

**THE EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE
PERFORMANCE IN ORGANISATIONS**

CASE STUDY: NTAKE BAKERY

by

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**THE RESEARCH PROPOSAL SUBMITTED TO THE FACULTY OF BUSINESS IN
PARTIAL FULFILLMENT FOR THE REQUIREMENT OF AN AWARD OF A
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DECLARATION

I hereby declare that this research proposal is a result of my hard working and knowledge got from the lectures I attended and it is not a republication from any document and never submitted to any institution of higher learning.

NAME: PETER CALVIN

Signature

.....

Date

.....

APPROVAL

I approve the proposal entitled “*the effects of training to the employee performance of an organisation*” and it is worthy a diploma in business administration of Muteesa 1 Royal University.

Supervisor: MR. BAGUMA JAMES

Signature

.....

Date:

.....

DEDICATION

I dedicate this research proposal to my parents who have worked tirelessly to the completion of my studies in all spheres, May the Good Lord reward them countless.

ACKNOWLEDGEMENT

I acknowledge the work of my supervisor Mr. Baguma James for her tireless supervision towards the successful completion of this study.

MAY THE ALMIGHTY GOD BLESS YOU

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CHAPTER ONE

1.0 Introduction

This chapter summarizes the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, and significance of the study, the scope of study and definition of key terms.

1.1 Background of the study

Armstrong, (2001) defines training as the formal and systematic modification of behavior through learning, which occurs as a result of education, instructions and development and planned experience. Training is the process of equipping the workforce with the necessary knowledge, skills and attitude to tackle the job responsibilities. Staff development on the other hand is improvement of the employee's competences for future environmental demands and adaptability. Beardwell and Hidden (1994) consider training and development as a planned process to modify attitude, knowledge or skill behavior through learning experiences to achieve effective performance in an activity or range of activities. Corporations are offering a variety of training programs to meet their organizational needs.

Training is effort initiated by an organization to foster learning among its workers, and development is effort that is oriented more towards broadening an individual's skills for the future responsibility. (George & Scott, 2012). Training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve on the employees' capacity and performance. Human Resource Management has played a significant role in the economic development of most developed countries like Britain America and Japan. In a developing country like Cameroon, with its rich natural resources and financial support, one can also experience such economic success if the appropriate attention is given to the development and training of her human resources. Every aspects and activities in an organization involves people. For instance, a manager will not be successful if he has subordinates who are not well equipped with skills, knowledge, ability, and competence (SKAC).

To run an organization, be it big or small, requires staffing the organization with efficient personnel. Specific job skills, ability, knowledge and competence needed in the workplace are not efficiently taught in the formal education. As such, most employees need extensive training to ensure the necessary SKAC to bring out substantive contribution towards the company's growth. For employees to be flexible and effective in their job, they need to acquire and develop knowledge and skill, and for them to believe that they are valued by the organization they work for, then they need to see valuable signs of management commitments to their training needs.

Each new employee must be properly trained not only to develop technical skills, but to make them an integral part of the organization. Training and development is an aspect that must be faced by every organization, and its major aim is to improve the employees' competencies such that the organization can maximize effectiveness and efficiency of their human resources. It can be an advantage for an organization if they win the "hearts and minds" of their workers, getting them to identify with the organization (Armstrong, 2009).

For workers to be equipped to perform well, there must be an investment in the training processes. These processes are part of the entire human resource management approach which results in employees being motivated to perform. However, training vary from organization to organization in relation to the quality and quantity of training factors, which may include: the degree of external environment change, the degree of change in the internal environment, current suitable skills in the existing work force and the level to which the management see training as a motivating factor in the workplace, (Cole, 2002).

Several companies address their needs for training in an impromptu and indiscriminate way, training in such companies are pretty much impromptu and unsystematic. Different companies however begin distinguishing their training needs, then outline and execute training exercises in a normal way, lastly evaluate after effects of the training.

Human resource management is the way organizations manage their staff and help them to develop (McCourt & Eldridge 2003, 2) in order to be able to execute organizations' missions and goals successfully.

Human resource development is the integration of individual, career and organization development roles in order to achieve maximum productivity, quality, opportunity and

fulfillment of organizations members as they work to accomplish the goals of the organization (Pace, Smith & Mills 1991, 6).

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon 1992).

Development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (McNamara 2008).

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995).

Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

1.2 Problem statement

Various organizations in Uganda have tried to train their employees through on-job trainings, workshops and seminars to boost their performance, the absence of such implementations can negatively affect the employee performance.

There is tension in organizations resulting from employees' poor mastery of some responsibilities. Some of the weaknesses of such employees are often not well handled, resulting in sanctions, demotion, transfer, or dismissals that instead cause social tension at work. The research sought to find out how seriously organizations consider training and development and the effects it has on performance of employees.

1.3 Objectives of the study

General objective

The main objective of this study will be to assess the effect of training on employee performance in an organization.

Specific objectives

1. To find out different approaches of training how they impact on performance of the organizations
2. To assess the negative effects of lack of employee training on performance
3. To find out the relationship between training needs assessment and performance of employees

1.4 Research questions

1. What are the different approaches of training and development and how they impact on performance of the organizations?
2. What are the negative effects of lack of employee training and development on performance?
3. What are the training and development needs assessment and performance of employees?

1.5 Scope of the study:

The scope of the study will be divided into three parts: Subject scope, Geographical scope and Time scope.

Subject scope

The study will cover information on training and development as the independent variable and employee performance as the dependent variable. The study will exhaustively focused on; different approaches of training and development and how they impact on performance of the organizations, negative effects of lack of employee training and development on performance and training and development needs assessment and performance of employees.

Geographical scope

The study will be carried out at the Headquarters of NTAKE BAKERY which is located in nalukolongo along masaka road.

Time scope

The study will be carried out within a period between 2022 to 2023. The researcher will be sure that within the specified period of time the research findings or dissertation was ready for submission.

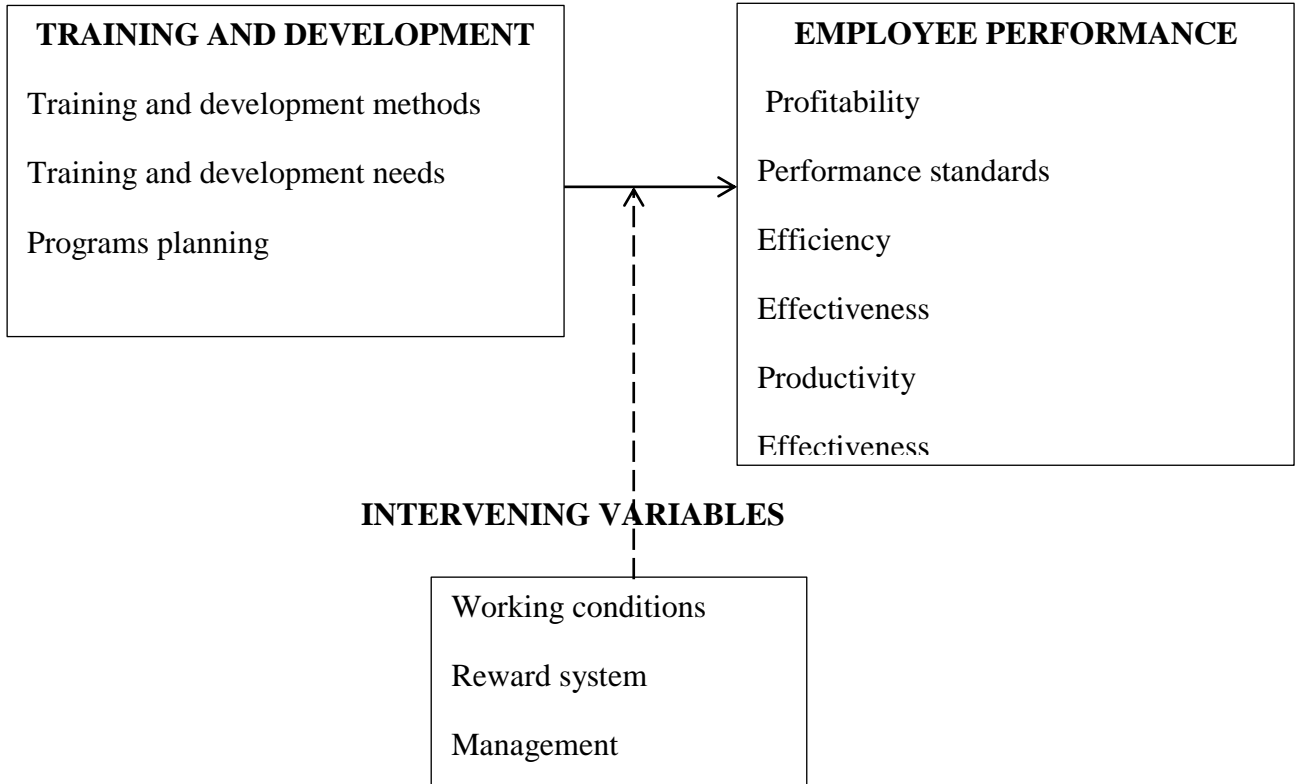
1.6 Significance of the study

1. The management of NTAKE BAKERY will use the research findings to get new methods and techniques of training and developing their employees hence leading to productivity.
2. The research findings will help the policy makers in NTAKE BAKERY to identify the proper ways of implementing training and development which will be applied to the organization for quality improvement and productivity.
3. The study will provide information to other researchers who will wish to carry out further research in the same field of training and development of employee performance.
4. Since the research findings will be submitted in partial fulfillment for the award of a diploma in business Management, this will help the researcher to attain her degree award.

Conceptual framework

INDEPENDENT VARIABLES

DEPENDENT VARIABLES



Source; Researcher's Own Construct

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the effects of training and development on employee performance in Uganda that has been authored by different scholars both analytically and theoretically and employs various empirical methodologies at multiple levels of the analysis.

2.2 Training

DeCenzo & Robbins (2000), explain training as a “learning experience, in that, it seeks a relatively permanent change in an individual that will improve his ability to perform on the job”. Monappa & Saiyadain (2008), define training as “the teaching or learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities and attitudes needed by that organization.

2.3 Development

According to Fredrick B (2014), Employee development is defined as a process where the employee with the support of his/her employer undergoes various training programs to enhance his/her skills and acquire new knowledge and skills.

2.4 Training and development approaches

Job rotation and transfers (McCourt & Eldridge) as a way of developing employee skills within organization involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization, and one branch of the organization to another. For transfers for example, it could involve movement of employees from one country to another. These rotations and transfers facilitate employees acquire knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates. The knowledge acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization.

Coaching and/or mentoring; This involves having the more experienced employees coach the less experienced employees (Devanna, Fombrun & Tichy 1984; McCourt & Eldridge 2003, Torrington et al. 2005). It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building (Torrington et al. 2005).

Orientation; This is yet another training and development method. This involves getting new employees familiarized and trained on the new job within an organization, Muchel'le Tom (2007). During this process, they are exposed to different undertakings for example the nature of their new work, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization.

Conferences. According to Taylor S. (2007), as a training and development approach involves presentations by more than one person to a wide audience. It is more cost effective as a group of employees are trained on a particular topic all at the same time in large audiences.

Armstrong G (2002) asserted Role playing Involves training and development techniques that attempt to capture and bring forth decision making situations to the employee being trained. In other words, the method allows employees to act out work scenarios. It involves the presentation of problems and solutions for example in an organization setting for discussion.

2.5 Training and development needs assessment

According to Wognum (2001), training and development needs may occur at three organizational levels namely; (1) strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed (2) tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units and (3) operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject.

The first issue is to identify the needs relevant to the organizations objectives. According to Wognum (2001) and Torrington et al. (2005), there are three categories of identifying training and development needs. These include: resolving problems, this focuses on workers'

performance, improving certain working practices, this focuses on improvement regardless of the performance problems and changing or renewing the organization situation, which may arise because of innovations or changes in strategy.

Nadler (1984) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. There are broadly two different methods that organizations may choose from for training and developing skills of its employees.

2.6 The Effects of Lack of Training and development on employee performance

According to Lainie Petersen; (2018), Companies that don't offer quality training and development to new and current employees harm not only the development of individual workers but also the evolution of the business itself.

Robbins B (2000) reported that Employees who don't receive adequate training may have difficulty meeting performance standards. While some of organisation workers may be self-motivated and take it upon themselves to learn how to do their jobs better, others may not have this kind of initiative.

Nnenna E. Ukandu (2013), The process of hiring a new employee can be expensive, and there is no guarantee that a new hire is going to be a good fit for your company. For this reason, many businesses offer education and training opportunities to better improve chances of being able to promote employees from within.

Wilfred I (2013), Diminished Industry Standing. If employees are continually learning through seminars, classes and participation in industry events, they are able to keep your company on the cutting edge of industry trends.

Gregory H (2015), legal issues is one of the most important aspects in operating any business worldwide. Failure to train your employees properly doesn't just impact individual employees, it can also create risks for your entire company.

2.7 Benefits of training and development

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. Cole (2001).

According to Wright & Geroy (2001), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah 2010; Harrison 2000; Guest 1997). Moreover, other studies for example one by Swart et al. (2005) elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employee performance.

According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It is always so that employees possess a certain amount of knowledge related to different jobs.

Training and development leads to increased employee motivation Seligman (1978). The management can motivate people through such methods as pay, promotion, praise and training. Gale (1994), states that motivating other people is about getting them to move in the direction you want them to go in order to achieve a result.

Training and development ensures increased productivity. Armstrong (2003) all organizations are concerned with what should be done to achieve sustainable high level of performance through people. The aim is to develop motivation processes and a work environment that will

help to ensure that individuals deliver results in accordance with the expectation of management. It also enhances customer relations.

2.8 Employee performance

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Kenney et al. (1992) stated that employee's performance is measured against the performance standards set by the organization. Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster 2002). Productivity is expressed as a ratio of output to that of input (Stoner, Freeman and Gilbert Jr 1995). It is a measure of how the individual, organization and industry converts input resources into goods and services.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter shows the methodology that will be used in conducting the research. The chapter presents the research design, target population and sampling techniques to be employed.

3.1 Research design.

The study will use a case study research design approach considering both quantitative and qualitative research approach.

3.4 Study population

The study population will include staff members of Ntake Bakery, including managers, cashiers, sales men among others. The respondents will be selected as the table below shows.

Category of respondent	No of respondent	Sampling technique
Managers	2	Simple random sampling
Accountants	6	Purposive sampling
Cashiers	8	Simple random sampling
Casual workers	14	Simple random sapling
Total	30	

3.6 Sample Size

The study will use a sample size of 28 respondents that will selected from the total population.

3.7 Methods of data collection

3.7.1 Interviewing method

Interview guide will be used as a principle data collection technique because it encourages greater interaction between the researcher and the target respondent, hence eliciting the right information and attitudes from respondents.

3.7.2 Questionnaires

A questionnaire as a research instrument consisting of series of questions and other prompts for the purpose of gathering information from respondents. This help to cover a large number of respondents in relatively short time. The researcher will use questionnaires because it guarantee an immediate feedback and help collect wide range of information and can be collected any time.

3.8 Research Procedure

First the researcher got a letter from the faculty of Business Management of Muteesa 1 Royal University, allowing her to go and collect data concerning the topic.

The researcher will talk to the concerned authorities of the areas and got a letter allowing her to move from one place to another collecting data without any obstacles in that people were informed about the study and responded without hesitating.

3.9 Data processing and analysis

The interviews and questionnaire responses will be edited for accuracy without changing the meaning given by the respondents. The responses will be also coded and arranged properly using tables.

3.10 Data analysis

Qualitative and quantitative approaches will be used to identify the effects of training on employee performance.

3.11 Study limitations

The researcher will encounter a problem of time because it was too short for a researcher to carry out research at the same time attending lectures.

The researcher will be limited by transport costs because every day the researcher will use money to move from one place to the other looking for data from respondents, typing, printing among others.

Hostile sources where by some people will not want to give out information to the researcher so the researcher will be limited by such sources.

APPENDICES

APPENDIX 1: SURVEY QUESTIONNAIRES

Dear respondent,

This is the survey questionnaire on *Effect of training on employee performance of an organization*. You have been selected as one of my key respondents in this study because I strongly believe that you have all the necessary information required for this study.

SECTION (A). BIO-DATA

(Please tick in the appropriate box par your response)

Gender	Male		Female	
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Marital status	Married		Single	
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Age group	20-29		30-39		40-49		50-59		Above 60 years	
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Level of education	certificate		Diploma		Bachelors		Masters		PhD	
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Working experience	1-3 years		3-4 years		4-5 years		Above 5 years	
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SECTION (B): TRAINING AND DEVELOPMENT APPROACHES

(Please Tick in the appropriate space)

Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Job rotation and transfers leads to employee skills					

development					
Coaching and monitoring increase experience among employees					
Oriented employees always efficiently and effectively use organisation raw materials					
Role playing helps employees in decision making					

SECTION (C): EFFECTS OF LACK OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE

Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Untrained employees do not meet performance standards					
Employees who invest in employee training and education reap benefits of competent employees and motivated work force					
Untrained employees misuse organisational raw materials					
Failure to train employees lead to legal issues					

SECTION (D): BENEFITS OF TRAINING AND DEVELOPMENT

Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Training and development improves knowledge and skills of employees					
Trained employees use organizational raw materials effectively and efficiently					
Training and development leads to increased motivation among employees					

SECTION (E): EMPLOYEE PERFORMANCE

No	Statement	5	4	3	2	1
1.	There is an increase in the quality and quantity of goods produced and services offered					
2	The organisation attain profits consistently					
3	There is effective use of organisation resources by employees					

THANK YOU SO MUCH

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