

**THE IMPACT OF EMPLOYEE TRAINING ON ORGANIZATIONAL  
PERFORMANCE: A CASE STUDY OF PEPSI COLACOMPANY  
LIMITED NJIRO ARUSHA DISTRICT**

**BY**

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## **ABSTRACT**

This study was intended to examine the impact of employee training on organizational Performance with specific reference to Pepsi Cola Company Limited Njiro Branch Arusha District.

The objectives of the study were to find out if there is any relationship between employee training and organizational performance, the consistency between training methods and employee needs and the relevance of employee training programs towards their performance.

The method used in collection data were questionnaires, interviews and data analysis. A sample of respondents was considered to whom interviews and questionnaires were administered.

From the findings of the study, a positive relationship between employee training and organizational performance was revealed since it is the major factor that improves the relationship between the staff. The findings also revealed that the performance of employees depends on skills one has of which is attained from training. Therefore, the more training give to employees, the more skills and capability to perform. The findings also stated that there is consistency between training methods and employee needs since through such methods employee needs are addressed.

The conclusion made indicated that the organization trains its employees in order to bring their knowledge, skills and ability up to level required for satisfying performance. Also the study indicated that the creation of committed, dedicated, competitive and retained staff depends on training.

The general recommendations have been made that training should be done quarterly since more ideas and skills are being invented in the competitive market. Management should provide training materials like books not only during training process but also when they are out.

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# CHAPTER ONE

## 1.0 BACKGROUND

The training of employees began long time ago; this is because most organization observed that training ensures that employees have the right skills which are crucial to the growth and success of every business. Employees as part of their day today activities adversely encounter a lot of technicalities and problems which require training so as to attain the necessary skills for such activities. The researcher intends to conduct a study to investigate the impact of employee training on performance of the Njiro Beverages Pepsi Cola Limited.

Njiro Beverages Pepsi Cola Limited is a multinational cooperation which has subsidiaries in several parts of the world. It stated in 1953, under the effort of the owner Mr. Godwin K. Rwechungura Chief Executive Office. The main branch is situated in Dar es Salaam. It also has several branches in different districts of Tanzania.

Njiro Beverages Pepsi Cola produces two packages of sodas that are 300mls and 500mls and one package of water that is peak. 300mls include Miranda fruity, Pepsi, and Seven up, Dew pineapple, orange, 500mls include pineapple, Pepsi, orange and Miranda fruity. Njiro Beverage Pepsi Cola has distributors who distribute products to different parts of the country.

Gareth et al (2000), puts it that, training is the process of teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to become effective performers. He also commented that the conventional training model has a tendency to 'emphasize subject-specific knowledge, rather than trying to build core learning abilities.

According to Reynolds (2004), points out that training has a complementary role to play in accelerating learning: "It should be reserved for situations that justify a more directed, expert-led approach rather than viewing it as a comprehensive and all-pervasive people development solution."

According to Gomez (2002), training is a planned effort to provide employees with specific skills to improve their performance. According to him he claimed that effective training can also improve morale and increase on organizational potential.

Armstrong (1999), defined training in terms of systematic process as a process which has specifically designed to meet defined needs, it is conducted by people who know how to train and its impact is carefully designed.

According to Parasad (2001), training is a planned and systematic process to modify the ability to perform defined tasks or functions effectively in order to enhance the achievement of organizational institutional goals.

Performance is the quality and quantity of tasks accomplished by an individual on group at work (John 1999). Performance as is commonly said is the bottom line for people at work. It is the cornerstone of productivity and it should contribute to accomplishment of organizational objectives.

Armstrong (2006) emphasized that performance is the achievement of quantified objectives. But performance is a matter not only of what people achieve but how they achieve it. The oxford English dictionary confirms this by including the phrases “carrying out” in its definition of performance.

Performance also means both behavior and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruction for results, behaviors is also outcomes in their own rights. The products of mental and physical effort to tasks and can be judged apart from results (Armstrong 2006).

Recent studies have revealed that US employees have experienced adverse and unmarkable deficiencies caused by lack of managerial techniques from both their job applicants and current employees. The concerns have less to do with the quantity of applicants available than their quality. (Mathias and Jackson 1997)



In order to have a fast changing and dynamic workforce, there is need to invest in people and such investment can be done through employee training. The strategy and organization chooses to follow has impact on most of its human resource activities-not the least of which is training. Even with the unique strategy in place and an appropriate organization structure an organization will not be effective if training is not given considerable attention. If the strategy is to acquire other firms, the firms must be intergraded and the capacities in both sets of employees to be assessed and utilized. Training is an investment in a person (Armstrong 1999). Through these investments an organization can use training to overcome deficiencies in employees when these deficiencies are overcome an organization will get rid of the problem of poor performers.

### **1.1 Statement of the problem**

Njiro Beverage Pepsi Cola is one of the branches of Beverages Pepsi Cola a multinational corporations operating in Tanzania and other countries of the world Multinational corporations are facing a number of problems as far as their performance is concerned (K. Aswathappa 2001).

Big organizations can only maintain their existence if they have dedicated, innovative and committed workforce which is a result of training among other factor. Njiro Beverages Pepsi Cola conducts employee training which is geared towards improving their performance and this is expected to translate into organizational performance. However, this is still unclear as to whether it is being achieved in a desired manner.

This made the researcher to develop the idea to conduct this study to investigate on their relationship between employee training and organizational performance.

### **1.2 Purpose of the study**

It was to examine the relationship between employee training and the organizational performance.

### **1.3 Specific objectives**

1. To find out the impact of employee training on the performance of the organization.
2. To examine whether there was consistency between training methods and employee needs.
3. To establish the relevance of employee training programs towards their performance.

### **1.4 Research questions**

Considering the research problem and research objectives, the study intended to answer the following questions:

1. Is there any relationship between employee training and their performance in an organization?
2. Is there consistency between training methods and employee needs?
3. What is the relevance of employee training programs towards their performance?

### **1.5 Significance of the study**

The study would be significant in the following aspects:

- The study would assist organizations' managers, administrators as well as government officers in understanding and recognizing the importance of employee training in an organization since it creates a well dedicated, committed, dynamic and hardworking force.
- The study would encourage new organizations and mature organizations that have over the year's neglected employee training for efficient organizations' performance.
- The study would help the organization to realize the relevance of employee training to include such programs in their budget.
- The study would assist scholars and other learning groups to learn training concepts; it will also help bridge the gap between the existing literatures.

## **1.6 Scope of the study**

### **Geographical Scope**

The study was carried out from Njiro Beverages Company depot located 6 kms from Arusha town center.

The respondents included purely the employees of Njiro Beverages Pepsi Cola e.g. manager, salesmen cashier, accountants among others.

### **Content Scope**

Based on the area of the study, the researcher collected data reflecting the impact of employee training on organizational performance.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

In this chapter the researcher extracted the necessary literature in line with the employee training and organizational performance.

#### 2.1. Theoretical Framework

In expectancy theory of motivation managers were advised to link pay and performance due to the reason that employees believe that a certain level of input dedicated by them resulted to a certain level of reward such as good pay.

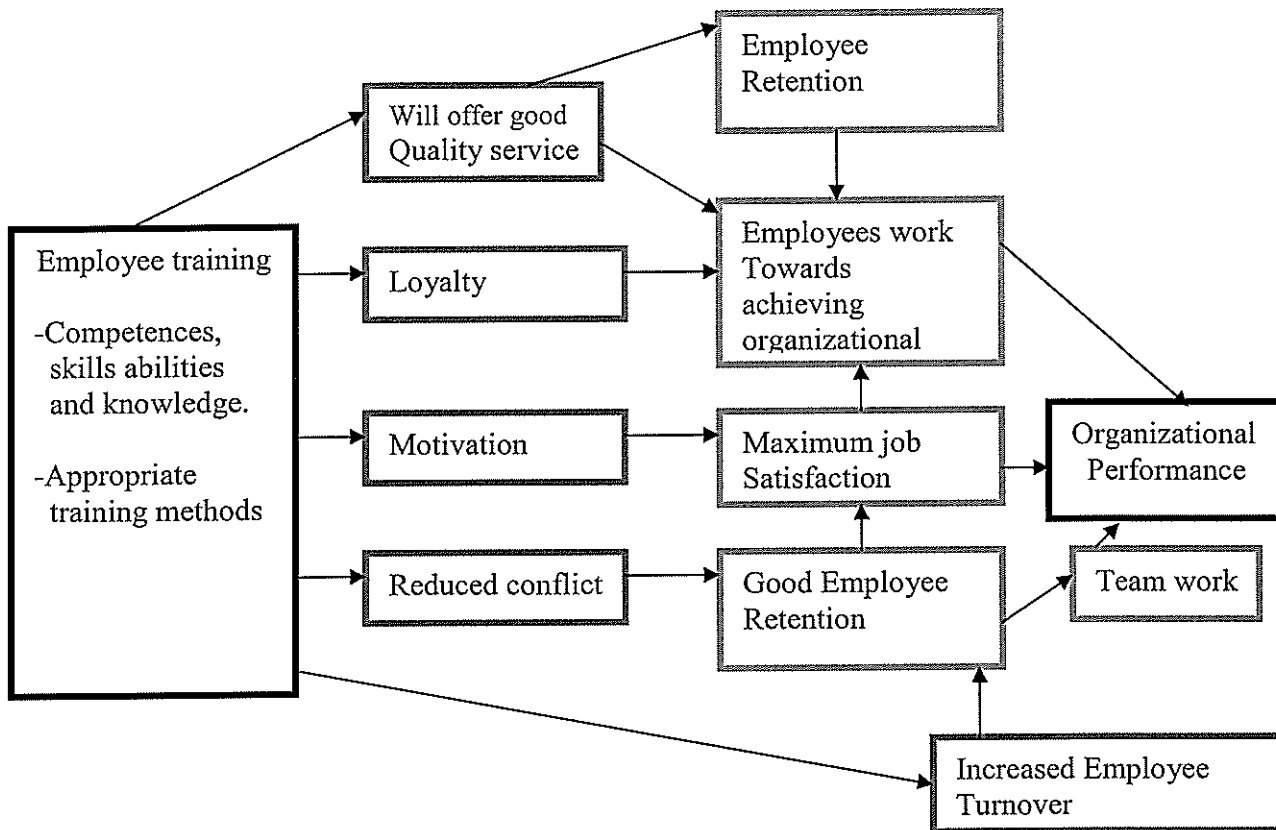
When employees were rewarded nicely they were to be motivated which turn resulted in loyalty and attachment to the organization hence an organization commitment and retention. Expectancies were stated as probabilities. The employer's estimate of degree to which performance was to be determined by the amount of effort expended. Since expectancy is the probability of connection between effort and performance, its value may range from 0-1. If an employee saw no chance that the effort was to lead to desired performance, the expectancy was nil. On the other hand if he or she is confident that the task was completed, the expectancy had a value of 1. Normally the expectancies of employees were between these two extremes like valence, expectancy must also be high for motivation to take place.

At the first glance, there appears to be no difference between expectancy and instrumentality. But expectancy is not the same as instrumentality. Expectancy was mentioned above refers to the belief that the task was performed. It is the first level of outcome. Instrumentality on the other hand refers to the belief that performance resulted in the desired outcome. In other words it is the belief that the first level outcome led to the second level outcome. In belief according to the expectancy x valance.

Motivation=expectancy x instrumentality x valance.

The equation states that motivation to work results from expectancy times instrumentally times valance.

## 2.2 Conceptual Frameworks



Source: Matthias and Jackson 1997

The idea expressed in the figure above is that through training, employees acquired competences, skills and knowledge if appropriate methods and programs were used. This automatically reduced conflict motivates employees and increased trust/loyalty. This generally increased employee turnover, improve on the relationship among employees and this encouraged teamwork, which bought about maximum job satisfaction and as such employees worked towards achieving organizational goals which led to better organizational performance.

Performance is a predicted variable that depends upon a number of variables such as productivity, quality, innovation and responsiveness to the customer (Jones et al, 2000).

According to him all these four, are the building blocks of organizational performance. Training gives employees skills, abilities, knowledge, and all these employees to produce service/goods of quality.

### **2.3.0 Related literature**

It was reviewed objective by objective.

#### **2.3.1. Impact of employee training on organizational performance**

Training leads to improved profitably and more positive attitudes towards profit orientation. This is because training enables employees to perform in order to improve the organizational productivity levels and when productivity increase profits are realized from what has been produced.

Training improves job knowledge and skills at all levels of the organization. Training enables all organizational members at different levels for example top, middle and lower management levels achieve knowledge and skills that aid to improve organizational performance.

( K. Aswathappa 2001).

It reduces outside consultancy costs by utilizing competent internal consultation this enables the organization to use the resources that would have been incurred on using external consultancy on other activities like marketing and advertising.

It helps in developing leadership skills, motivation, loyalty, better attitudes and other aspects that successful workers and managers usually display hence reduces outside consulting by utilizing competent internally consultation (K. Aswathappa 2001)

It helps an individual handle stress tension, frustration conflicts. This is because training helps an individual to acquire knowledge and skills especially in stress and conflicts management which are important in overcoming stress, tension, frustration and conflicts.

Improves labor management relation training and development enables organizational members to achieve interpersonal skills that are responsible for improving labor management relations.

It aids organizational development. This is because training helps in modifying the behavior or organization members in order to adapt to new changes and technology which are key factors in bringing about development.

It provides information on equal opportunities and affirmative action. This is because training provides knowledge and skills to the employee and employers on how they are supposed to treat each other irrespective of sex and argues for equal opportunities to all labour development attempts to increase the quality of human relations in an organization.

Training provides information on other government laws and administrative policies. This helps activities and draft policies which are not in line with government rules and regulations thereby promoting and enhances the relationship between organization and government.

Training improves communication between groups and individuals. This is because employees are able to exchange issues, views, directly to their employees/trainers in training sessions like seminars, conferences which lead improvement in organizational performance.

It builds cohesiveness in groups. This is because training and development improves togetherness of employees and employers which is important in promoting harmony and unit that will lead to improved performance.

Traning provides a good climate for learning growth and condition. This will help the employees and employers by modifying the behaviors which will in turn make them competent and efficient in performing these tasks.

### **2.3.3 Consistency between training methods and employee needs**

Employees require some training in order to manage the enlargement of their work role following the delegation of responsibilities for quality. They also require some training in non technical skills to be able to participate in quality improvement activities.

Some studies have suggested that employees training directly enhance firm's performing by raising the general level of skills. As employees become highly motivated and more highly skilled, so their tasks performances improves and organizational effectiveness is directly enhanced (Bartel 1994).

Therefore through training, employees acquire competences, skills and programs used. This automatically reduces conflicts, motivates employees which generally increases employee turnover, improves on the relationship among employees and the end result employees work towards achieving organizational goals which leads to better organizational performance. In addition, employee training through the use of appropriate training methods and training programs, enables employees to acquire competences skills, abilities and acknowledge which makes them offer good quality services, become loyal to the organization get motivated and reduce the rate of conflicts. Such outcomes lead to good employee retention which makes them work towards achieving organizational goals, maximize job satisfaction; build team work and lastly all these act as catalyst towards improving organizational performance.

The key to having predicable and repeatable process that consistently churns out a quality product or service is well trained employees. Your organizations employees must have the skills, knowledge and confidence needed to perform their duties correctly each and every time. Employees who have confidence in their jobs and who receive recognition for jobs well done produce more, in both quality and quantity than employees who don't feel so certain about their assigned tasks. Confidence is the ability to do your job can come only from knowing exactly what to do. A knowledge cultivated by training. Employee training comes in many flavours, depending on what works best for your organization. You can provide training either formally or informally. Formal training is not effective to setting employers up to speed quality and consistently.



Informal training often provides the deepest and richest learning, because this type of training is what occurs naturally in our everyday lives. Informal within organization with employees learning from one another and from executive administered materials.

All organizations use a combination of formal and informal training methods. Experience with training in other areas can guide you with choosing the best approach to quality training in your organization. Training of course has a fit into your motivation schedule; some organization find that short training sessions (one or two days) work best.

No matter what training combination you use be sure as a quality control team and a quality organization to recognize the efforts of your employees and provide feedback to reinforce five behaviors. Make sure supervisions prize their people for doing their jobs well. Any requests for import that an organization submits must be tied to measurable performance standards so that employees know how you will measure them.

If you need to ensure that your employees are consistent and done on your schedule, formal training is the way to go. With a formal circulation, you are following sections, guide you through the steps of formal training, explain how to use it, and show you to find the right help.

Although formal training can go long way towards letting employees up to speed on what is needed to know, it isn't the only training method you should use. After all you knowledge isn't compete until you actually spend time putting what you discover into practice. No amount of formal training can cover all the little nuances of a job like informal, on the job training can. On the other hand, although informal training can be a powerful tool, by its informal nature you have less control over how when and what's communicated. So some amount of formal training is necessary.

### **2.3.2 Relevance of employee training programs towards their performance**

The main reason why organizations train new employees is to bring their knowledge, skill and ability up to the level required for satisfying performance (Sherman and Bolhander 1992). Changes in technology and social cultural issues required that employees possess the right skills for specific jobs.

A study in the American institute identifies the following implications:-

Increased global and domestic competition leads to a greater need for complete strategies which occasionally include employee training as one of the essential documents.

Rapid advances in technology have created an acute need for people with specialized and technical skill.

Furthermore, wide spread mergers acquisition and divestures which realign corporate structures out do not necessarily give people the ability to carry out their new responsibilities, require long term training plans.

A better educated workforce, which values self development and personal growth, has brought an enormous desire for learning plus a growing need for new forms of partnership action at work.

Other writers put it that training intends are preparing employees for promotion. This is seen as one of the ways to attract, retain and motivate personnel through a systematic program of career development. Development in employee's capabilities is consistent to personnel policy of promotion from within and training is important in career development system.

Training enables employees to acquire skills needed for promotion and it eases the transition from employee present skills to one involving greater responsibility. Organizations that fail to provide such training often lose their most promising employee. By developing and promoting its human resource through training management can supervise a qualified motivated and satisfied workforce.

Training solves organization problems. Managers report that they must achieve their goals through both scarcity and abundance: a security of organizational financial, human and technological problems. Managers are expected to attain high goals in spite of personal conflict, vague policies and standards, scheduling delay, inventory shortages, high level of absenteeism and turnover union management disputes and restrictive legal environment. Organization problems are addressed in many ways. Training is one of the ways of solving many of these problems.

To update employee skills, managers in all areas must be aware of the changes of technological advances that will make their organizations to function more effectively.

Technological change often means that jobs change. Thus employee's skills must be updated through training so that technological advances are successfully integrated into the organization.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

This chapter shows how the study population was chosen, methods used in collecting and interpreting data.

#### **3.1 Research design**

The researcher used qualitative and quantitative methods that helped her obtain data that had good generalizability which may be applicable in other organizations. It involved quantifying, tabulation and use of percentages to present the findings for easy understanding by the reader.

#### **3.2 Study population**

Njiro Beverages Pepsi Cola Company has its headquarters in Dar es Salaam and has depots in several parts of the country but for the purpose of this study the researcher conducted it from Njiro depot Arusha District.

#### **3.3 Population sample**

The target population for this study was the employees of Njiro Beverages Pepsi cola. It employs over 900 people in its marketing, production, and accounting, procurement departments over the country. Since the researcher intended to use Njiro depot as a representation, the sample included 60 respondents. 20 employees were from sales and marketing departments. 20 employees from accounts department, 10 from procurement department and 10 were from production department. The sample generally included senior managers, supervisors and non managerial staff.

#### **3.4 Data collection**

The researcher used primary data sources and secondary sources. Primary sources provided the data that was observed and recorded by the researcher for the full time from the field. Such data was collected using interviews, observations among others.

Secondary data included statistics not gathered by the researcher for the first time but rather were prepared by other researchers for other purposes and the researcher used them for example text books, news papers, auditors among others.

### **3.5 Data collection methods**

In this study, the researcher used self administered questionnaires and personal interviews.

#### **Questionnaires**

Questionnaires assisted the researcher solicit quantitative and qualitative data. The questionnaires consisted of both open ended and closed ended questions. Open ended questions were incorporated in the study just to give the respondents freedom to respond to questionnaires depending on the way he or she treats the phenomenon being investigated; not to limited to the researchers way of understanding the topic of interest.

The questionnaire was self administered; they were designed in manner to solicit information regarding demographic factors such as age, sex and marital status in order to simplify coding of statistical data. As a strategy to avoid inconveniences and create support between the researcher and the respondents. Questionnaires were submitted in advance with the aim of giving them time interest and freedom while filling them.

#### **Interviews**

This method was used to collect data from the respondents through physical engagement of the researcher. The respondents were interviewed to establish the impact of employee training on performance. Face to face interview was used to assist the researcher obtain data through verbal and non verbal communication like body language and posture.

### **3.6 Data analysis**

After the data was collected from the field, it was analyzed both quantitatively and statistically in order to describe the results properly in a neat way. Data was analyzed using a Microsoft excel and presented in tables and graphs in order to facilitate integration.

## CHAPTER FOUR

### PRESENTATION OF DATA INTERPRETATIONS AND ANALYSIS

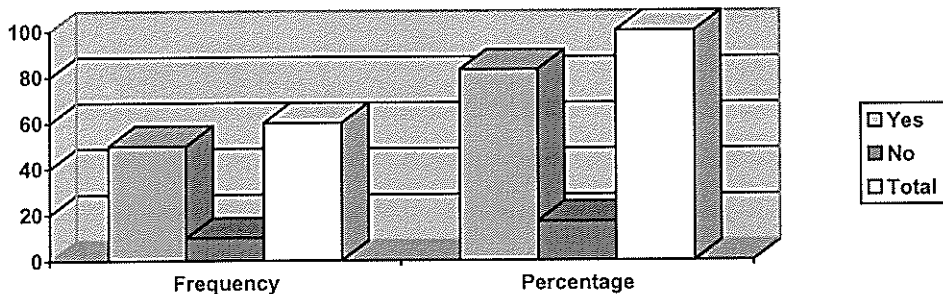
#### 4.0 Introduction

In this chapter, the data collected from the field study is presented and analyzed in relation to the objectives of the study which is to investigate the relationship that exists between employee training and organizational performance, the consistency between training methods and employees and the relevance of employee training towards their performance. The data is presented in theoretical, tabular and graphical forms though most data is however in qualitative form due to the nature of the subject of the study. The results obtained from this data analysis assist the researcher in drawing conclusion and making recommendations.

#### 4.1 Do you think there is relationship between employee training and performance? in your organizations?

Table 1. Relationship between employee's training and organizational performance.

Response	Frequency	Percentage
Yes	50	83
No	10	17
Total	60	100

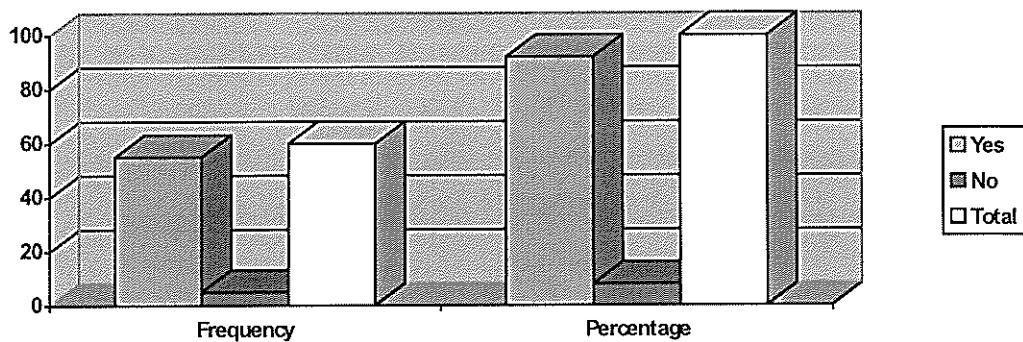


From the table above, out of 60 respondents 50 (85%) said there was a relationship between employee training and organizational performance. On the other hand, 10 (17%) respondents said that there was no relationship between the two. As observed by the researcher during an interview with the respondents answering the question “how was your relationship with your supervisor and subordinates after training?” This is what was revealed, 45 (75%) respondents noted that they get knowledge of associating with one another after training.

**4.2 Do you think that the training methods used are consistent with employee needs at Njiro beverages Pepsi Cola Company limited?**

**Table 2. Is there constancy between training methods and employee needs?**

Response	Frequency	Percentage
Yes	55	92
No	5	8
Total	60	100



**Source: primary data from the field**

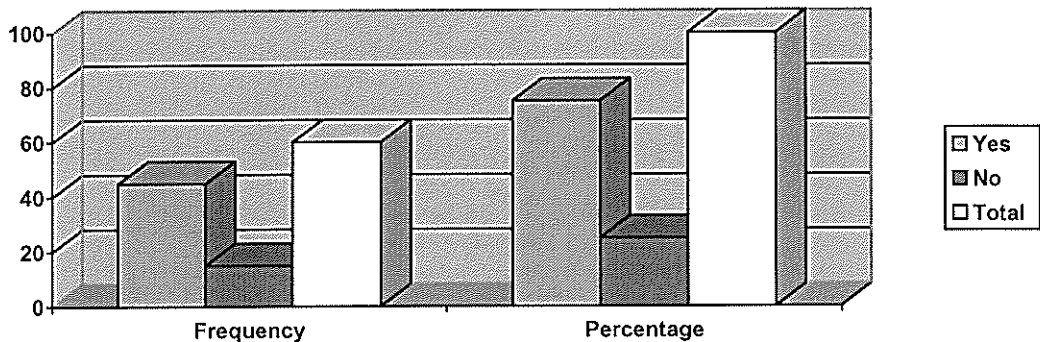
As the table 2 shows, all the respondents acknowledged that there is consistency between training methods and employee needs. Through the interview guide, the researcher posed a question, “Does the supervisor use performance appraisal to identify training needs?” The

Findings revealed that 55 (92%) respondents noted that performance Appraisal is done so as to recognize training needs and hence adoption of training methods that meets employees needs and aspirations while 5 (8%) rejected the proposition made.

**4.3 Do you think the employee training programmers conducted at Njiro Limited is relevant.**

**Table 3: Relevance of employee training programmes towards their performance**

Response	Frequency	Percentage
Yes	45	75
No	15	25
Total	60	100



Source: Primary Data from the Field

The results in table 3 revealed that 45 respondents (75%) said that the training programs conducted are more of relevant to the organization. On the other hand 15 respondents (25%) argued that training programs conducted are not relevant. In an interview with the respondents, the researcher posed a question. “Do you think that employee training is of importance to the organization?” From the findings, 50 (94%) agreed that training of employees is important since the main reason why management train its employees is to bring their knowledge, skills and ability up to the level required for satisfying performance and hence increasing the productivity of the organization.



## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents conclusions got from the previous purpose and objectives of the study. This chapter further involves recommendations and areas for further research.

#### **5.1 Discussions**

##### **5.1.1 Relationship between employee training and organizational performance**

The Findings from the above objectives indicated that 50 (83%) respondents said there was a positive relationship between employee training and organization performance. This is because when employees go for training, they gain more knowledge skills and ability which enables them to tackle difficult activities of which they could not do before training hence increasing their performance.

It is further indicated that, the performance of an employee depends on the skills one has of which is attained from training therefore, the more training given to employees, the more the skills and capability to perform. However, 10 (17%) respondents said that there was no relationship between the two because the transfer of knowledge and skills to the workplace may not be easy.

##### **5.1.2 Consistency between training methods and employee needs**

The findings from the above objectives of the study identified that, 55 (92%) respondents noted that there was consistency between training methods and employee needs. This is because the use of appropriate training methods would enable employees to acquire competences, skills and abilities which would make them offer good quality services. Also through such methods employee needs are addressed bearing in mind that employees maintenance is a key to

efficiency. During an interview with the human resource manager of the plant, the researcher observed that there was a mechanism called 'performance appraisal' at the plant that is mostly used to recognize training needs. Therefore performance appraisal is used to measure if training has met employee needs and aspirations.

### **5.1.3. Relevance of Employee Training programs towards their performance.**

The findings further revealed that 54 (90%) respondents noted that the training programs conducted are relevant to employees because all the training that had been conducted has yielded results as expected by the organization. Also respondents noted that the main reason why organizations train employees is to bring their knowledge, skills and ability up to the level of satisfying performance and when this is done employees will work towards increasing the productivity of the organization which is in line with what Sherman and Bolhander said. However, 6 (10%) respondents rejected that training programs conducted sometimes is irrelevant because the transfer of skills and knowledge to the work setting may not be easy and at the same time it is costly to the organization.

## **5.2 Conclusions**

The data collected from the field by the researcher revealed that there is a close relationship between employee training and organizational performance.

The study indicated that organizations train its employee in order to bring their knowledge, skills and ability up to the level required for satisfying performance. Change in technology and social cultural issues require that employees possess the right skills for specific jobs.

The employees expressed to improved profitability and more positive attitudes towards profit orientation. This is because training enables employees to performance in order to improve the organizational productivity levels and when productivity increases, profit will be realized from what has been produced.

The findings revealed that creation of committed, dedicated, competitive and retained staff depends on training. Training has managed to make people competitive in today's world of dynamic business courses. Increased global competition leads to a greater need for competitive strategies which occasionally includes employee training as one of the essential document.

The findings also revealed that there is consistency between training methods and employee needs because through such methods, employee needs and problems are addressed.

The findings also suggested that there is close relationship between employee training and organizational performance since the performance of the organization depends on the training of employees.

### **5.3 Recommendations**

Through the research findings the research decides to make the following recommendations.

First: training should be done quarterly since more ideas and skills are being invented in the competitive market yet the consumers remain the same given the little change in the market.

Second: management should provide training materials like books not only during training process but also when they are out.

Another one is that there is need for involvement and participation. Training managers need to involve subordinates in identifying training needs. The researcher would also recommend the management to look for the ways of rewarding those employees who satisfactory passed their training course. This is a very good motivator which will motivate employees to work towards attainment of organizational effectiveness.

Management should also scrutinize trainers thoroughly before hiring them so as to identify and select those who are competent and can effectively deliver what is exactly needed by the trainees.

The organization should also monitor facilitation and training process so as to ensure that the training programme starts exactly on time and ends as per schedule and also ensure that the trainers are acquiring the required skills and knowledge needed.

#### **5.4 Limitations of the Study**

In the process of carrying out the research, the researcher encountered both, methodological and practical problems which includes;

The researcher faced practical problems in term of costs whereby the study was costly in terms of typing, printing and transport. The researcher got assistance and support from the family members and friends to help provide scholastic materials and printing of the report.

Lack of trust: The researcher did not get enough information because some of the employees doubted her and some took her as a spy.

Also, some employees at the organization refused to disclose some necessary information due to reasons of confidentiality especially top management.

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## APPENDIX I

**Kampala International University  
P.O. Box 20000  
KAMPALA-UGANDA**

### **Re: Questionnaires**

Dear respondent,

I am called Jacqueline Charles Shuma registration number BHR/16355/71/DF from the School of Business and Management at Kampala International University.

I am conducting a study about the Impact of Employee training on Organizational Performance a case of Njiro Beverage Pepsi cola – Arusha branch.

I am glad to inform you that you have been selected to be one of my respondents in this research. You are therefore requested to fill this questionnaire and I want to assure you that the information received will be used for academic purpose and will be treated with utmost confidentiality.

### **Instructions**

#### **SECTION A**

For question 1-9 fill in the box next to the right alternative e.g. A

From 10-15 fill in the blank spaces provided

1. What is your marital status?

Married

Single

2. What is your gender?

Male

Female

3. How old are you? Between

A. 18-30  B. 31-45

C. 45-60  D. above 60

4. For how long have you worked in this organization?

.....

**SECTION B**

10. Do you think there is a relationship between employees training and performance in your organization?

Yes

No

If Yes How?

.....  
.....



If No, why? .....

.....

11. Do you think that the training methods used are consistent with employee needs at Njiro beverages Pepsi cola limited?

Yes

No

If Yes, why? .....

.....

If No, why? .....

.....

12. Do you think the employee training program conducted at Njiro beverages limited is relevant?

a) Yes

b) No

If Yes, why? .....

.....

If No, why? .....

.....

**SECTION C**

13. Outline some of the training methods used at Njiro beverages limited.

.....  
.....  
.....

14. Outline the subjects usually covered under your training programs.

.....  
.....  
.....

15. How do you know that the organization is doing well? Name the indicators.

.....  
.....  
.....

**SECTION D**

16. Does management organize for the training of employees?

Yes  No

17. What problems are encountered in the training process?

.....  
.....

18. What do you think could be done to make the training more effective?

.....  
.....

## APPENDIX II

### Interview Guide Question

1. For how long have you worked in Njiro Pepsi Cola Company?
2. Do you think that employee training is of importance to the organization?
3. If yes how is it important?
4. Do training programs used in your organization develop the skills of employees?
5. Explain some of the skills attained from the previous training you've ever had from this organization.
5. Does training in your organization fulfill the expectations of employees or their needs remain unsatisfied? Explain.
6. How was your relationship with the supervisor and subordinates after training?
7. Does the supervisor use performance appraisal to identify training needs?

## APPENDIX III

### TIME FRAME

PERIOD	ACTIVITY
April 2009	Collection of data
April 2009	Analysis and interpretation of data
May 2010	Writing the book
May 2010	Supervisor reads through the book
May 2010	Making corrections
June 2010	Binding the book
June 2010	Book ready to be handled over to the faculty

**APPENDIX IV**

**BUDGET**

<b>ITEM</b>	<b>AMOUNT</b>
Stationery	20,000
Transport to field	50,000
Meals	60,000
Typing and printing	30,000
Respondents' Facilities	40,000
Airtime	20,000
Binding the book	30,000
Supervisor's facilitation	50,000
<b>Total</b>	<b>300,000</b>