



Management of Employee Training Programs on Performance in Yumbe District Local Government – Uganda

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Abstract

This study was intended to examine the influence of Management of Employee Development Programme on Performance in Yumbe District – Uganda. The study adopted a Case Study Design to allow in-depth study. Quantitative and Qualitative approaches were employed. A total of 218 questionnaires were administered to the respondents and 179 questionnaires were received back registering a response rate of 82%. Descriptive statistics were computed. Inferential statistical analysis included correlation and multiple regressions, which were used to test the hypotheses. The correlation coefficient (r) was used to determine the strength of the relationship. The significance of the coefficient (p) was used to test the relationship between the independent and the dependent variables. Regressions (Sekaran, 2003; Amin, 2005) and ANOVA determined which of the independent variables accounted most for the variance in the dependent variable. Qualitative data were analyzed under themes (Woodruffe, 1998). Results show that management of employee training programs accounted for only 26% in influencing performance in the district. It was concluded that Management of Employee Development Programme has influence on Performance.

Keywords: *Training Needs Assessment, Design of Training Programs and Training Evaluation and Staff Performance.*

Introduction

This study was intended to examine the influence of Management of Employee Development Programme on Performance in Yumbe District – Uganda. In the study, Management of Employee Development Programme was considered in terms of training needs assessment, design of training programs and training evaluation, while performance was considered in terms of efficiency and effectiveness in service delivery. Performance in the local governments has become an issue of concern, despite the continuous government support for capacity enhancement programs. The study was therefore intended to establish why, despite the government efforts on employee capacity development, performance in Yumbe District Local Government has remained wanting. The study presents the background to the study, the problem statement and the objectives; it continues to presents the methodology used to carry out the study, results, conclusion and recommendation.

Background to the Study

Following the introduction of decentralization in Uganda in 1993, the implementation of the Objectives required the creation of more administrative units. In spite of this, the size of public service expanded as more administrative units and personnel were added to meet the increasing demand for services in the districts. Consequently, during the early implementation of decentralization, a number of employee capacity enhancement programs were undertaken, though reluctantly at the beginning, (Helmsing, 1997), but later, the necessity of the decentralization heightened the importance, thus, a series of workshops, seminars, short and long term training opportunities were availed to civil servants and politicians to equip them with the necessary knowledge, skills and positive attitude. Eventually the government, with the support of its development partners had to undertake a massive investment in institutional and individual capacity enhancements in the country; thus, the strategy was implemented by ensuring that most development programs had components for employee training.

Besides the government capacity enhancement programs, some local governments also received direct support from various development partners like Innovations at Makerere (I@Mak), DANIDA support to decentralization, International Development Agency (IDA) Institutional Capacity Building, Royal Netherlands Embassy (RNE), Belgian Technical Cooperation (BTC), the Austrian Scholarship programs, the Netherlands Fellowship, all directed towards supporting staff training programs both long and short, within and outside the country. The capacity enhancement components have been utilized to organize local trainings conducted internally, by the district (district resource pool), or externally, by pre-qualified firms. Some employees have been trained on the job through attachments, mentoring, job rotation, job instructions, delegation, while others have been sent for short and long courses in training institutions.

It was a policy that staff are mentored and given support supervision regularly as training strategies, all aimed at enhancing capacity of staff to perform better in the local governments. But several years down the road, in many districts, there seems to be no much evidence of improved performance, as many still lag in effectiveness and efficiency in service delivery. As a result, in the year 2007, many districts were penalized for not meeting minimum performance standards (*Sunday Vision*, October 14, 2007).

In Yumbe District, since 2003, a number of staff benefited from the above training opportunities in the programs of higher degrees, undergraduate courses and postgraduate diploma courses as hundreds of others attended short courses, seminars and training workshops both within and outside the district, besides the regular mentoring and support supervision programs. The district has been spending over Uganda shillings 150 million yearly for capacity building programs under local government development program and other sector specific programs.

Effective employees can contribute to the effectiveness of the organization (Biswajeet & Haries, 1997). On the assumption that training enhances employee effectiveness, but as it is, it does not seem true in Yumbe District. Since its creation, the district's performance has been poor compared to the national standards of service delivery; the expected