

**TRAINING AND EMPLOYEE PERFORMANCE IN ORGANISATION,"CASE
STUDY NEW VISION IN UGANDA".**

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS AND
MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF BACHELORS DEGREE IN HUMAN RESOURCE
MANAGEMENT OF KAMPALA INTERNATIONAL
UNIVERSITY**

JULY 2011

DECLARATION

I Kangume Annet hereby declare that this is my original work and any student in Kampala International University for the award of a degree has never presented it.

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SIGNATURE.....

DATE.....

APPROVAL

I affirm that the approval has been given for this research to be submitted to the school of Business and Management as a requirement for the partial fulfillment for the award of a Bachelors degree in Human Resource Management of Kampala International University.

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Signature

Date

DEDICATION

This work is dedicated to my dear parents; Mr. Perepetwa Kigundu, my uncle Maj. Ezekiel K. Matsiko, my sisters and brothers; Lillian B., Hope K, Livingstone A. & Ephraim Rwija for their tireless efforts towards my success in this research. May Almighty God bless them all.

1.7 SCOPE.....	5
1.8 SIGNIFICANCE.....	5
CHAPTER TWO	6
LITERATURE REVIEW.....	6
2.0 INTRODUCTION.....	6
2.2 Review of the related literature.....	8
2.2.1 Methods of training and performance.....	8
2.2.1.1 On the job training.....	8
2.2.1.2 Off the Job Training.....	9
2.2.2 Frequency of training and performance.....	10
2.2.3 Types of training facilities and performance.....	12
CHAPTER THREE	14
METHODOLOGY.....	14
3.0 INTRODUCTION.....	14
3.1 Research design.....	14
3.2 Population.....	14
3.3 Sampling procedure.....	14
3.4 Sampling size.....	15
3.5 Method of data collection.....	15
3.6 Data analysis.....	15
3.7 Ethical procedure.....	15

3.8 Limitations of the study	15
CHAPTER FOUR	16
DATA PRESENTATION, INTERPRETATION, AND ANALYSIS	16
4.0 Introduction.....	16
4.1 General background.....	16
4.1.1 Level of Education.....	16
4.2 Training method.....	17
4.2.1 Forms of on the job training.	18
4.2.2 The relationship between forms of on the job training and performance.....	20
4.2.3 Most suitable forms of on the job training.....	21
4.3 Forms of off the job training methods	22
4.3.1 The relationship between forms of off the job training and employees' performance.....	23
4.4. Training facilities.....	24
4.5 Types of frequency of conducting training.....	26
4.5.1 Coverage of orientation.	27
CHAPTER FIVE	29
SUMMARY, CONCLUSION AND RECOMMENDATION.....	29
5.0 Introduction.....	29
5.1 Summary of the findings.	29
5.2. Conclusion	30
5.3. Recommendations.....	31

5.4. Areas of further research.	31
REFERENCES	32
APPENDIX I	34
QUESTIONNAIRES	34

LIST OF TABLE

Table 4.1 showing responses according to education level.....	18
Table 4.2 showing the training methods.	20
The 4.3 showing the forms of on the job training.....	21
Table 4.4 showing the relationship between forms of on the job training and performance	22
Table 4.5 showing the suitable methods of training.	23
Table 4.6 showing off the job training.	24
Table 4.7 showing the relationship between forms of off the job training and performance	27
Table 4.8 showing different facilities of training.	26
The table 4.9 showing the types of frequency of conducting training.	28
Table 4.10 shows the coverage of orientation.....	29

LIST OF FIGURES

Figure 1 showing responses according to education level.....	20
Figure.2 showing the training methods.	21
Figure.3 showing the forms of on the job training.....	22
Figure 4 showing the suitable methods of training.	25
Figure 5 showing off the job training.	26
Figure 6 showing different facilities of training.	28
Figure 7 showing the types of frequency of conducting training.	29
Figure 8 shows the coverage of orientation.....	31

ABSTRACT

The topic of the study was training and employee performance in New Vision Uganda; the problem was inaccurate reporting of information, which has led to complaints against the organization. The purpose of this study was to establish the relationship between training and employee performance in New Vision. The objectives of the study were to establish the effects of training approaches, types of training facilities and frequency of training on the performance of staff in the New Vision.

The study used descriptive, survey, qualitative and quantitative research design and a sample size of 124 was used to collect data from New Vision. The study realized that there are approaches of training with coaching, internship, assignment, job instruction job rotation as being the highest training method used in New Vision with 56.5%, types of training facilities with 70.9% of computer and frequency of training being orientation with 60.4% used in New Vision. The effects of these approaches were innovativeness, high performance among others.

The recommendations of this study include that there should be a system of giving feedback to employees. This will enable them to know how they doing as far as achieving the organization's goals are concerned. The study also discovered that the training methods in new vision are job instruction, coaching, internship, job rotation, role-playing, case study, lectures, among others.

In conclusion, there are different forms of training used in New Vision that is on the job and off the job training methods. Training has both negative and positive consequences on employees' performance in New Vision.

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter covered the background, problem statement, purpose, specific objective, research questions, hypotheses, scope, and significance of the study.

1.1 BACK GROUND

1.1.1 Historical perspective

The Government of Uganda formed new Vision in its current form in 1986. Prior to 1962, the Ugandan News paper was called the Uganda Argus. The colonial government kept the name at its daily publication as Uganda Argus. Following the rise of Iddi Amin in 1971 the newspaper was renamed the Voice of Uganda. When Amin was deposed in 1979, Obote II renamed it the Uganda Times. When National resistance movement seized power in 1986 the government daily was renamed the New Vision.

Government with majority shares of about 53% and other individual investors with 47% own it. Its head quarters are located at block 2/4, First Street Industrial Area in Kampala. The holding company that owns the New Vision newspaper is the New Vision printing and publishing company limited also referred to as New Vision Group. The businesses owned by New Vision Group include New Vision News paper published in English; Bukkede published in Luganda, Orumuri published in Rukiga, Runyankole and so on. However, the reporting of news has caused discomfort within the society Mawanda (2010) and Mutebi (2009).

Nansubuga (2003) looked at the effects of staff development on employee performance in Masaka district. Nsereko (2003) carried out a study on the impact of ICT training and Ugandan labour market, Maguruka (2003) looked at the impact of ICT training in University on the future employment in Uganda. Tibgwa (2003) looked at the effects of staff development programs on job performance, Aluonzi (2008) looked at training, and performance of community based

organization in Arua District: A case of Community Empowerment for Rural Development.

Looking at all the above studies, the staff development program is wide aspect of management that involves training, motivation and counseling which might not necessarily mean imparting skills and are done in different contexts not looking at New vision. This study therefore looked particularly at training and performance of staff in New Vision. .

Other researchers like Byakagaba (2003) looked at relationship between training practice and employee commitment in Local Government in Hoima; Aluonzi (2006) looked at the impact of training on performance of community-based organization in Arua district. None of these studies looked at the performance of academic staff and in the context of New Vision which gap this study is aiming to fill. Generally, the study looked at training and performance of staff in New Vision, where training included the frequency of conducting training, the training facilities and methods or approaches used in training to fill the above-mentioned gaps.

1.1.2 Theoretical perspective

The study evoked Adam Smiths Human Capital Theory (1776) as cited by Sullivan and Sheffrin (2003) that human capital is the stock of skills and knowledge embodied in the ability to perform (labour) to produce economic value (returns). It is skill gained through education and experience. Adam Smith identified four types of fixed capitals, which include useful machine, building as a means of procuring revenues, improving of land and human capital (Sullivan & Sheffrin 2003).

From the above capitals identified the study was interested in the human capital. The theory further states that when individuals acquire talents during their education, study or apprenticeship and maintain those (talents), it becomes a capital despite the costs. These talents as they make part of employees' fortune, like wise they become fortune to the society in which they belong in the case of this study the society and the organization (Sullivan and Sheffrin 2003 and Cecil (1928) explained the human capital theory that investment in human capital was like investing in the material capital. Gary (1964) also had the same views that human capital is similar to 'physical means of production" like factories and machines. Investment in human capital is through education, training and medical treatment and the out put depends partly on the

rate of the return on human capital he owns. This human capital is a means of production in to which additional investment yields additional out put. Generally, the theory is concerned with investment and return on investment. How do managers invest on training in order to realize profits on their investments was the question this study answered. It involved the question of how to invest? (Approaches of training), when to invest? (Frequency of training) and what type of facility to use? In conclusion, the study looked at the frequency of training in New Vision, the training approaches and the type of training facilities used to impart skills on the academic staff of New Vision in order to improve performance.

1.1.3 Conceptual perspective

The dependant variable in the study was performance. The Oxford English Reference Dictionary (1996: 1079) defined performance as the act or process of performing or carrying out the execution or fulfillment of a duty. Subba (2001:207) refers to performance as the degree of the accomplishment of tasks that makes the individuals job. According to Norman et al (1982) argues employee performance as to what exactly the worker does under given conditions, how person performs on job depends on the ability, willingness or motivation. For the case of this study, performance means the out put that comes from the staff. The operational definition for performance here means time management, response to task, commitment at work and accurate reporting.

The independent variable in the study is training. The Oxford English Reference Dictionary (1996:1528) defines training as the act or process of teaching or learning a skill or discipline. Training according Eugene and Nic (2002:221) is the process of investing in people so that they are equipped to perform. While Luis (2000) argues that training is usually conducted when employs have a skill deficit or when the organisation changes a system and employees need to learn new skills. Job and organization requirements are not static they are changed from time to time in the view of technological advancement and change in the awareness of Total Quality and Productivity Management (TQPM). The objective of TQPM can be achieved through training as training develops human skills and efficiency. The operational definition of training here now refers to looking at the frequency of training, the type of training facilities for trainees and the

approaches used by the trainers during training exercise.

1.1.4 Contextual perspective

This study took place in New Vision; in accurate reporting which has affected staff, performance (Mawanda 2010) was studied. Training used as a remedy to solve the problem. The respondents drawn from the New Vision staff.

1.2 STATEMENT OF THE PROBLEM

Performance in simply terms is the output of the staff which is the bases of achievement of quantified objectives. It was the achievement of those objectives in totality that led to achievement of the organizational goals which include growth, expansion and meeting of stake holders' interest and the vision of New Vision Printing and publishing Company which states that "it expanded as the dominant multimedia enterprise through editorial innovations and world class practices". Unfortunately the New Vision has been faced by the problem of in accurate reporting of information which has led complains against the organisation (Mawanda 2010). This study therefore specifically looked at training as a remedy to the performance problems of staff in New Vision.

1.3 PURPOSE

The purpose of the study was to establish the relationship between training and employee performance in New Vision.

1.4 OBJECTIVES

- i. To establish the effects of training approaches used on the performance of staff in New Vision
- ii. To establish the effects of the types of training facilities on the performance of staff in New Vision
- iii. To establish the effect of frequency of training on the performance of the staff in New Vision

1.5 RESEARCH QUESTIONS

- i. What effects did the training approaches have on the performance of staff in New Vision?
- ii. What effects did the types of training facilities have on the performance of staff in New Vision?
- iii. What effects did the frequency of training have on the performance of staff in New Vision?

1.7 SCOPE

The study was conducted at New Vision head quarters in Kampala. It covered the journalists and the staff of Human Resource Departments. The content scope focused on the frequency of training, the types of training facilities and the training approaches used in training the academic staff in New Vision.

1.8 SIGNIFICANCE

The study will help the New Vision to realize the importance of the frequency of training, the types of training facilities and approaches to be used when training staff. The studies tested the hypotheses/questions raised and understand from the variable influence on the staff performance. Students and other academic researchers benefited from the study as a reference for further research.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION.

This chapter covers the conceptual frame work of the variable that is independent variable and dependent variable in the study. Training is the independent variable in the study and according to Aswathappa (2008), training is the process of imparting specific skills, abilities and knowledge to an employee while employee performance is the dependent variable and refers to what exactly the worker does under given condition or how person performs on job depends on ability, willingness or motivation. Conceptual framework illustrates the relationship between independent variable (training) and dependent variable (performance).

Independent variable

Training

Dependent Variable

Employee performance

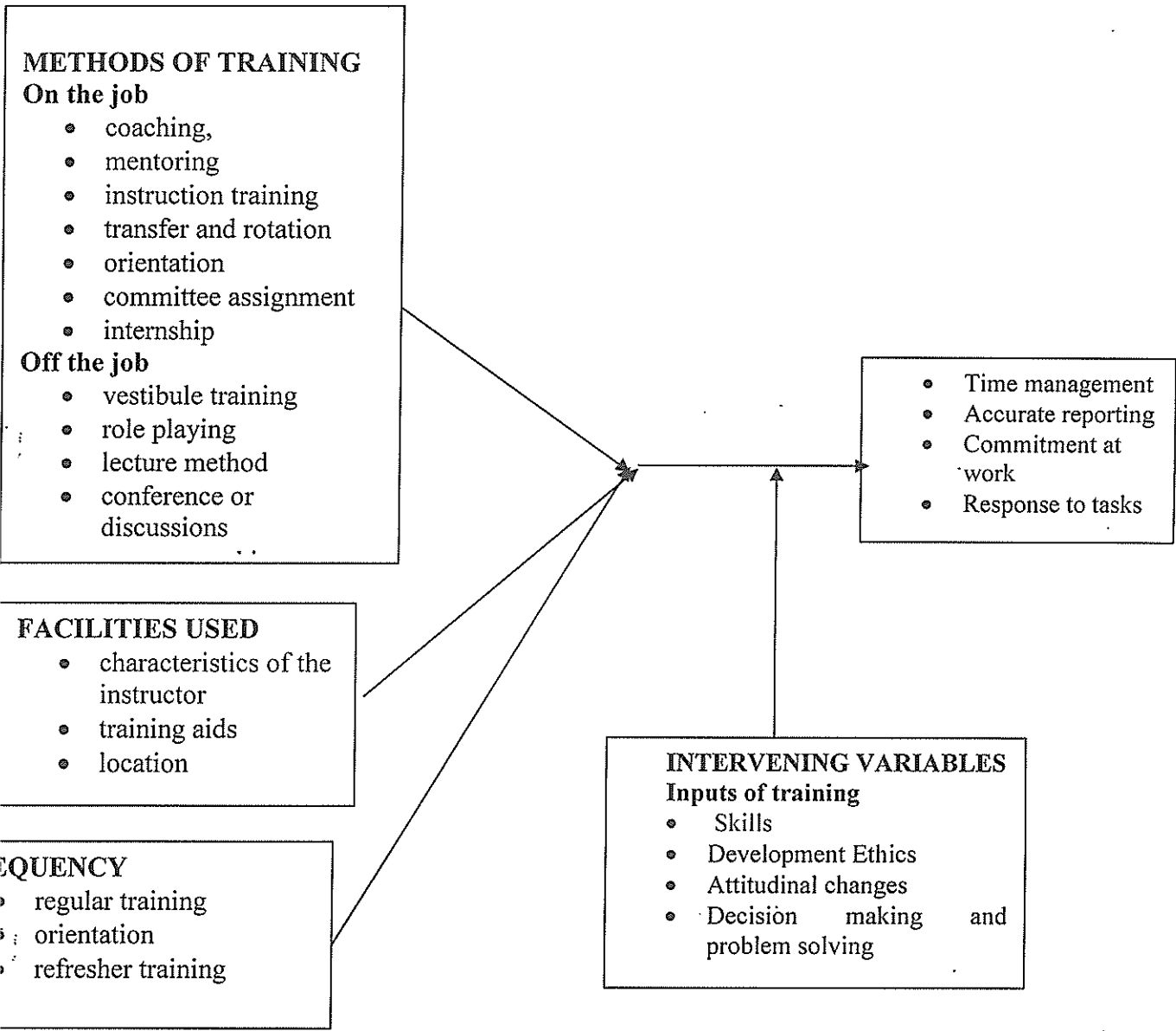


Fig 2.1 Conceptual frame work built on the ideas of Aswathappa (2008), Scarpello & Ledvika (1988) and Ivancevich (2001).

2.2 Review of the related literature.

Literature has been reviewed in line with the conceptual frame work i.e. methods of training, facilities used and frequency of training as in Fig 2.1.

2.2.1 Methods of training and performance.

2.2.1.1 On the job training

On the job training and performance probably the most widely used method of training (formal) it is estimated that more than 60% of training occurs on the job is of the on-the job training technique. Some of the tech includes.

Coaching

Here the trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback top the trainee on his performance and offers him some suggestions for improvement after the trainee shares some of the duties and responsibilities of the coach and relieves him of his burder. A limitation of this method of training is that the trainee may be not having the freedom or opportunity to express his own ideas (subba 2009).

Mentoring

Is the process of using especially selected and training individuals to provide guidance programmatic advice and continuing support, which will help the person or persons allocated to them to learn and develop. It has been defined by Clutterbuck (2004); off-line help from one person to another in making significant transactions in knowledge, work or thinking. (Armstrong 2006)

Job- instruction training

This was developed during World War II in this system the trainers first train the supervisor, who in turn the employees. Job instruction techniques should be based on skills analysis and learning theory. (Ivancevich 2001)

Job rotation

This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments (Subba , 2009).

Orientation training

Typical is used to familiarize new employees with their jobs work units and organization at large and this has reduced on employee turn over, increased morals, better production and training costs,(Richard 2001).

Committee assignment.

Under the committee assignment ground of trainees are given and asked to solve an actual organizational problem. The trainees solve the problem jointly it develops teamwork (subba Rao 2009)

Internship.

Is one at on the job training method. Individuals entering industry in skilled trades like machinist, electrician and laboratory technical are provided with though instruction though are provided with thought instruction though theoretical and practical aspects.

2.2.1.2 Off the Job Training

Vestibules training in this method actual work conditions are stimulated in a class room. Materials files and equipments those are in actual job performance are also used in training. This type of training is commonly used for training personnel for clerical and semi skilled jobs. The days to a few weeks (Subba, 2009).

Role-playing

It is across between the case methods an attitude development program. Each person is assigned a role in a situation and asked to play the role and to react to other players role-playing. Generally focuses on emotional issues rather than actual ones. The essence of role playing is to

create a realistic situation, as in case study, and then have the trainee assume the parts of specific personalities in the situation. (Ivancevich, 2001)

Lecture method

The lecture is a traditional and direct method of instruction the instructors organizes the materials and give it to a group of trainees in the form of a talk. To be effective the lecture must motivate and create interest among the trainees (Subba, 2009)

Conference or discussions.

It is a method in training the clerical professional and supervisor personnel. This method involves a group of people who pose ideas examine and share facts ideas and data test assumption and draw conclusion , all of which contribute to the improvement of job performance (Subba , 2009)

Programmed instructions

This is a method where training is offered without intervention of a trainer information is provided to the trainee in blocks ether in a book form of though a teaching machine (Aswathappa 2008)

Case study

Is a written description of an actual situation in business, which provokes in the reader the need to decide what is going on what the situation really is or what the problem are and what can and should be done (Aswattappa, 2008)

2.2.2 Frequency of training and performance.

Organizations have unlimited training needs and this has impact on the budgets of organizations. It is therefore necessary to prioritize the training programs ranking on there urgency and importance. The frequency of training can therefore range from regular training (orientation) and refresher courses (Mathis & John, 1998)

Regular training and performance

Mathis & John (1998) defines regular training as a training that is ongoing. Orientation is a regular training because it attempts to provide learning for all employees as they begin work in the organization. Herman *et al* (2002) argues that orientation is the training that familiarizes new employees with their roles, the organization, its policies and other employees. The orientation program covers issues on the organization including history of employer, names and titles of the executives, employee title and department, lay out of physical facilities, probationary period. It also covers the areas like pay scale, vacations, rest breaks, trading and education benefits, job location, job task and job safety requirements.

Rudrareba (2000) argued that the initial training or learning is designed to meet the needs of the new employees and organization who have no industrial experience. The new employees may not have seen an inside of a factory and they are “green” hands. Through a company training institute or vocational schools, the learner may be given training for a period of several weeks. These training may include shop science, economics, and mathematics, operations of machines, fire fighting and house keeping.

Refresher Courses and performance

Various special purpose courses are offered by companies to meet special and unusual needs of certain employees (Rudrareba, 2000). These courses are carried out in the fields of customer care, ICT, Public Relations and economic. Scarpello and Ledvinka (1988) argue that technical skill training program imparts specialized knowledge and facility in the use of methods, process and techniques of a particular discipline or trade. For example, in 1992 all the complaints to IBMS CEO were centered on the handling of telephone calls. As customer service is one of IBMS top priorities the CEO knew there is a problem and instituted a board of inquiry. 10,000 IBM customers reveal that shoddily answering of phone calls was their complains and the survey within the employees show that while 75% of employees knew how to put customer on hold, only 5% know how to forward the calls.

After one year training in basics of a telephone systems and telephone etiquette the results indicated customer telephone satisfaction increased by 10% satisfaction, long-term goal is 100%

satisfaction (Gomez-Mejia 1998). However, Arinaitwe (2006) while looking at the effects of training on the performance of non academic staff in KIU Main campus realized that there was no significant relationship between training and performance of non academic staff though; there was use of both On-the-job and Off-the-job trainings. This study will therefore be looking at training and performance of academic staff because the earlier study looked at training and performance of non academic staff performance.

2.2.3 Types of training facilities and performance

Trovey (1997) argues that training materials are all those resources you might use during the training course. For example you will need to prepare hand outs or learner workbooks, over head transparencies, group activities, and instructions to trainers and learners, exercise case studies and job aids. For the case of this study aids can include cameras, computers, video cameras and power point projectors.

Characteristics of the instructor and performance

According to Bohlander and Snell (2004) the success of training effort will depend on large part on the teaching skills of and personal characteristics of those responsible for training. The desirable trait for a good trainer or instructor includes knowledge of the subject (employees expected the trainer know their job), adoptability (instruction should be matched with the learners ability), sincerity, sense of humor, clear instructions, interest, and individual assistance and enthusiasm. The information about the person behavior can be obtained by directly observing job performance, reviewing supervisory , evaluation of performance using diagnostic tests and comparing performance between employee and higher performers.

Nabatu (2008) while looking at the impact of training on the career development in Mukono Town Council realized that employees have minimum requirements for job performance. The study did not look at the characteristics of the instructor and was not done in academic institution hence the need for this study.

Location and performance

Trovey (1997) argues that after completing the development of the training course, you need to enlist the requirements in terms of facilities and equipments and review the training material to determine what is required. Depending on the course or training you are running the equipment may include things like white board, over head projectors, and so on. You may need to decide on the basic requirements like location, training room, toilets, tea and coffee making facilities, tables and chairs.

Training aids and performance

Trovey (1997) argues that material designed for any job function that learners do which is important but not performed frequently. The job aid is a memory jogger and is most appreciated for showing operating processes and workflow and procedures. The development of training material requires considerable thought. The purpose of training process is to achieve the learning outcome. The development of training material must therefore support the learners achieve the objective of the training (Trovey, 1997)

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter covered research design, population, sampling procedure, sampling size, data collection methods, data control, validity, reliability data analysis.

3.1 Research design

The study used descriptive, survey design, qualitative and quantizes designs. Descriptive design was used to describe the characteristics of an event, community or region, providing data about describing who, what how, when and where of a situation of a give time. Survey design was used to gather data from a sample of a population at a particular time. Quantities design was applied to describe current conditions or investigate relationships including cause and effect relationship and qualitative design was used to promote greater understanding of not just the way things are but also why they are the way they are, it also described findings that promote greater understanding of how and way people in new vision behave the way they do (Amin, 2005)

3.2 Population

The study was carried out in new vision, the research used a target population of both journalist and human resource department people because they were very people that had information. It was estimated that new vision has employees about 1000 of which 510 was taken as target population.

3.3 Sampling procedure.

Purposive sampling was used in that the researcher selected a sample based on his/her experience of knowledge of the group to be sampled and has in mind that these respondents have information he/she receives about training and employee performance in new vision. Quarter sampling of 100 journalist and 50 employees from human resource department was used. Then, Krejovice and Morgan (1970) indicated the sample size for 100 journalists was 80 and 50 employees was 44 (Amin, 2005).

3.4 Sampling size

A sample size of 124 respondents was selected from both journalist and human resource department in new vision.

3.5 Method of data collection

From respondents data was collected by using questionnaires which comprised open and closed ended questionnaires that required respondents to answer all questions to the best of his / her knowledge. Qualitative approach was also used like in-depth interview method and documentary review were used to yield qualitative data.

3.6 Data analysis

All data collected was edited, categorized and coded them then it was analyzed so that it would be presented into a meaningful frequency, percentile tables, bar graphs, pie charts, line graphs and so on.

3.7 Ethical procedure.

First the researcher handed the research proposal to the supervisor for approval. it was then submitted to School of Business and Management and got the introductory letter from School of Business and Management that confirmed that the study was carried out for academic purposes. Then permission was sought from the management of New Vision in order to proceed with the study.

3.8 Limitations of the study

The researcher resorted to random sampling which has its own disadvantages which might affected the out put of this study.

Some employees were not willing to give information due to lack of trust between the researcher and the respondents.

Some people were hesitant to give information since it does not benefit the thus they needed to have some funds committed to them.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION, AND ANALYSIS

4.0 Introduction

This chapter deals with presentation of findings, interpretation, analysis of data collected from the field study in relation to the objectives of the study. To present findings, the objectives of study were used as guiding principles. Besides, the objectives, the research questions were also put into consideration. The findings are presented in the same order in which the objectives and research questions appear in chapter one. The findings are presented both qualitatively and quantitatively. This was due to the nature of the study. The data is presented in frequency tables and figures. The study especially focused on the effects of training on employees' performance in New Vision Uganda.

4.1 General background

The study issued 124 questionnaires and in return, all of them were answered and returned

4.1.1 Level of Education

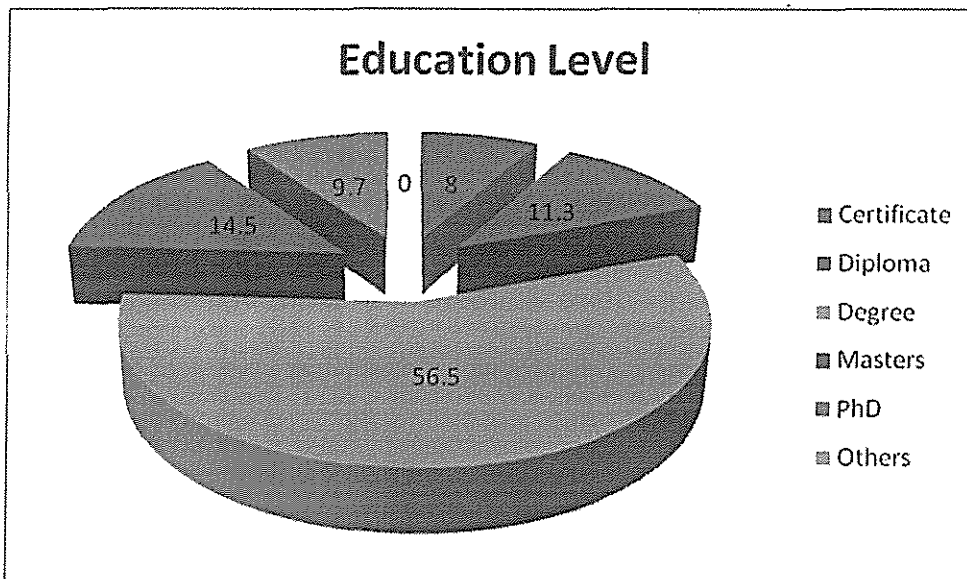
The study intended to find out the level of education of the staff of New Vision. The academic back ground was categorized as certificate, diploma, degree, masters and PhD. The responses were obtained as summarized in table 4.1.

Table 4.1 showing responses according to education level.

EDUCATION LEVEL	RESPONDENTS	PERCENTAGE (%)
Certificate	10	8
Diploma	14	11.3
Degree	70	56.5
Masters	18	14.5
PhD	12	9.7
Others	0	0
TOTAL	124	100

SOURCE: FIELD DATA 2011

Figure 1 showing responses according to education level.



SOURCE: FIELD DATA 2011

According to the findings in the table 4.1 and figure 1 indicates that most of the employees (56.5%) respondents in new vision are degree holder (14.5%) are masters holder (11.3%) respondents are diploma holders (9.7%) respondents PHD holders and (8%) respondents are certificate holders. The numbers of employees who have bachelors degrees because most of journalists who just enter the organisation they go straight to field, and they don't get time to go for further studies. This implies that there is need for the organisation to put much effort in training especially with job related skills in order to compete effectively with the rest of the world.

4.2 Training method

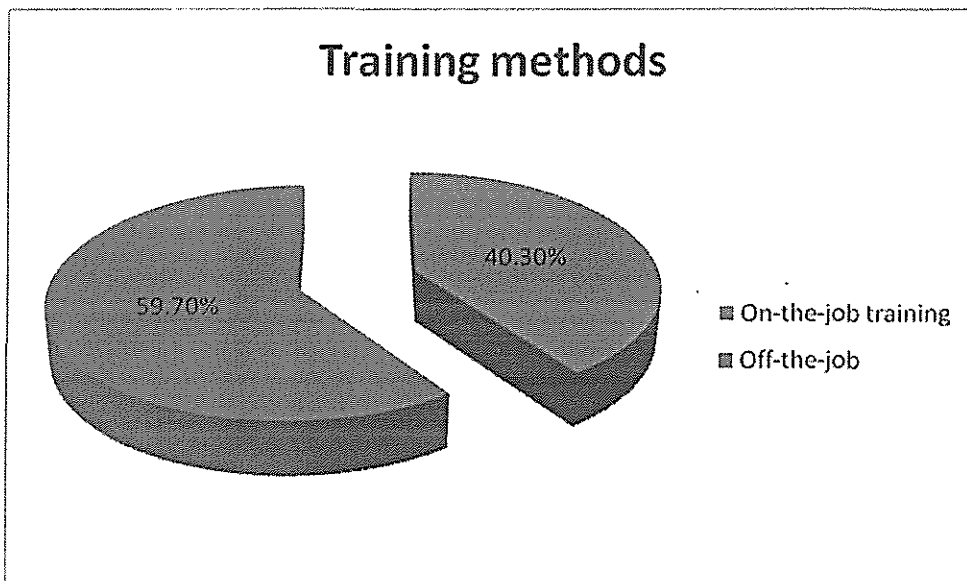
The study intended to establish the effects of training approaches used on the performance of staff in New Vision. The approaches were categorized as; on the job and off the job training. The responses obtained are summarized in table 4.2.

Table 4.2 showing the training methods.

TRAINING METHODS	FREQUENCY	PERCENTAGE (%)
On-the-job training	50	40.3
Off-the-job	74	59.7
TOTAL	124	100

Source: FIELD DATA 2011

Figure.2 showing the training methods.



Source: FIELD DATA 2011

From the findings, it indicated that New vision group depends so much on off the job methods of training with (59.7%) respondents and (40.3%) respondents on the job methods. This is because it gives new entrants a clear picture on how to go about things hence increasing the information.

4.2.1 Forms of on the job training.

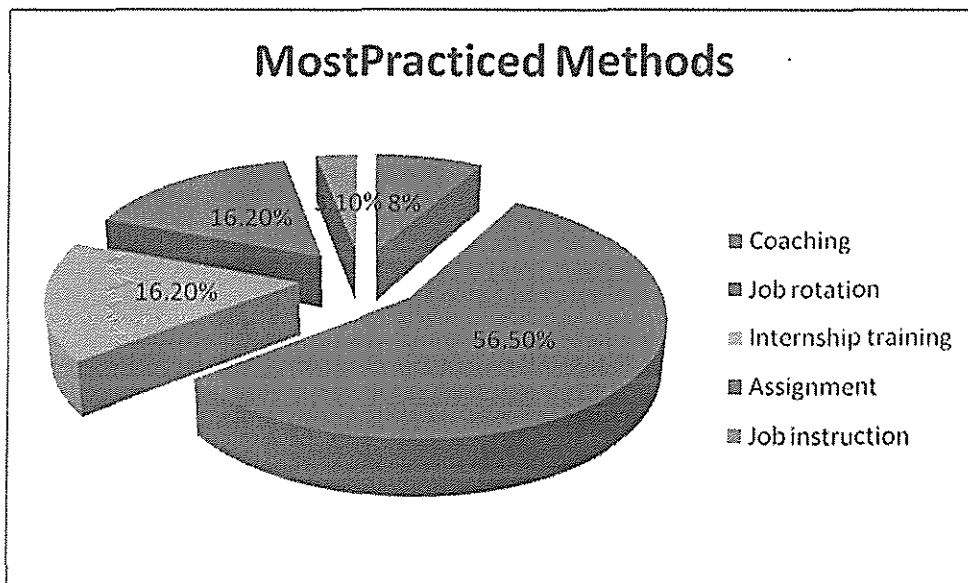
The study intended to find out the forms of on the job training that were suitable for respondents in New Vision. The forms were categorized as coaching, job rotation, internship, assignment and job instruction as in table 4.3.

The 4.3 showing the forms of on the job training

Most practiced training methods	Frequency	Percentage (%)
Coaching	10	8
Job rotation	70	56.5
Internship training	20	16.2
Assignment	20	16.2
Job instruction	4	3.1
Total	124	100

Source: Field data 2011

Figure.3 showing the forms of on the job training



Source: Field data 2011

According to the findings in the table 4.3, and figure 3 it indicates that, most of the employees 56.5% respondents in New Vision believe that job rotation is the most practiced training method in New Vision while job instruction with 3.1% respondents is the least practiced method. This helps the journalists to gain job knowledge and experience from their supervisors or trainers in each of the different job assignments (Subba 2009)

4.2.2 The relationship between forms of on the job training and performance

This item was intended to establish the relationship between forms of on the job training and staff performance in New Vision. The options given to the respondents ranged from strongly agree to strongly disagree represented by numerical figures 1-5 respectively. The views of the respondents are summarized in table 4.4

Table 4.4 showing the relationship between forms of on the job training and performance

Methods of training	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Coaching.	30	24.2	70	56.5	15	12.1	6	4.8	3	2.4
Job rotation	80	64.5	20	16.2	0	0	20	16.2	4	3.2
Internship training	10	8.1	8	6.5	66	53.2	40	32.3	0	0
Assignment training	55	44.4	48	38.7	0	0	13	10.5	8	6.5
Job instruction	77	62.1	32	26	0	0	5	4.0	10	8.1

Source: Field data 2011

The findings in the table 4.4 indicated that 56.5% agreed that coaching helps in enhancing employees' performance, 24.2% strongly agreed it enhances employees' performance, 12.1% did not neither agree nor disagree and 7.2% disagreed on coaching in enhancing employee's performance. This meant that coaching is more important since it provides feedback to the trainee on his or her performance and offers some suggestions to the journalists for improvement after the trainees share some of the duties and responsibilities.

64.5% believed that job rotation improves employees' performance in the organization, and 16.2% disagreed that it does not improve employees' performance. For internship, 53.3% did not either agree or disagree on how it leads to high performance, 32.2% disagreed that internship does not lead to high performance and only 14.6% believe in internship. This shows that the management of New Vision doesn't consider it at all because it doesn't help their journalists.

For assignment, training 44.4% strongly agreed it enhances employees' performance, 38.7% agreed and 17% disagreed. When cumulated 83.1% strongly believed that assignment enhances employee's performance meaning that it is the best in promoting teamwork among workers. From the findings, it showed that when cumulated 62.1% of respondents agreed that job instruction enhances employee's performance and 12.1% disagreed

4.2.3 Most suitable forms of on the job training

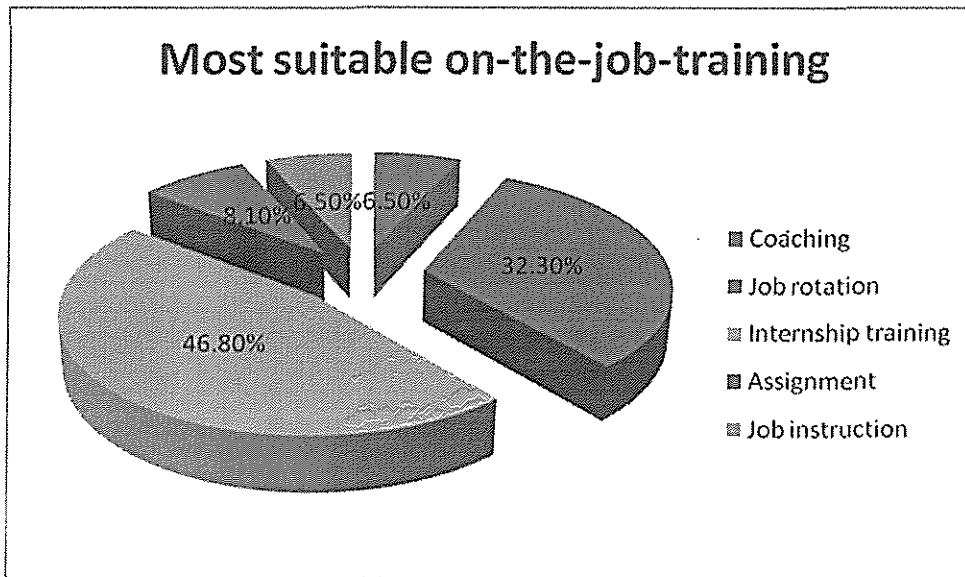
The item was intended to find out the most suitable method of training used in New Vision. The methods were categorized as coaching, job rotation, internship, assignment and job instruction. The responses obtained are summarized in table 4.5.

Table 4.5 showing the suitable methods of training.

Most suitable on-the-job training	Frequency	Percentage (%)
Coaching	8	6.5
Job rotation	40	32.3
Internship training	58	46.8
Assignment	10	8.1
Job instruction	8	6.5
Total	124	100

Source: Field data 2011

Figure 4 showing the suitable methods of training.



Source: Field data 2011

From the findings, it showed that 58 respondents believed in internship, 40 respondents believed in job rotation, 10 respondents in internship, 8 in coaching and 8 respondents in job instruction meaning that internship is the most suitable method used in New Vision.

4.3 Forms of off the job training methods

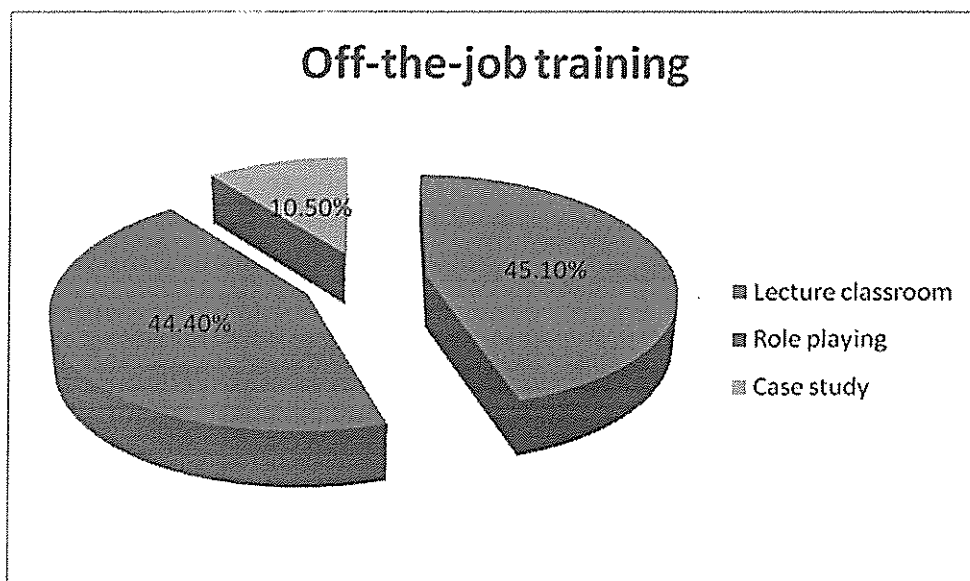
The item intended to find out the off the job training methods used by New Vision staff and were categorized as lectures, role playing and case study. The responses obtained as in table 4.6.

Table 4.6 showing off the job training.

Off-the-job training	Frequency	Percentage (%)
Lecture classroom	56	45.1
Role playing	55	44.4
Case study	13	10.5
Total	124	100

Source: Field data 2011

Figure 5 showing off the job training.



Source: Field data 2011

Table 4.6 and figure 5 showed that, 45.1% respondents believed in lectures, 44.4% respondents believed in role playing and 10.5% respondents believed in case study. This meant that those people in New Vision use lectures so much to improve on training.

4.3.1 The relationship between forms of off the job training and employees' performance.

This item was intended to establish the relationship between forms of off the job training and staff performance in New Vision. The options given to the respondents ranged from strongly agree to strongly disagree represented by numerical figures 1-5 respectively. The views of the respondents are summarized in table 4.7.

Table 4.7 showing the relationship between forms of off the job training and performance

Methods of training	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
Lectures.	40	32.3	55	44.4	24	19.3	5	4.0	0	0
Role playing	60	48.4	20	16.2	0	0	19	15.3	25	20.1
Case study.	10	8.0	8	6.5	66	53.2	40	32.3	0	0

Source: Field data 2011

From the findings, it showed that when cumulated 76.7% strongly agreed on lectures that they result into high productivity in their organization, 19% respondents did not agree or disagree, and 4% disagreed on lectures.

For role playing when cumulated 64.6% of the respondents believed in it and 35.4% disagreed on role-playing. In addition, others did not neither agree nor disagree on case study this was shown by 53.2% respondents.

4.4. Training facilities.

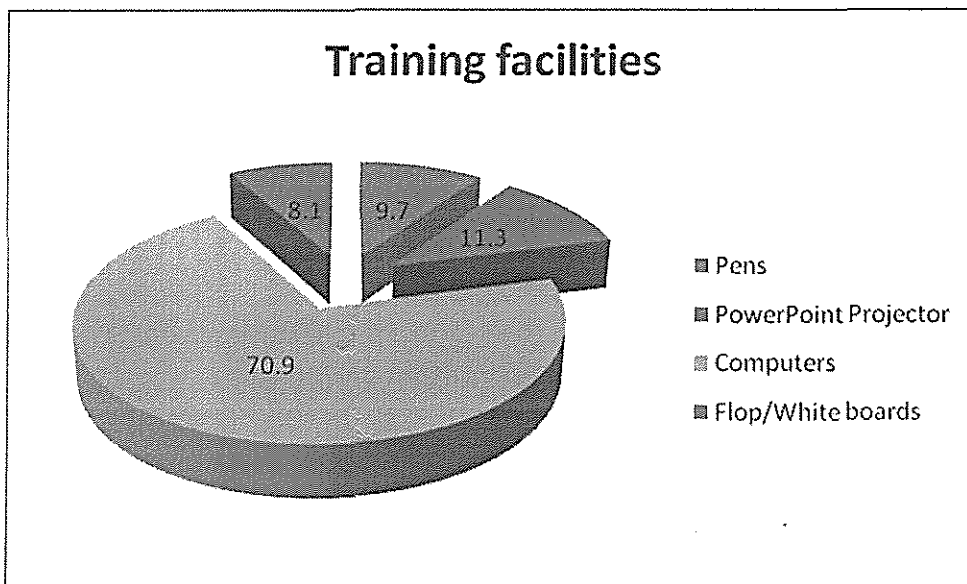
The item was intended to find out different facilities used in training and were categorized as pens, PowerPoint Projector, computer and White boards. The responses obtained are summarized in table 4.8

Table 4.8 showing different facilities of training.

Training facilities	Frequency	Percentage (%)
Pens	12	9.7
PowerPoint Projector	14	11.3
Computers	88	70.9
Flop/White boards	10	8.1
Total	124	100

Source: Field data 2011

Figure 6 showing different facilities of training.



Source: Field data 2011

The study findings showed that, 70% respondents believed computers as the best facility in training, followed by projector with 11.3%, 9.7% believed in pens and 8.1% believed in white boards. This meant that trainers in New Vision use computers most in training their staff.

4.5 Types of frequency of conducting training.

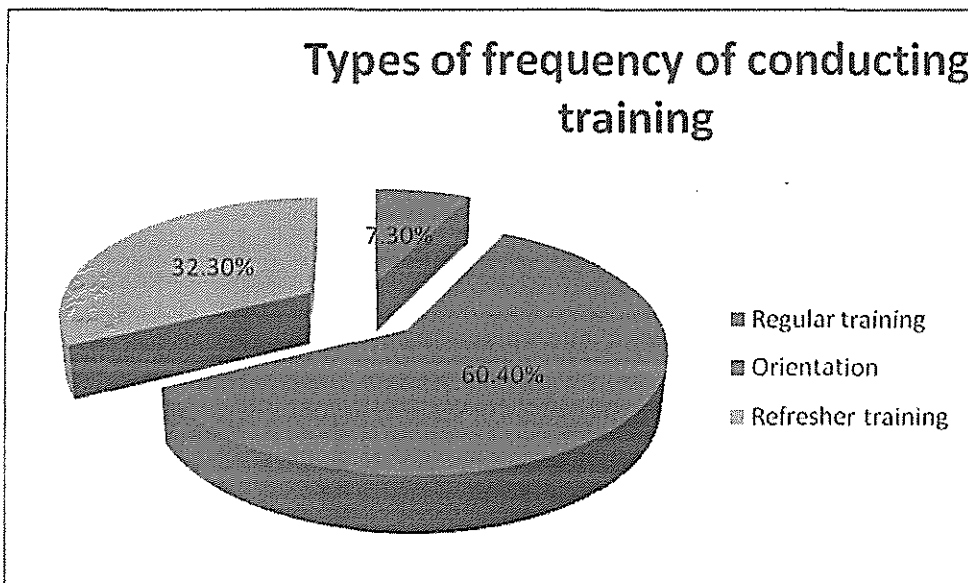
This was intended find out the types of frequency of training in New Vision and they were categorized as regular training, orientation and refresher training. The responses are summarized in table 4.9.

The table 4 9 showing the types of frequency of conducting training.

Types of frequency of conducting training	Frequency	Percentage (%)
Regular training	9	7.3
Orientation	75	60.4
Refresher training	40	32.3
Total	124	100

Source: Field data 2011

Figure 7 showing the types of frequency of conducting training.



Source: Field data 2011

From the findings in table 4.9, and figure 7, it showed that 60.4% respondents are trained through orientation, 32.3% respondents through refresher training and 7.3% respondents believed in regular training. The meant that orientation is the best because it attempts to provide learning for employees as they begin work in the organisation. It also familiarizes new employees with their roles, the organisation and its policies.

4.5.1 Coverage of orientation.

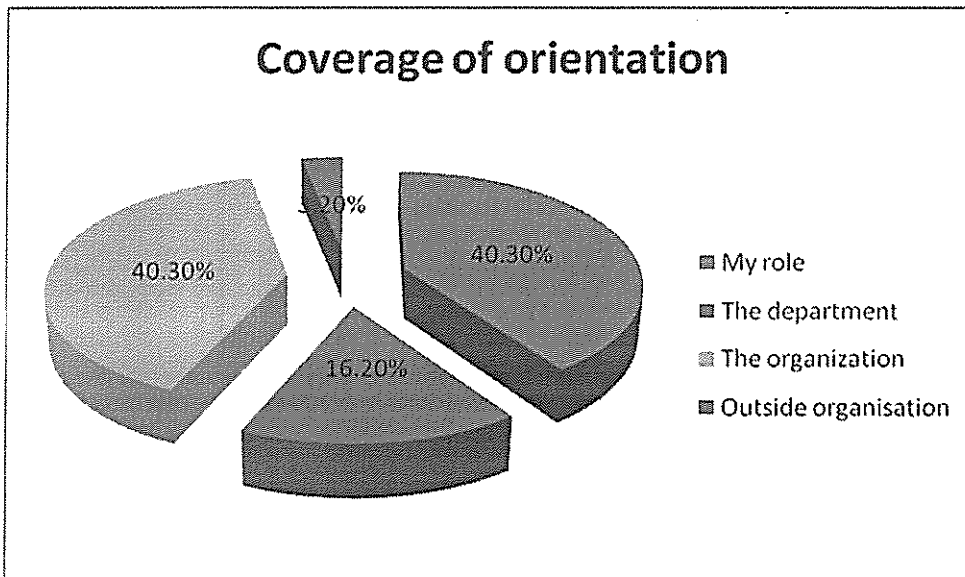
This was intended to find out what actually is involved in orientation program and were categorized as; duties, department, the organisation and outside organisation. The responses obtained are summarized in table 4.10

Table 4.10 shows the coverage of orientation

Coverage of orientation	Frequency	Percentage (%)
My role	50	40.3
The department	20	16.2
The organization	50	40.3
Outside organisation	4	3.2
Total	124	100

Source: Field data 2011

Figure 8 shows the coverage of orientation



Source: Field data 2011

The data collected showed that 40.3% respondents believed in duties and 40.3% in Organization meaning that the orientation training talks mostly on what is supposed to be done at work place. Moreover, 16.2% believed in the department and 3.2% believed in outside organization respectively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter was concerned with the summary of findings of the research study, conclusions, and recommendation.

5.1 Summary of the findings.

According to the findings of the study, 124 questionnaires and all of them were answered and returned forming 100%. The approaches /methods of training used by New Vision included on the job training methods like coaching, job rotation, internship training, assignment, and job instruction

On the job training methods.

There are methods used within the organization, like job rotation that involves the movement of the trainee from one job to another and according to the research, it showed that it was the most practiced method with the biggest percentage of around 70%, this was followed by job instruction where trainers first train supervisor and in turn they train employees through instructing them. It was believed that the above mentioned methods improve the performance of employees. In addition, for coaching, internship, and assignment training methods showed that they were the least practiced approaches.

Off the job training method;

Is one that is practiced outside the organization and among the approaches included; role-playing, lectures, and case study

. Role-playing is where each person is assigned a role and in a situation asked to play the role and to react to other players and according to the data collected it is the best method practiced with the biggest percentage of 44.4% and 48.6% that believe its efficiency in enhancing employees' performance, this followed by lectures with 45.1% and 32.3% that results into high productivity in New Vision.

Still more, on frequency of training and performance, it showed that among the frequency of training included regular training, refresher training, and orientation.

From the research findings, regular training is the ongoing training, even orientation is regular training because it attempts to provide learning for all employees as they begin work in the organization and about 75% respondents supported orientation and regular training.

Lastly on training facilities used in New Vision were computers with the biggest percentage, followed Power Point /Projector with 11.3% followed by pens white boards respectively.

5.2. Conclusion

From the study, the level of education showed that most people in New Vision are degree holders with 56.5%. This implies that there is need for the organisation to put much effort in training especially with job related skills in order to compete with the rest of the world.

The study also showed that from the approaches of training New Vision use off the job training most with 59.7% as the biggest. This is because journalists are left to do the work with out any one supervising them hence gaining experience.

The study also showed that job rotation was the most practiced training method in New Vision basing on its importance like helping the journalists in receiving job knowledge and gaining experience from their supervisors in each of the different job assignments.

From the relationship between the forms of on the job training, it showed job rotation enhances employee's performance with 88.1% believed in job instruction. 82.1% believes in assignment, 80% agreed that coaching enhances employee's performance because the supervisor provides feedback to the trainee on his or her performance and offers some suggestions and 80.7% believed in job rotation this is because it helps journalists in receiving job knowledge and gaining experience from their supervisors in each of the different job assignments.

The study also showed that from the forms of off the job training 45.1% believed in lectures because they motivate employees.

From the finings on the relationship between the forms of off the job training and performance, it showed that lectures were the most practiced method with 76.7% and it was followed by role playing with 64.6% in enhancing employee's performance.

From the findings on training facilities it showed that New Vision computers with 70.9% because it is a practical training and very easy to understand by every one

Lastly the study showed that on the frequency of training, they used orientation most with 60.4% because it familiarizes employees with their work units and organisation at large and this has reduced employee's turn over.

From the analysis above training influences employee's performance in New Vision

5.3. Recommendations

From the findings the study recommends the followings:

The company should use regular training to their employees; this will help them to provide learning for all employees as they begin work in the organization.

They should carry out refresher courses like ICT, Public relations or economic. This will impart specialized knowledge and facility in the use methods.

There should be a system of giving feedback to employees. This will enable them to know how they doing as far as achieving the organization's goals are concerned.

The study also discovered that the training methods in new vision are job instruction, coaching, internship, job rotation, role-playing, case study, lectures, among others.

5.4. Areas of further research.

The inputs of training

Problems of training

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APPENDIX I

QUESTIONNAIRES

I am Kangume Annet, a Bachelors' student of Kampala International University. I am conducting a research on "training and employees' performance: A case of New Vision". The purpose of this study is to fulfill my academic requirements. Therefore, I kindly request you to answer the following questions to the best of your knowledge.

Note: Your response will be treated with the highest of confidentiality.

1. Background/personal information

Please tick in the most appropriate box that has been provided or given an accurate but brief answer to structured questions where applicable:

Level of education

- a. Certificate b. Degree c. Diploma
d. Masters e. PHD

Other.....

Other questions

From question 1, 2 & 3 (cover research questions on the methods of training).

2. The following are the training methods in your organization.

- a) On-the-job-training method b) Off-the-job-training

Tick the most practiced form of on the job training

- Coaching
Jo rotation
Internship training
Assignment
Job instruction

2. Coaching helps to enhance employees' performance in your organization.

- a) Strongly agree b) Agree c) Neutral
d) Disagree e) strongly Disagree

ii) Job rotation helps to improve employees' performance in your firm.

- a. Strongly agree b. Agree c. Neutral
d. Disagree e. Strongly disagree

iii) Internship training method leads to high performance in your organization.

- a. Strongly agree b. Agree c. Neutral
b. Disagree e. Strongly disagree

iv) Assignment training enhances employee performance.

- a. Strongly agree b. Agree c. Neutral
d. Disagree e. Strongly disagree

v) Job instruction training helps to enhances employees' performances in your organization.

- a. Strongly agree b. Agree c. Neutral
d. Disagree e. Strongly disagree

vi) Which of the following on-the job training methods is suitable for training staff in New Vision?

- Coaching
Jo rotation
Internship training
Assignment
Job instruction

Why is the form in qn VI above most suitable?

.....
.....

3. Lectures classroom training methods results into high productivity in your organization.

- a. Strongly agree b. Agree c. Neutral
d. Disagree e. Strongly disagree

ii) Role playing training helps in enhancing employees' performances in your firm

- a. Strongly agree b. Agree c. Neutral
d. Disagree e. Strongly disagree

iii) Case study method helps in enhancing employees' performance in your organization.

- a. Strongly agree b. Agree c. Neutral
d. Disagree e. Strongly disagree

iv) Which of the following off-the job training methods is suitable for training staff in New Vision?

- Lecture
Role-playing
Case study

Why is the form in qn IV above most suitable?

.....
.....

From 4 and 5 cover research questions on the training facilitates.

4. Which of the following training facilities does your organization use most in training staff?

- a. Pens b. PowerPoint projectors c. Computers d. flop/white boards

6. Your views on the use of the above facilities as best way for training.

- Highly agree Agree Neutral Disagree

Highly disagree

b) Why is it the most?

.....

7. Are training facilities mentioned above enough to help in training staff?

- a. Yes b. No

If no how do you overcome that challenge?

.....
.....

Questions 8, 9 and 10 cover research questions on the frequency of training;

8. The following are types of frequency of conducting training in your company.

- a. Regular training
b. Orientation
c. Refresher training
d. Others

Specify.....

9. Your views on the fact that the types of frequency training mentioned in question 6 improve performance

- Highly agree Agree Neutral Disagree
Highly disagree

10. What attitude do you have towards these frequency of training in question 6 above

- a. Extreme positive b. Positive c. Neutral
d. Extreme negative e. Negative

11. The coverage of the orientation included information on

- My role
The department
The organisation
Out side the organization



OFFICE OF THE DEAN
SCHOOL OF BUSINESS AND MANAGEMENT

Date: 25/07/2010

TO: HUMAN RESOURCE
ADANGULI
NEW NISBA

Dear Sir/Madam,

RE: REQUEST FOR A PLACE FOR FIELD ATTACHMENT

We are requesting for a field attachment place in your organization for our student... KANGUMU ANNET... REG.NO: BHR/100501/10/10... Who is pursuing a BACHELOR IN HRM... under the School of Business and Management of Kampala International University. He/She is in 3rd year... 2nd semester. The field attachment is for three months with effect from the date of reporting.

The curriculum at KIU requires students to undergo practical training with the objective of integrating the theory and Practice. Field attachment is therefore designed to meet the practical side of our training.

During the field attachment the students are assigned to under take different activities pertaining to areas of their specialization. The obligation of your organization to our student is to assign him/her duties, supervision and give respondent assessment results and areas of improvement.

It's our hope that your organization will participate in educating this student.
Thank you,

Yours faithfully,

DR. KEROSI J. BOSIRE
DEAN SCHOOL OF BUSINESS AND MANAGEMENT

OFFICE OF THE HUMAN RESOURCE MANAGER NEW VISION GROUP-UGANDA

Dear sir/Madam,

RE: CONFIRMATION FOR Madam. Kangume Annet

REG. NO. BHR/10050/81/DU, TO HAVE CONDUCTED RESEARCH IN OUR ORGANISATION.

The above mentioned candidate has been a co-operative, well behaved, ethical and patient candidate throughout her process of gathering data in our study sites.

He has been conducting a field research on the dissertation entitled training and employee performance and our journalists and employees in Human resource department really appreciated her topic because it was touching and educative.

I therefore recommend her officially to school for further assistance in order to accomplish her academic endeavors as previously anticipated.

Yours truly

Akankwatsa Daniel
Human resource Manager

LEADING NEW VISION
DATE: 07.09.2011
