

THE EFFECTS OF TRAINING ON EMPLOYEE MOTIVATION

A CASE STUDY OF TROPICAL BANK

KAMPALA BRANCH

BY

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DECLARATION

I Arinaitwe N Grace hereby declare that the content of this study is my own work and has never been submitted elsewhere for academic award, where the work of others have been cited, acknowledgements have been made.

Signature..........

Date21-09-09.....

APPROVAL

This is to certify that this Research proposal has been under my supervision and is now ready for submission to the School of Business and Management for the award of a Degree in Human Resource Management of Kampala International University



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DATE

DEDICATION

This work is dedicated with lots of gratitude to Tropical Bank - Kampala Branch, my son Keith Mukiibi, Dad, Mum, brothers Sam I Musinguzi and Ambrose Karugaba, my fiancé whose moral and financial support are appreciated and their constant advise, love, kindness which have all been of immense inspiration and encouragement in pursuit of my career. I would like also to dedicate this part of literature to those who are reading it, may it benefit you as you read. May the Almighty God reward you with peace and love.

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LIST OF ACRONYMS

MBO – Management by Objective

CEO – Chief Executive Officer

TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF ACRONYMS.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
ABSTRACT.....	xi
CHAPTER ONE: INTRODUCTION.....	1
1.0 Background of Study.....	1
1.1 Problem Statement.....	4
1.2 Objectives of the Study.....	4
1.2.1 General Objectives.....	4
1.2.2 Specific Objectives.....	4
1.3 Research Questions.....	5
1.4 Scope of the Study.....	5
1.5 Significance of the Study.....	5
1.6 Conceptual Framework.....	6
Source: Researcher 2009	
CHAPTER TWO: LITERATURE REVIEW.....	7
2.0 Introduction.....	7
2.1 The Effects of Training Needs Assessment on Employee Motivation.....	7
2.2 The Importance Of the On- the Job and Off- the Job Training Methods on Employee Motivation.....	10

2.3 The Effect of Performance Appraisal on Employee Motivation.....	14
2.4 Conclusion	17
CHAPTER THREE: METHODOLOGY	18
3.0 Introduction.....	18
3.1 Research Design.....	18
3.2 Area of Study.....	18
3.3 Survey Population.....	18
3.4 Sample Size.....	19
3.5 Sample Selection Technique.....	19
3.6 Data Collection Methods.....	19
3.6.1 Questionnaires.....	19
3.6.2 Interviews.....	19
3.6.3 Documentary Reviews.....	20
3.7 Data Analysis.....	20
CHAPTER FOUR: PRESENTATION AND ANALYSIS OF DATA.....	21
4.0 Introduction.....	21
4.1 The Effects of Training Needs Assessment on Employee Motivation in Tropical Bank- Kampala Branch.....	21
4.2 The Importance of the On-the-job and Off-the-job Training Methods on Employee Motivation in Tropical Bank.....	27
4.3 The Effects of Performance Appraisal on Employee Motivation in Tropical Bank Kampala Branch....	32
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	36
5.0 Introduction.....	36
5.1 Summary of the Findings	36
5.2 Conclusions.....	37
5.3 Recommendations.....	38

5.4 Areas for further Study	39
REFERENCES	41
APPENDIX I: QUESTIONNAIRE	ix

LIST OF TABLES

Table 4.1(a) Opinion on whether Tropical Bank-Kampala Branch has a training and development department.....	22
Table 4.1(b) Opinion on whether needs assessment is taken to be the first step conducted before taking employees for training in Tropical Bank.....	23
Table 4.1(c) Opinion on when, does training and development department in Tropical Bank -- Kampala Branch conducts the training needs assessment.....	24
Table 4.1(d) Opinion on whether employees in Tropical Bank - Kampala Branch agrees with the proposal that if the organization conducts training without carrying out assessment; it may end up making errors.....	25
Table 4.1 (e) Opinion on the source that Tropical Bank - Kampala Branch uses to conduct training needs assessment.....	26
Table 4.2(a) Opinion on whether Tropical Bank normally takes its employees outside the organization for further training.....	28
Table 4.2 (b) Opinion on the method of the on-the-job training techniques that Tropical Bank basically uses.....	29
4.2(c) Opinion on kind of training technique that has highly motivates employees in Tropical Bank - Kampala Branch.....	30
Table 4.2(d) Opinion on whether Tropical Bank - Kampala Branch uses both on-the-job and off-the-job training techniques.....	31
Table 4.3(a) Opinion on whether employees In Tropical Bank Kampala Branch are appraised for what they do.....	32
Table 4.3(b) Opinion on whether performance appraisal could let employees in Tropical Bank - Kampala Branch know how were they are doing.....	33
Table 4.3(c) Opinion on whether performance appraisal highly motivates employees in Tropical bank-Kampala branch.....	34

LIST OF FIGURES

1.6	Conceptual Framework.....	6
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ABSTRACT

The study on-the-job effects of training on employee motivation in Tropical Bank - Kampala Branch basically employed reinforcements and social learning theories which tried to guide it up to its final completion, its problem statement concentrated on why employees in Tropical Bank were not motivated despite the routine and continuous training given to them. However, the study was directed by basic three objectives that aimed at determining the effects of training needs assessment on employee motivation importance of the on-the-job training and off-the-job training techniques and the effects of performance appraisals on employee motivation in Tropical Bank - Kampala Branch.

The studies employed a sample size of 30 respondents from selected departments of Tropical Bank - Kampala Branch and possibly snowball and purposive sampling techniques were basic sampling techniques that the researcher used to select the sample size. Among data collection instruments, the researcher used a questionnaire, interviews, plus documentary reviews methods and there after she analyzed data using Microsoft Excel and presented it in tables, which facilitated easy interpretation.

In as far as findings were concerned, the study found out that determining training needs assessment of the employees, before taking them for training was taken to be the first step in Tropical bank though sometimes needs assessment could be affected by corrupt assessors and evaluators, it was again found out that both on-the-job and off-the-job training techniques were all used in Tropical Bank- Kampala Branch though sometimes on-the-job was much more used than off-the-job and yet off-the-job was highly motivate to employees compared to off-the-job and lastly, performance appraisal was found out to be the best practice and sometimes a technique that can be used to determine the training needs of employees and to link pay according to performance although sometimes it could be affected by halo effect, biasness and stantaneous errors.

It can be thus recommended that needs assessment should be conducted on honest grounds in order to eradicate corruption in Tropical Bank, a complete balance should be ensured in training methods used in Tropical Bank and that performance appraisal should be bias free in order to eradicate all problems in Tropical Bank-Kampala Branch and for employee motivation to emerge.

CHAPTER ONE

INTRODUCTION

1.0 Background of Study.

The study was guided by reinforcement theory and social learning theories. Reinforcement theory is based on the work of skinner 1974 and it expresses the belief that change in behavior takes place as a result of an individual's response to stimuli and the ensuing consequences (rewards and performance). Individuals can be conditions to referent the behavior by positive reinforcement in the form of feedback and knowledge of researcher (Armstrong Michael 2007) social learning theory states that effective learning requires social interaction. Wenger (1998) suggested that we all participate in "communities of practice"(groups of people with shared expertise who work together)and that these are our primary sources of learning, Bandera (1977), views learning as a series which information processing steps set in train by social interactions. The two theories were adopted for this study due to the of feedback, knowledge of results and social interaction as key catalysts for changes in trainer behavior and effective training and employee motivation to take place which can at the same time act as agents for sound employee motivation respectively (Armstrong Michael 2007) defined training as a planned and systematic modification of planning behavior through learning events , programs and instructions which enable individuals to achieve a desired levels of knowledge, skills and competency needed to carry out their work effectively.

Training is a learning process for where people acquire skills or knowledge to aid the achievement of goals (Robert, mathis and Jackson 1997).

According to Chuck Williams (2002), training means providing opportunities for employees to develop the job-specific skills, experience, knowledge they need to do their performance. Training will be characterizes by needs assessment, on the job and off the job training technique and performance appraisal respectively.

The working definition for the study was adopted from Armstrong Michael (2007) and chuck William (2002), who specifically defined training as a formal and systematic way of providing employees opportunities to develop job specific skills, experience and knowledge, through learning events, programs and instructions in order to do their jobs or improve their performance. In this study, training will be characterized by needs assessment, on- the job and off-job training techniques and performance appraisal respectively. According to chuck Williams (2002), motivation is the set of forces that initiates, directs and makes people persist in their efforts to accomplish a goal. Armstrong Michael (2007) defines motivation as those factors that influence people to behave in certain ways. Wendell .h. French (2003) defined motivation as the desire and willingness of a person to expend effort to reach a particular goal or outcome the working definition adopted for this study is derived from chuck Williams (2008) and William h French (2003) versions who clearly portrayed that motivation is the desire and willingness of a person to persist in order to reach a particular goal, a outcome as to accomplish a goal.

In this study, motivation was characterized by employees self supervision, morale, and job satisfaction respectively.

Needs assessment is the process of identifying performance deficiencies; listening to customer complaints; surveying employees 'skills and knowledge (chuck Williams 2002). According to Robert Mathis and Jackson (1997), needs assessment relates to the process of determining organizational training needs and usually it's the diagnostic phase of setting training objectives. Robert Marthis and Jackson (1997) further said that just as a patient must be examined before physician can prescribe medication to deal with an ailment, an organization and individual employee must be studied before a course of action can be planned to make the patient function better. The above reveals that needs assessment is the road map to effective and successful training job related skills that can enable them perform organizational task willingly and enthusiastically(motivation). So Topical Kampala branch

should endeavor to first assess employees needs before taking them for further training in order to avoid mistakes.

On-the-job and off-the-job training are basically training ways that are used to make employees acquire skills, knowledge competences and other key potential they can use to perform their jobs and achieve organizational goals Armstrong (2007). According to Gomec and Balkin (2002), on job training refers to the actual work setting under the guidance of an experienced worker, supervisor and trainers whereas off-job training that takes place away from the employment site.

Gomec and Balkin 2002 further said that on-job training can be basically aided by techniques like job rotation, apprenticeships and internships. Whereas off-job training is facilitated by techniques like computer assisted instructions, classroom lectures, simulations, cross functional training, conferences, seminars, workshops and case studies Michael Hams 2000 argued that on the job training is the type of training provided at the work place and off the job training as that type of training conducted. However when informal interaction with human resource director during researcher's internship period, he portrayed that off-job training has proved to be the best method for employee motivation due to explosive and networks they normally establish when they are away from the place of work.

Performance appraisal is the specific and formal evaluation of an employee in order to determine the degree which the employee is performing his or her job effectively Ricky H Griffin(2001).According to Lawrence S Kleiman (2000),suggests performance appraisal is the assessment of employee's job performance levels. That performance appraisal is basically the important objective first, it opens a two way communication, providing constructive feedback to the employers and lastly it portrays the main to be paid to each employee that has attend the training session. It should be noted that performance appraisal plays an important role in any organizational body so as way of training and motivating employees in the bank, management should give performance appraisal the first priority, this is due to the fact that feedback and knowledge of results are good requirements of new positive

behaviors as even portrayed by skinner (1974) in his reinforcement theory of learning (Armstrong Michael 2007).

1.1 Problem Statement.

Research clearly portrays that effective training is a road and a gateway to employee motivation and commitment, labour stability, industrial relation, employee self supervision and direction at the place of work, Gary Duster (2007). However via researcher's informal interaction with the human resource manager of tropical bank and via documentary reviews of the field study, it was found out though the advantages attached to training, if it not given first priority, this creates unnecessary routine errors, auditors and tellers make during receiving money from customers and when balancing books of accounts simply due to lack of skills and experience, despite the continuous training employees still leave the organization may be because training is not considered as motivators by employees, so it really disturbing the researcher that there are no detailed studies that have been carried out to examine the impact of training in employee motivation, a content that forces the researcher into the study with particular interest at bank.

1.2 Objectives of the Study.

1.2.1 General Objectives.

The main objective of the research study was to determine and describe the relationship that existed between training and employee motivation at Tropical bank using a cross sectional survey designed with the view of promoting and maintaining high rates of employee motivation. Training was by characterized by needs assessment, on-job and off-job training and performance appraisal and employee motivation was by characterized by employee self supervision, morale and job satisfaction.

1.2.2 Specific Objectives

- To determine the impacts of training needs assessment on employee motivation.

- To find out the importance of on the job and off the job training methods on employee in the Tropical bank.
- To find out the effects of performance appraisal on employee motivation in the Tropical bank.

1.3 Research Questions

- What are the impacts of training needs assessment on employee assessment on employee motivation at Tropical bank?
- How important is on the job and off the job training methods in employee motivation?
- How performance appraisal does affect employee motivation?

1.4 Scope of the Study

The study on training and employee motivation was conducted between June 2009 to October 2009 by using a sample of cross sectional survey design of employees at Tropical Bank - Kampala branch, data was collected by the researcher using questionnaire, interviews, documentary reviews or analysis. The study sought mainly to determine the impact needs assessment, importance of on-job and off-job training methods and effects of performance appraisal on employee motivation at Tropical Bank.

1.5 Significance of the Study

The findings of this study were expected to help the following parties;

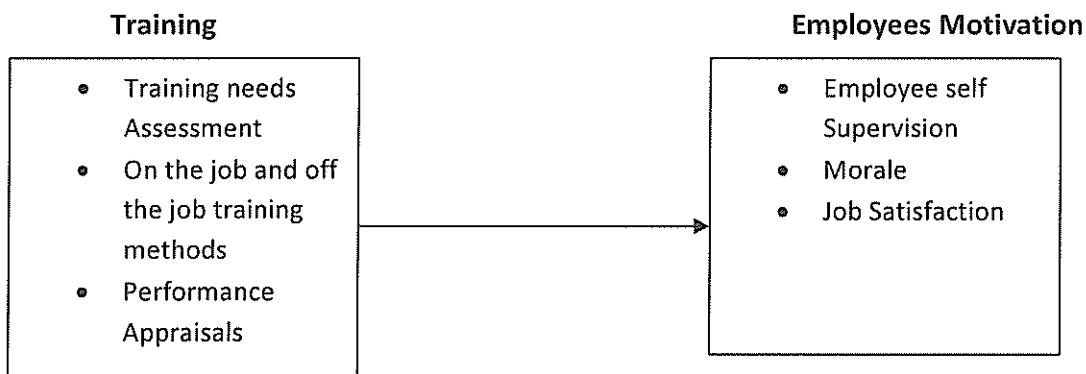
Organization; Tropical Bank – Kampala might benefit in the sense that the directors might realize the importance in taking their employees for further training and the steps or sequences they would follow ranging from needs assessment to performance appraisal in order to make the organization succeed in training campaign.

Scholars; the study might also act as reference for the future research work by anyone interested in this field.

Policy makers; the study might also act as guiding principle or a major continuing guideline on the approach that managers might follow when drafting training and development policies that could motivate employees.

Academicians, training and employee motivation might as well be imperative advantages to the fellow academicians and future researchers interested in understanding studies related to this subject in a similar or different institutions.

1.6 Conceptual Framework.



Sources: Researcher 2009

From the two variables above , it can be clearly seen that for Life tree training to occur, the trainer must first find out the training needs of an Employee, identify whether he /she will use on the job or off the job training techniques and at the end of training session he / she must be position conduct performance appraisal to check how well the training program has been effective, the end result of this training , will result into Employee acquiring a wide range of skills, knowledge, abilities, competences and experience which will enable work without being supervised, (Employees self supervision), get morale boosted and active a lot of satisfaction from their job (Job satisfaction) there by justifying employee motivation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focused on literature related to the impact of needs assessment on Employee motivation, the importance of on-the job and off the job training method on employee motivation, and the effect of performance appraisal on employee motivation respectively.

2.1 The Effects of Training Needs Assessment on Employee Motivation.

Training needs assessment refers to the process of identifying and promising the learning needs of employees (Chuck Williams 2002). He further said that needs assessment can be conducted by identifying performance deficiencies, listening to customer complaints, surveying employees and managers or formally testing employees skills and knowledge. According to John m. Ivancevich (2001), the first step in managing training is to determine training needs and set objectives for those needs , in effect , the trainer are preparing a training forecast. So he basically defined training needs assessment as the process that involves analyzing organizations needs, the knowledge , skills and ability needed to perform a job and the person a job holder's needs. It basically requires the Examination of the long and short term objectives, the organization's financial, social, human resource, growth and market objectives need to be matched with firm's human talent, structure, climate and efficiency.

John Bernardin and Joyce Russell (1993), also comments that needs assessment is the first step for training to actually Exist. He further said, that an organization should , commit it's resources to a training activity on it if the training can be expected to achieve some organizational goals , the decision , to conduct training must be based on the best available data which is collected by conducting an needs assessment.

Chuck William (2002) strictly commented that an organization that implements training program without conducting needs assessment may be making errors. John Bernardin and Joyce Russell (1993), said a needs assessment is a systematic, objective determination of training needs, which involve conducting three primary types of analyzer. This analyzer is used to device objective of training programs. The three analyzers consist of organizational analysis, a job analysis and a person analysis. Organizational analysis they to answer, the question of whether training emphasis should be placed in the organization and what factors may affect training, a job analysis is to answer the question of what should be taught in training so that the trainee can perform the job satisfactorily and person analysis attempts to answer the question of who needs training in the firm and the specific types of training needed.

John m. Invancevich (2001), clearly explains the four ways of determining employee needs for training that is to say, observe Employees, listen to her employees ask supervisor 'a about Employee needs and lastly examine the problems Employee have . In the essence, any gaps between expected and actual results suggested a need for training. Active solialation of suggestions from employees, supervisor managers, and training committees can also provide ideas. By observing, asking and listening to a manager a human resource specialist is actually conducting a performance analysis.

John Bemardin and Joyce Russell (1993), clearly put forward the data sources used in training needs assessment; analysis, one has to consider personal organizational goals and objectives, personal inventories, skills inventories, organizational climate indexes, efficiency indexes, change in systems i.e. skills systems e.g. equipment), management requests, exit interviews, management by objectives, working planning systems, customs survey / satisfaction data. For job specification, performance standards, performing the job, work sampling, reviewing literatures on the job, asking question about the job, training committees and analysis of operating problems and last for the cake of person analysis, one has to consider performance data on appraisal, work sampling, interviews, questionnaire, test, customs employee attitude survey, training progress, rating seal CIT, planes devised

situations (e.g. role playing) assessment central and management by objective or work planning systems respective.

Learning and training needs would be strategic training needs (long term training needs of the whole organization guided by strategic plan of the organization), functional training needs (needs of department, teams, function e.g. explanation could be individual training needs (the need of an individual in the organization responsibility, Armstrong Michael 2007).

Raymond A, Nov, phone etc (1997) summarized an educational assessment in 6 steps the first step, conducting needs assessment (organizational analysis, person analysis, Talk analysis) consideration ensuring employees readiness for training (Consider attitudes and motivation, basic skills) third step creating a learning environment (consider identification learning objectives and training questioner meaningful materials, practice feedback, observation of others. Administering a co-coordinating program) the fourth step, selecting training methods consider presentational techniques, hand on techniques, group techniques) the last 6 step is evaluating training programme (consider identification of training custom and evaluation design and will benefit analysis respective.

Ak Aswathappa (2007) summarized the impacts effective training needs Assessment and the way they motivate employees in organization they are as follows;

Reduced labours turn over according to aswathappa 2007, redefined labour turn over as the idea of employee who voluntary choose to leave the company but he lastly includes that effective training needs assessment is associated with functional moves which involve the loss of pass performing employees who choose to leave the organization. Hence giving the organizational chance to replace poor performers with better replacement who will be trained and work in absence of supervision (self direction) they by justifying motivation. Last Aswathappa 2007 in his article on "training, motivation and liberty", that clearly portrayed that effective needs assessment is engine and a heart beat is successful training and that effective training facilitators' employee's motivation in any organizational body.

High Labour Productivity Chuck Williams 2002 defines labour productivity as the increase of performance that indicates how many inputs take to produce as create on output (Aswathappa 2007) details that high productivity is nothing without having competent, skilled and experience personnel that can facilitate it. An organization can realize that its work force is incompetent concept. Herbert G Human (2000), argued that performance productivity discrepancy that is to say a gap between attained and desired performance via intensive needs assessment. He further positive that identification if performance of productivity to detective work. And various data sources act searches for possible leads and the most promising are made. Aswathappa (2007), strictly sold that high productivity is directly proportional to training, pick work force in and organization are by products of effective training, he lastly committed by saying that training morale boost and motivates high productivity pucks that are responsible for organizational profits, employees high standards of having and firms competitive advantages.

Aswathappa 2007 in his conclusive remarks, on needs assessment, he said that needs assessment is a road map to effective training, organizations that conduct training without carrying out extensive needs assessment and up making errors. He further mentioned their consequences of absence of training needs assessment analysis like loss of a business high labour turnover quality applications, increased overtime working and lastly high rates of pay, overtime premium and supplements respectively.

2.2 The Importance Of the On- the Job and Off- the Job Training Methods on Employee

Motivation

Gomez –mejja and Balkin (2002), defined on the job training as then kind of training that take place in the actual works setting under the guidance on an experienced wonder, supervisor and trainer and of the job training as that training techniques, that takes place away from the employment site. According 10 John M. Ivancevich (2001) said that on the job training is a widely used method of training formally and informally worldwide. He said that with estimated that more than 60% of training owner on the job the employee is placed into the real work situation and shown the job and the tricks of the trade by an experienced

employee on the supervisor, John M Ivancevich (2007), commenced that although the program is apparently simple properly the costs can be high, damaged machinery, unsatisfied questioner misfiled forms and poorly taught workers provision there problems trainers must be carefully selected and trained. The trainees should be placed with a trainer who is similar background and personally. The trainer should be motivated for training and rewarded for doing it well. The trainer should use effective techniques in instructing the trainee like just in time, (whether the trainer first trains the supervisor who in turn trains the employees), case studies (it uses the writer description of area decision making situation in the organization as a situation that occurred in another organization), role playing (a trainee is assigned a role to play), in basket techniques, management games, behavior modeling coaching and counseling delegation, job relation internship, appreciation ship among others.

Sherman and Bonlander (1992) said that in addition to an the job training, it is usually necessary to provide workers with training in setting away from their ordinary workplace. Some methods involve training in setting away from their ordinary workplace. Some methods involve training employees away from their usual work falcon but still within the organization's facilities other methods involve training employees in locations outside the organization. Sherman and bohlander 1991, emphasized enforcement discussion method, classroom training, programmed instructions computerized based and simulation use to train their work force away from their place of work.

Gomez- Melia and Balkin (2002), basically doesn't properly on the job methods of training and clearly portrayed their importance in relation to how they motivate employee they include the following.

Mentoring; it is a training method carried out by more seasoned employees to help those who are becoming the ropers. Mentoring can take many forms, including role modeling, sharing contact, bouncing ideas, accusing and giving general support. It may be formal or informal most firms expect senior employee's practically those in managerial positions to act as mentors. John Bernardin and Joyce Russell (1993), supported Gomez –melia and Balkin (2002), on the panty mentoring by saying that the method is motivated to one trainer since training is relevant facilitate case transfer of training, immediate feedback and concerning change interpersonal behavior.

Job rotation; it is a formal program in which employees are assigned to different jobs to expand their skill based and to learn more about various parts of the organization. Aswathappa 2007 attached good importance on job rotation by saying that it promotes exposure and net working among the employee individual part of the firm which is highly motivate.

Coaching; Gomez mejia and balkin (2002) defined coaching as an ongoing, mostly spontaneous, meeting between managers and their employees to discuss career goals road blocks and available opportunities, Richard & Draft 2004 said that coaching promotes advanced learning, allows practice, quick feedback and promote interpersonal relations at the place of work which are key motivating agents.

Function assistance program which supports the employers education and development by covering the costs of relation and other fears for seminars, workshops and continuing education program Richard L. Draft 2004 granter this method by saying it the cheaper and less costly on the side of the trainee (employee) hence It motivates them to learn and advance in their career.

Apprenticeship, Noe and Collen Beck (2004), defines it as a work study training method that teacher job skills through a combination of the on the job training and classroom training. The major apprenticeship is the ability location an income while learning hence it highly motivates.

Internship; is on the job learning sponsored by an educational institution as a component of an academic program. The advantage of apprenticeship of an academic program, the advantage of apprenticeship is that it keeps a trainee to gain new insight and experience above the field and also promotes exposure and networking (Noa and colleen back 2004) on the other hand, the hand, the following off job training method.

On the other hand, the following off the job training method are of global importance to trainers especially in increasing motivation.

Classroom instruction, this method typically involves a trainer leaving a group. Trainers after supplement leader with side discussion case sluder (answer sessions slides discussion case sluder, (answer sessions and role playing, John Benredin and Joyce Russell (1993), commenced that the method promotes address learning, can reduce prejudice and can easily enhance self awareness skills which are typical components in motivating employee at work.

Computer based training; with method participants receive course materials and instruction distribution over the internet and on CD- ROM. According to Nov and colleen beck 2004 computer based training is generally has explosive than putting an instructor in classroom, it allows trainers to submit questions via emails and to participate in on line discussion.

Training methods especially on the job and off the job and a crucial importance to the employee in any business enterprise it is on this not that Richard Draft 2004 and John M. Ivancevich (2001) has this to say "Organization is nothing without potential, skill, experienced human resource" for example what the banking sector in Uganda is without competent employee so training is of much potential importance for employee motivation to occur.

2.3 The Effect of Performance Appraisal on Employee Motivation.

According to Ricky W Graffin (2001), performance appraisal is the specific and formal evaluation of an employee is performing his/ her job effectively. It is the projects that involves determine and communicating to employees how they are performing their jobs and establishing a plan for improvement (Rue and Byars 2000) According 10 note and Hollenbeck 2004) Performance appraisal is the measurement of specific areas of an employee's performance as the primary means of performance management according to Rue and Byars (2000), some of the more common users of performance a appraisal re to make decision related to merit pay increases promotion, lay off firing performance appraisal information can also provide needed input for determining both individual and organizational training and development needs for example it can be used to identify individual and organizational strength and weakness. These data can then be used to keep admit the organizational over all training and development needs (Rue and Byars 2000).

Another impact of performance appraisals and used as a means of communicating to employee how they are doing and suggesting needed changes in the behavior attitude, skill or knowledge. This type of field back changes for employees the job exploration the manager holds offer feedback must be followed by leaching training by the manager to guide an employee work effort (Rue and Byars 2000).

To work effectively, performance appraisal must be followed and supported by documentation and a commitment by management to make them fair and effective. Typical standards for performance a appraisal process are that to be fair, accurate (facts not opinion, should be used) include as much direct observation as possible, be consistent and contains much objective documentation as possible.

An additional concern is how the organization i.e. how often is conduct performance appraisal. No real consensus exists on this question, but no real consensus exists on this question, but the usual answer is as often as necessary to let employees know what kind of job they are doing and if performance is not satisfactory the measurers they must take to improve firm strong Michael 2007). Therefore, it is recommended that for most employees,

in formal performance should be conducted the three times a year in addition to the annual performance appraisal (Rue and Byars 2000) a question was raised in the book of Byars and Rue (2000), that how does one know when the performance appraisal process is working as you should? The according to general electric CEO Jack Welch job (and keep them there) leave won the game!! Performance appraisal is one of the primary tool for helping the organization management to meet its goals and objectives and effectively compete internationally.

According to Rue and Byars (2000) the following performance appraisal methods can be used to evaluate and up keeping assess employees performance actions management by objective (MBO) Rue and Byars (2000) said that in addition to being a useful method for directing the organization objectives setting process, management by objectives can also be used in performance appraisal process the value of linking the management by objectives program to the appraisal process that employees tend to support goals if they agree the goals are acceptable (by gaining the employee a stake in the MBO process) is certainly a powerful motivator for considering the MBO process.

Production Standards

The production standards approach to performance appraisal is most frequently used producing a product and in basically a form objective setting for these employee. It involves setting a standard on as expected. It involves setting standards or expected level of our put and then compares each employee's performance to the standard. An advantage production standards approach is that the performance review is based on highly objectives factors. Of course is based on highly objectives factors. Of course to be effective, the standards must be viewed by the effected an employee as being fair.

Essay method according to am strong Michael (2007), he said that this method required manager for describe an employee's performance in written narrative form. Other method include forced choice ruling which requires the manager to rank a set statement describing how an employment comes out the duties and responsibility of the jobs running method, alternation ranking paired comparison ranking and forced distribution. John M.

Ivancevich(2001) clearly portrayed that though performance appraisal is attaining technique good for employee motivation it is associated with common errors for example licensing that is to say grouping of rating at the positive end of the performance scale instead of spreading then throughout the scale central tendency, occur when performance appraisal statistics indicate that most employees are evaluated similarly as doing average above average work, recently occur when performance evaluation are based on performance most recently, and lastly halo effect occur when manager allow single prominent character of an employee to influence their judgment on each separate even in the performance appraisal.

Performance appraisal must also work in the context of law Rue and byars (2000), clear put forward that title vii of the civil rights Act performance the use of confide performance appraisal system, performance appraisal system generally are not considered to be bonfire when their application results in adverse effects of minorities, women or other employees. Many suggestions have been offered to legally applicable. Some of these include working the content of the appraisal system from job analysis emphasizing work behavior rather than personal traits, ensuring that results of the appraisal are communicated to employees, ensuring that employees are allowed to give feedback during the appraisal during the interview, training managers in conducting proper evaluation, and returned and ensuring that personal accession and consistent will performance appraisal.

John M. Ivancevich (2001) conducted by laying that given the above discussion the very impact purpose of performance appraisal is to ensure the following;

Development, it can determine which employee more training and its need to help evaluate the result of training program. It helps the subordinates, supervisor for observe subordinates behavior to help employees.

Motivation it can encourage initiatives develop a sense of responsibility and stimulate effort perform better.

Human resource and employment planning can serve as evaluable input to skills inventories and human resource planning.

Communication, it can serve as a basis for an ongoing discussion between super and subordinates about job related matters though interaction, the parties act to know better.

Legal compliance and Human recourse management research it can be as a legal defensive reason for promotions transfer rewards and discussion and lastly it can be used to validate selection loots such as a lasting program.

2.4 Conclusion

The chapter basically was about literature relates to the impact of training needs assessment, importance of the job and off the job planning methods and the effects of performance appraisal on employee motivation. Reduced labour turn over and high productivity proceed the major key impact of training needs assessment a long side others, rotation ,coaching, mentoring ,tuition assistance program, apprenticeship, classroom instruction computer based training also monopolized a discussion about the importance of on the job and off the job and of the training methods and lastly development motivation, Human resource and employment planning, communication legal compliance and Human resource management research also proved, the basic they impact of performance appraisal on employee motivation respectively.

CHAPTER THREE

METHODOLOGY

3.0 Introduction.

This chapter was focused on the research methods adopted during the study and were basically categorized in the following sections, research design, area of study, survey population, sample size, sample selection technique, data collection instruments and data analysis respectively.

3.1 Research Design.

The research was based on the survey design being carried out throughout the organization on the impact of training on employee motivation. This enabled the researcher to obtain a better understanding, comprehensive and intensive data collection on needs assessment, performance appraisal and impact of on-the-job and off-the-job training on employee motivation.

3.2 Area of Study.

The study was carried out in Tropical Bank Kampala Branch. This was due to the fact that the place was more accessible and easy to reach and this in turn helped the researcher in dodging the expenses that she would incur in conducting the study. Like transport and time.

3.3 Survey Population.

The survey population was the workforce of Tropical Bank Kampala Branch, which were categorized under human resource manager, four accountants, eight tellers, five secretaries' two customer care attendants, field staff and other lower level cadres.

3.4 Sample Size.

The sample size comprised of 30 employees from the selected departments. The researcher felt this was enough representatives because it comprised of equal representation of male and female, old and new staff, in all departments of the survey population.

3.5 Sample Selection Technique.

The research used purposive sampling technique to aid data collection from various departments. This was because the technique enabled the researcher to get the employees with the quality information and data that helped her to be successful in her study findings.

3.6 Data Collection Methods.

Data collection method basically looked at the methods and instruments that were employed by the researcher in order to aid and facilitate data collection. They basically included;

3.6.1 Questionnaires.

Both open and closed ended questionnaires were given to the cross section of respondents in order to aid and facilitate data and information gathering, this meant that the questionnaire was in a format of both closed and open ended questions, which I utilized a check list format thereby enabling the respondents to consider all possible responses whereas open ended questions utilized self administered format. The reason for adopting the two formats of questionnaires was that data gathered using two types of questionnaires were basically easy to analyze, administer and are economical in terms of money, they permitted a greater depth of response and lastly were simpler to formulate.

3.6.2 Interviews.

Only unstructured or informal interview were used to collect data from workers in Tropical Bank Kampala Branch. This was due to the fact that informal interviews provided an in-depth

data, were more flexible and more information could be easily obtained via using probing questions.

3.6.3 Documentary Reviews.

A lot of documents in Tropical Bank Kampala Branch were reviewed in order to obtain detailed information in addition to the one that had already been obtained by interview and questionnaires. For example Tropical Bank Kampala Branch, Memorandum, articles among others.

3.7 Data Analysis.

After data had been collected from the field, it was analyzed both quantitatively and statistically in order for result to be described in good and neat way. Data was analyzed using Microsoft Excel program and presented in tables, in order to facilitate proper interpretation.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 Introduction.

The chapter was about presentation and analysis of data related to the effects of training on employee motivation in Tropical Bank- Kampala Branch.

The study specifically focused and managed to portray and reveal the impact of training needs assessment on employee motivation, the importance of the on-the-job and Off-the-job training methods on employee motivation and the effects of performance appraisal on employee motivation. Employee motivation on the other hand was characterized by employee self supervision, morale and job satisfaction respectively.

4.1 The Effects of Training Needs Assessment on Employee Motivation in Tropical Bank- Kampala Branch.

The first objective of this study was to determine the effects of training needs assessment on employee motivation in Tropical Bank- Kampala Branch. The findings were based on the research questions from the specific objectives of the study one, "What are the effects of training needs assessment on employee motivation in Tropical Bank- Kampala Branch".

To achieve this objective, the respondents were basically asked to clearly put forward whether they have a training and development department in their organization and the importance it plays, whether needs assessment is taken as a first step before the organization conducts training, how often Tropical Bank conducts training needs assessment, whether they agree or disagree with the proposal that if the organization conducts training without carrying needs assessment it may end up making errors and lastly they were humbly requested to pinpoint the best source that Tropical Bank should use if it is to conduct training needs assessment. However, the responses to the objectives were smartly portrayed in the subscriptions below;

Table 4.1(a) Opinion on whether Tropical Bank - Kampala Branch has a training and development department.

Do you have a training department in your organization?	Yes	No	Total
Frequency (f _o)	25	5	30
Percentage (%)	83.3	16.7	100

Source: Questionnaire output.

Results from table 4.1(a) above revealed that 25(or 83.3%) respondents were of the opinion that Tropical bank possesses a training and development department where as 5(or 16.7%) respondents asserted that they cannot see a department in Tropical Bank- Kampala Branch called training and development department. The significant number of respondents perhaps 25(or 83.3%) who said that tropical bank-Kampala branch possesses a training and development department backed their opinion by portraying the role and importance that training and development department plays for instance they reported that training needs assessment, training itself that is conducted on the job and off-the-job in form of seminars workshops, conferences, brain storming, rotation, internship and apprenticeship among others are basically done by specialists from training and development department.

The minority respondents possibly 5(or 16.7%) who argued that training and development department was nowhere to be seen in Tropical Bank- Kampala Branch, also reported due to reluctance of that department then it's possible for us to conclude that the bank does not possess it. Furthermore, via informal interaction with a few respondents who basically portrayed that the bank does not have training and development department, one of them had this to say:

"I am one of the top officials here in the bank, I cannot proudly say that I know each and everything the fact of the matter is that I lack some basic skills that I could be integrating in my work activities at the bank but I swear I have never been assessed by any specialists from the training and development department in order to determine the loop holes with in me that may necessitate training then it's possible to conclude that we do not have that department here".

Basing on the analysis therefore, it can be deduced that training and development in Tropical Bank might be existing, but not operational as revealed by the majority respondents who supported its presence in the bank and a few arguments from the minority respondents that sounded true.

Respondents were again asked to tell whether training needs assessment is taken to be the first step before taking employees for training. The responses were tabulated in table 4.1(b) below;

Table 4.1(b) Opinion on whether needs assessment is taken to be the first step conducted before taking employees for training in tropical bank.

Needs assessment is taken to be the first step conducted before taking employees for training employees for training in tropical bank.	Strongly agree	Agree	Strongly disagree	Disagree	Total
Frequency (f _o)	23	2	-	5	30
Percentage (%)	76.7	6.7	-	16.7	100

Source: questionnaire output.

The results in table 4.1(b) above clearly indicated that 23(or 76.7%) respondents strongly agreed with the opinion that needs assessment is taken to be the first step conducted before taking employees for training in Tropical Bank, 5(or 16.7%) respondents strongly disagreed with the opinion and lastly 2(or 6.7%) agreed with the tabulated view. The significance or majority respondents for instance 23(or 76.7%) respondents who strongly agreed with the point that needs assessment is taken to be the first step conducted before taking employees for training in Tropical Bank polished their view by giving various reasons and advantages attached to that practice for example they reported that training needs assessment enables them in drafting a clear training budget, resource mobilization and lastly they argued that the practice assists in reducing errors normally encountered in training field. This therefore indicated that some of the respondents managed to support the view and tried to

compliment the argument of Chuck Williams 2003 who clearly commented that an organization that implements training without conducting needs assessment, it may end up making errors.

The 5(or 16.7%) who refuted the statement by strongly disagreeing with it had also this to say: *“Needs assessment requires extensive application of managerial factors that one can employ in order to obtain data about employees performance such that loopholes in employees skills be detected and then taken for training then how can we term the kind of needs assessment that is based on guesswork, corruption and which lasts for over a half day”*

This therefore, indicated that sometimes employees in Tropical Bank are taken for training, minus extensive needs assessment. Lastly 2(or 6.7%) respondents who agreed with the statement, also said that if it was not for needs assessment that Tropical Bank first conducted before taking employees for training then it could be making a lot of blunders in the field for instance in seminars, conferences and workshops that are conducted annually.

Furthermore, respondents were again asked to portray the period that training and development department that takes to conduct training needs assessment. This was portrayed in the table below;

Table 4.1(c) Opinion on when, does training and development department in Tropical Bank Kampala Branch conducts the training needs assessment.

When does training and development department conducts the training needs assessment	Annually	Semi-annually	Daily	Total
Frequency (f _o)	26	-	4	30
Percentage (%)	86.7	-	13.3	100

Source: primary data

As shown above in table 4.1(c), 26 (a 86.7%) respondents were of the opinion that training and development conducts training needs assessment annually, 4(or13.3%) respondents reported that the department conducts training needs assessment daily and lastly none of

the respondent supported the view of semi annual assessment of training needs by the training and development of department in Tropical Bank Kampala Branch. Since majority of the respondents possibly 26(or 86.7%) supported the view that the department conducts training needs assessment annually, it can therefore, be deduced that employee training in Tropical Bank Kampala Branch is conducted once in a year. The 4(or 13.3%) respondents who reported that the department conducts training needs assessment daily said that the fact that they normally see the supervisor appraising them every day they thought that such a practice could be needs assessment.

Respondents were further requested to show their side on this statement “Do you agree with the Proposal that if the organization conducts training without conducting needs assessment it may end up making errors?” The responses to the above statement are shown below in the table;

Table 4.1(d) Opinion on whether employees in Tropical Bank Kampala Branch agrees with the proposal that if the organization conducts training without carrying out assessment; it may end up making errors.

Do you agree with the proposal that if the organization conducts training without conducting needs assessment; it may end up making errors?	Yes	No	Total
Frequency (f _o)	24	6	30
Percentage (%)	80	20	100

Source: Questionnaire output.

Results in table 4.1(c) above revealed that 24(or 80%) respondents were the opinion that if the organization conducts training without conducting needs assessment it might end up making errors where as 6(or 20%) refuted the statement by reporting that its possible for an organization to conduct training and at the end you succeed without making errors.

The majority or significant number of respondents for instance 24(or 80%) supported their stand while giving scenarios and reasons for example they reported that last year Tropical

Bank Organized a seminar in Sheraton Hotel Without conducting Prior needs assessment of what it would intend to contribute towards skills and it failed. A good number of respondents also reported that productive training program me requires a prior smart extensive needs assessment that clearly portrays areas which needs to be fulfilled.

6(or 20%) respondents who said that the company may conduct training minus needs assessment supported their stand by such a funny quotation about Tropical Bank Kampala Branch. They said given the redundancy of training and development department that is corrupt oriented most of the seminar and conferences that have been organized by the same department have been abrupt and successful then this shows that needs assessment sometimes is useless.

In as far as objectives one was concerned, respondents were again asked to tell the best source they think Tropical Bank uses to conduct training needs assessment. The responses are tabulated in the table below;

Table 4.1 (e) Opinion on the source that Tropical Bank - Kampala Branch uses to conduct training needs assessment.

What would you take to be best source Tropical Bank could use conducting training needs assessment	Skills inventories	Personal inventories	Work sampling interviews	All the Above	Total
Frequency (f _o)	10	5	-	15	30
Percentage (%)	33.3	16.7	-	50	100

Source: questionnaire output

The results in table 4.1(e) above revealed that 15(or 50%) respondents were of the opinion that Tropical Bank uses skills inventories, personal inventories, and work sampling interviews as source for determining training needs assessment of employees before they are taken for training, 10(or 33.3%) reported that the company mostly use skills inventories, 5(or 16.7) reported that personal inventories must be based on to determine the training need of

employees in Tropical Bank. It can therefore, be deduced that the significant number supported the view that Tropical Bank should use a combination of skills inventories, personal inventories and work sampling inventories in order to carryout extensive needs training needs assessment as even supported by John Bernadin and Joyce Russel (1993) who clearly put forward that the basic data sources asked in determining needs assessment include a combination of skills inventories, personal inventories work sampling interviews, skills systems among others.

10(or 33.3%) respondents who reported that Tropical Bank must use skills inventories as the best source of determining needs assessment backed their argument by saying that since needs assessment aims at obtaining skill loopholes in an employee such that a training program that focus on those loopholes or gaps be organized, then skills inventories could prove the best source since it entails data about skills possessed by an employee. 5(or 16.7%) respondents who argued that Tropical Bank should use personal inventories also reported that personal characteristic, behaviors and skills that are possessed by an employee can also be obtained from personal inventories and for that matter Tropical Bank must use it respectively. It can therefore, be deduced that at least most employees in Tropical Bank - Kampala Branch were aware of the concept of needs assessment and if practiced well it could turn best motivating practice among employees.

4.2 The Importance of the On-the-job and Off-the-job Training Methods on Employee Motivation in Tropical Bank.

The second objective of the study was to find out the importance of the on-the-job and off-the job training methods on employee motivation in Tropical Bank-Kampala Branch. The findings were based on Research questions from the specific objectives of the study two "How important are on-the-job and off-the-job training methods on employee motivation in Tropical Bank - Kampala Branch". To achieve this objective, the respondents were asked to tell whether Tropical Bank normally takes its employees outside the organization for further training, the on –the-job training methods that Tropical Bank popularly uses, the kind of training that highly motivates them, and lastly to tell whether Tropical Bank uses both on-

the-job and off-the-job training methods and to show evidence. The responses to those questions are clearly shown in the subsections below;

Table 4.2(a) Opinion on whether Tropical Bank normally takes its employees outside the organization for further training.

Does Tropical Bank normally take its employees outside the organization for further training?	Yes	No	Total
Frequency (f _o)	29	1	30
Percentage (%)	96.7	3.3	100

Source: Questionnaire output.

Results in table 4.2(a) above clearly indicated that 29(or 6.7%) respondents supported the opinion that Tropical Bank - Kampala Branch extensively take its employees outside the organization for training, 1(or 33%) refuted the idea by saying no meaning that this respondent meant that Tropical Bank does not take its employees outside the organization for further training. Respondents who agreed with the statement possibly the majority that is to say 29(or 96.7) further reported that the bank takes them in seminars, conference and workshops that usually take place annually in either Sheraton or Serena hotel. They further posited that due to this, they have managed to expand in their net works via social exposure and their motivation ability and desire to work has also increased. 1 (or 3.3%) respondent who refuted the idea did not either support his/her side meaning that he/she filled the questionnaires while bragging. It can therefore be deducted that Tropical Bank - Kampala Branch highly employees off-the- job training method than any other method justified and signified by the majority respondents who supported the tabulated idea in a whole sale way.

Respondents were further requested to specifically tell the researcher, the on-the-job technique which Tropical Bank basically uses. The responses to Questions are tabulated below in table 4.2(b);

Table 4.2 (b) Opinion on the method of the on-the-job training techniques that Tropical Bank basically uses.

Among the following on-the-job training methods which one do you think Tropical bank basically uses.	Job rotation	Mentoring	Coaching	Apprenticeship	All the above	Total
Frequency (f _o)	3	4	1	2	20	30
Percentage (%)	10	13.3	3.3	6.7	50.7	100

Source: questionnaire output

According to the above table 4.2(a), the findings revealed that 20(or 66.7%) respondents were of the view that all the tabulated methods of the on-the-job training were used in Tropical bank for example job rotation, mentoring, watching and apprenticeship, 4(or 13.3%) respondents said that mentoring was much used in Tropical Bank as on-the-job training technique, 3(or 6.7%) respondents said apprenticeship and lastly 1(or 3.3%) respondents supported coaching to be the best on-the-job training method that Tropical Bank utilizes to train its employees. It can therefore be deduced that almost all tabulated on-the-job method were used for training employees in Tropical Bank - Kampala Branch justified and signified by the majority respondents probably 20(or 66.7%) who strongly asserted that all tabulated methods were used and employed in the same bank. The common reasons that most respondents gave to support their views were that all the methods motivated employees to work, they lead to skill acquisition, they managed to reduce the rate of labour turnover, and they facilitated quick feedback, and promoted careers of various employees in Tropical Bank.

It can therefore be lastly deduced that employees in Tropical Bank reasoned like the way Aswathappa (2007) Gomez-Mejia and Balkin (2002), Richard and Draft (2004) reasoned in their management books, they strongly asserted that "On the job training techniques

basically motivates employees, induces them to stay in organization and even on –the-job training promotes the image of the organization among others.

Respondents were again asked to tell choose the best method of training that highly motivates them among the commonly two methods of training for instance on-the-job and off-the-job training methods. The responses to the question are clearly portrayed in table 4.2(c);

4.2(c) Opinion on kind of training technique that has highly motivates employees in Tropical Bank - Kampala Branch.

Of the basic types of training which one highly motivates you.	On-the-job training	Off-the-job training	Total
Frequency (f _o)	15	15	30
Percentage (%)	50	50	100

Source: Primary data

The above findings revealed that 15(or 50%) respondents that were of the opinion that on-the-job training method highly motivates them, whereas 15(or 50%) also equally revealed that off-the-job training highly motivates them. It can therefore be deduced that both off-the-job and on-the-job training technique equally motivates employees in Tropical Bank Kampala Branch signified by the equal percentage respondents who reported in a similar manner. The reasons that respondents gave to back their sides were totally different for example those who reported that on the job training highly motivates, they said that direct acquisition of skills and the way practical the method is forced them to say so. However, those who sided off-the-job further argued that various networks established during the training period and various forms of allowances provided during the course of the study for instance in seminars and workshops could not leave without supporting the view that off-the-job is highly motivates employees.

Respondents were again asked this question. “Do you think that Tropical Bank uses both on-the-job training and off-the-job training methods? The responses to the question are traced in the table below;

Table 4.2(d) Opinion on whether Tropical Bank - Kampala a branch uses both on-the-job and off-the-job training techniques

Do you think Tropical Bank uses both on-the-job training methods	Yes	No	Total
Frequency (f_o)	30	-	30
Percentage (%)	100	-	100

Source: Primary data.

Table 4.2(d) clearly revealed that 30(or100%) strongly supported the view that Tropical Bank - Kampala Branch, uses a combination of both, on-the-job and off-the-job training techniques to furnish its employees with a variety of skills, abilities, competences, knowledge and even experience. Via informal interviews that the researcher conducted in the bank a few of them had this to report. For instance they said;

“To be open the bank uses both methods of training whereby we are taken for seminars, conference and workshop at least once in a year, we are rotated on the job daily, taken for coaching, mentored and sometimes they are counseled in times of problems at work.”

Furthermore, some respondents reported that though both methods are employed, Tropical Bank - Kampala Branch basically utilize much more the on-the-job training techniques. It can therefore be deduced that there was imbalance in the way that training techniques were used in the bank.

4.3 The Effects of Performance Appraisal on Employee Motivation in Tropical Bank - Kampala Branch.

The third objective of this study was to investigate and to find out the effects of performance appraisal on employee motivation in Tropical Bank - Kampala Branch. The findings were based on the research Question from the specific objective of the study the study three. How does performance appraisal affect employee motivation in Tropical Bank - Kampala Branch? To achieve this objective, the respondents were asked whether they are appraised in Tropical Bank, whether performance appraisal often let them know how well they are performing in Tropical Bank - Kampala Branch, whether performance appraisal motivates them and when does tropical banks appraise them respectively. The responses to the above question were tabulated and shown in subsection below;

Table 4.3(a) Opinion on whether employees In Tropical Bank - Kampala Branch are appraised for what they do.

Are you appraised for what you do in Tropical Bank - Kampala Branch?	Yes	No	Total
Frequency (f_o)	20	10	30
Percentage (%)	66.7	33.3	100

Source: Questionnaire output.

Table 4.3(a) above clearly indicated that 30(or 66.7%) respondents reported that employees in Tropical Bank - Kampala Branch are appraised for what they do, and 10(or 33.3%) respondents posited that employees in Tropical Bank were not appraised for what they do. A significant number of respondents possibly 20(or 66.7%) who supported the opinion that they were appraised for what they could do, asserted that due to that practice that was extensively carried out in the bank, they were in position to know how well they were performing in form of constant feedback that could be provided after every completion of a certain task. However, the minority respondents who refuted the idea possibly 10(or 33.3%) respondents reported that the job that one could be doing in Tropical Bank, basically determined whether one needed assessment or not for instance they said that because they

were doing dirty work in the bank, supervisors could not subject them to constant assessment than the one subjected to those doing white collar jobs, it can therefore be deduced that performance appraisal in Tropical Bank is much determined by the job that one could be doing and cover the position one occupies in the bank.

Respondents again were asked this question “Performance appraisal normally let employees know how well they are doing in Tropical Bank, do you agree?” Responses to it can be traced in the table 4.3(b) below;

Table 4.3(b) Opinion on whether performance appraisal could let employees in Tropical Bank - Kampala Branch know how were they are doing.

Performance appraisal after let employees in Tropical Bank - Kampala Branch know how well they are doing do you agree?	Yes	No	Total
Frequency	25	5	30
Percentage	83.3	16.7	100

Source: questionnaire output.

Results from the table 4.3(b) indicated that majority of the respondents for instance 25(or 83.3%) were of a positive view that performance appraisal often let them know how they are doing work in Tropical Bank-Kampala Branch whereas 5(or 16.7%) disagreed with the statement by emphasizing that performance appraisal does not make them fully understand and know how well they are doing in Tropical Bank-Kampala Branch. The reasons that the majority of the respondents, gave most especially who supported the view that performance appraisal often let them know how well they were doing were that performance appraisal in Tropical Bank is done objectively with the aim of determining performance deficiencies of employees such that training program me can be organized to enable employee acquire skills and knowledge that they can use to fill such loopholes and in the due process, they come to know how well they are doing. furthermore they argued that the fact that employee in Tropical Bank are remunerated basing on performance, then such a factor could

not have them remain without knowing their performance even performance could be easily reflected by their pay. Respondents who refuted the idea by reporting that performance appraisal does not necessarily let them know how well they were doing possibly 5(or 16.7%) posited that, the biasness, constant errors and halo effect which embodies the system of appraisal in Tropical Bank-Kampala Branch could not yield good results about employee performance.

Respondents were further asked to tell whether performance appraisal highly motivates them, the responses were shown in the table below;

Table 4.3(c) Opinion on whether performance appraisal highly motivates employees in Tropical Bank-Kampala Branch.

Does performance appraisal highly motivate you?	Yes	No	Total
Frequency	24	6	30
Percentage	80	20	100

Source: primary data.

Table 4.3(c) above clearly indicated that 24(or 80%) respondents were of the opinion that performance appraisal highly motivates them while 6(or 20%) respondents never conquered with the idea and they reported that Performance Appraisal does not motivate them. A significant number of respondents who supported the view that performance appraisal highly motivates them possibly 24(or 80%) barked their opinion by saying that performance appraisal in Tropical Bank was highly objective, relevant sound clear un-ambiguous, reliable and was much more practical and for that matter they had to say it was high motivating to employees in Tropical Bank- Kampala Branch.

The minority respondents possibly 6(or 20%) refuted the ideas supported by the majority respondents while basing themselves on around that performance appraisal was not biased free, full of constant errors and was characterized by halo effect so for that matter they had to report to the researcher that performance appraisal was not highly motivating to employees in Tropical Bank - Kampala Branch.

It can therefore be deduced that though majority respondents supported the view that performance appraisal was highly motivating to employees in Tropical Bank, still errors in the appraisal system do still exist signified by the minority's opinion.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter mainly concentrated on summary, conclusions and recommendations related to the effects of training on employee motivation in Tropical Bank-Kampala Branch drawn specifically from the findings and analysis made after conducting the study.

Training was characterized by needs assessment on the job and off-the-job training methods and performance appraisal whereas employees motivation was characterized by employees self supervision, morale and job satisfaction.

5.1 Summary of the Findings

The summary of the findings on the effects of training on employee motivation were presented in accordance with the research objectives as elaborated below.

The first objective of the study was to determine the effects of training needs assessment on employee motivation in Tropical Bank - Kampala Branch and the study reveals that training needs assessment in Tropical Bank - Kampala Branch is all about determining the training needs of employees before taking them for further training, the study further found out that needs assessment in Tropical Bank is taken the first step conducted before taking employees for training and that is to be done annually by the training and development in preparation for seminars; workshops and conferences that the bank normally held at Sheraton or Serena hotel. still on objective one, The study indicated that an organization can make various mistakes and errors if it conducts training minus carrying out training needs assessment, findings revealed that sometimes Tropical Bank is without found of conducting training without carrying out extensive needs assessment and this had been attributed to the redundancy of training and development department that was corrupt oriented.

The second objective of this study was to find out the importance of the On-the-job training methods of employee motivation in Tropical Bank - Kampala Branch and it was found out that on the job training method was the most widely used method and its simply meant putting the worker on the job training under close supervision of the trained instructor in support, the study further found out that a variety of training aids and techniques were used to facilitate on- the- job training for instance Job rotation, mentoring apprenticeship and even coaching which almost all yielded towards motivating employees in Tropical Bank - Kampala branch.

The study again found out that Tropical Bank - Kampala Branch found out that employees in Tropical Bank - Kampala branch much prefers off-the job training technique due to the fact that it could not disrupt the normal operations of the bank though it was expensive.

The third objective of the study was to find out the effects of performance appraisal on employee motivation in Tropical Bank - Kampala Branch and the study revealed that performance appraisal was highly motivate to employees in Tropical Bank due to the fact that the system was too much objective, it ensured pay according to performance and was a basis for determining training needs of employees. The study further found it out that though performance appraisal proved much significant in Tropical Bank, it was highly hampered by biasness and errors in the rating systems.

5.2 Conclusions

The conclusions of this study were presented in accordance with the research question.

The first research question was "What are the effects of training needs assessment in Tropical Bank - Kampala Branch". It was found out those training needs assessment is a gate way to effective accurate training in Tropical Bank - Kampala Branch. The findings also indicated that needs assessment phase serve as a foundation for the entire training effort and that its importance is to define what the employees should learn in relation to desired job behaviors. The study also found out that the training and development department plays a key master role in determining the training needs of employees though sometimes it could

be disrupted by factors like redundancy and corruption which could sometimes hinder its effectiveness in assessments.

The second research question was “How important is on-the-job training methods on employee motivation in Tropical Bank - Kampala Branch?” it was found out that there was complete usage and employment of all the two basic techniques of training and this ensured complete acquisition of skills, knowledge, abilities and competences by the employees in tropical bank which in turn induced them to work more productive, with less supervision leading to high and improvement in employee morale, growth and organization stability at large.

The third research question was “How does performance appraisal affect employee motivation in Tropical Bank Kampala Branch?” The study completely found out the effective performance appraisal is a road map to quick and easy determination of training needs of employees in Tropical Bank. Furthermore, the findings revealed that pay according to performance in Tropical Bank - Kampala Branch can easily be done via conducting competitive and accurate performance appraisals. Lastly the study revealed that biasness, halo effect and instantaneous errors were major barriers behind abrupt failure in conducting effective performance appraisal in Tropical Bank - Kampala Branch.

5.3 Recommendations

According to the following findings and conclusions of this study, the researcher found it necessary that the following recommendations be of much importance.

Needs assessment should be conducted on honest ground in order to eradicate corruption and redundancy that characterizes improper needs assessment in Tropical Bank. If possible, needs assessment should be done on organizational level, operational level and on individual level in order to do away with inefficiencies that may be imbedded in one of these assessment levels in Tropical Bank.

Needs assessment should be made an integral part of each and every individual department in Tropical Bank, it should not be a one man's department business if it is to be extensively carried with a higher degree of accuracy.

All employees in Tropical Bank should be given and taken for further training either on-the-job or off-the-job in order to understand the basics and essence of both techniques which can in turn stimulate them to work and to put into full use their extraordinary talent.

Furthermore, management of Tropical Bank should ensure that there is a complete balance in the usage of the off-the-job and on-the-job training techniques used in the bank because finding have revealed that the bank employs much of on the on-the -job training technique yet it's not all that much motivate to employees in Tropical Bank - Kampala Branch

Performance appraisal systems in Tropical Bank should be made bias-force. The evaluators must be objective and the methods of appraisal should be fair and equitable. This therefore means that performance appraisal atmosphere must observe confidence and trust.

Performance appraisal results in Tropical Bank should also be made acceptable to all employees, dependable, stable and consistent. This therefore means that performance appraisal should be sufficiently scientific so that if an employee is evaluated for example by two different evaluators, then the results should be significantly the same.

5.4 Areas for further Study

Despite of all the efforts made by the researcher, especially when tackling this topic, she cannot claim that she has completely exhausted and touched all the problem areas this therefore brings in areas requiring further research work.

To start with, the study simply concentrated on the effects of training on employee motivation , it was however, found out that various research areas on this same topic like steps in conducting the training program, how employee orientation is part of training, impediment of training systems of training among systems and how they affect employee motivation were not tackled. So every comprehensive research therefore that might focus

on a wide range of these factors as opposed to only one factor (effects of training) might be required to get an accurate gist of the various factors affecting employee motivation in Tropical Bank - Kampala Branch.

Furthermore, the study did not clearly show how training and development are similar and how they differ and yet many academic professionals and human resource gurus, tend to confuse them so a detailed study can also be conducted in such an area in order to show and elaborate clearly to the academic hunters, the similarities and distinctions that exist between the two terms.

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APPENDIX I

QUESTIONNAIRE

Dear respondent(s) I'm a student of Kampala international university pursuing a bachelor's degree in human resource management and am conducting a study on the impact of training on employee motivation. The purpose of this study is to fulfill my academic requirements, therefore I kindly request for your assistance by furnishing me with the required information and data.

Instructions

Tick and explain where necessary.

1. (i) Do you have a training and development department in your organization?

Yes No

(ii) In your own opinion briefly explain its importance it plays to you as well as the organization at large.

.....
.....

2(i) Needs assessment is taken to be the first step conducted before taking employees for training in organization.

(a) Strongly agree (b) Agree (c) Strongly disagree

(d) Disagree

(ii) Why do you say so in the 2(i) above?

.....

3(i) when does training and development department conducts the training needs assessment

(a) Annually (b) semi-annually (c) Daily

(iii) If No, what is your suggestion?

.....

7(i) Among the following on the –job training method which one do you think Tropical bank basically uses?

(a) Job rotation

(b) Mentoring

(c) Coaching

(d) Apprenticeship

(e) All the above

(ii) Give the evidence to support your view in 7(i) above

.....

8(i) Of the two basic types of training, which one highly motivates you.

(a) On the-job training (b) Off –the-job training

(ii) Why do you say so?

.....

9(i) Do you think Tropical bank uses both on the job training and off-the-job training methods

Yes No

(ii) Give evidence/reason to support your view

.....

10(i) Are you appraised for what you do in Tropical bank?

Yes No

If yes how does it make you feel?

.....
If No give your suggestion
.....

11(i) Performance appraisal normally let employees know how well they are doing in organizations, do you agree?

Yes No

(ii) What is your take or opinion on 11(i) above?
.....

12(i) Does performance appraisals motivate you?

Yes No

(ii) If yes how
.....

(iii) If No, why
.....

13(i) when does the organization appraise you?

(a) Annually (b) Monthly (c) Weekly

(d) Semi-annually (e) Daily

(ii) In your own opinion what do you think could be the aim? Thank you very much for your co-operation.
.....

Once again thank you for your co-operation and support in completing this questionnaire God bless you and nice working.