLUSION

It can be summarized that there is a positive Correlation between the employee training and organizational effectiveness. In other words that employee training practices contribute to the efficiency and effectiveness of companies in the world. Human resources should be on constant training through mentoring, holding seminars or being sent for further studies by managers. One should know that human resources are the most important resources in an organization that should be given priority in all spheres of life because they are the ones who can put order in all other resources in an organization for efficiency and effectiveness.

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