

**JOB TRAINING AND EMPLOYEE PERFORMANCE IN RUHARO MISSION
HOSPITAL**

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**A RESEARCH DISSERTATION SUBMITTED TO KYAMBOGO UNIVERSITY
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DECLARATION.

I, **Apofia Kyampeire**, hereby declare that this research dissertation entitled “*Job Training and Employee Performance at Ruharo Mission Hospital*” is my original work and has not been submitted to any other, institution of higher learning for any academic award.

Signature..... Date.....

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APPROVAL

This is to certify that this research dissertation entitled, “*Job Training and Employee Performance*”, is work done under my supervision and is now ready for submission to the school of management and entrepreneurship.

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Signature.....

Date.....

Dr. Ssendagire Dorothy

Signature.....

Date.....

DEDICATION

This dissertation is dedicated to my dad Mr. William Ngabirano and my Mum Mrs. Kate Tindimwebwa for having financed this course, may their days on this planet be extended by the almighty God, I also dedicate it to my siblings Nicholas Andwa, Barbra Ngabirano, Sheilah Ngabirano, and Samuel Ngabirano so as to serve as an inspiration to them in their academic journeys.

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ABSTRACT

The study examined the relationship between on the job training and employee performance. The study was conducted at Ruharo mission hospital Mbarara. The study was guided by the following research objectives; to establish the relationship between on job training and employee performance, to examine the relationship between off job training and employee performance at, to establish the relationship between cross cultural training and employee performance. This study used a case study research design which involved both qualitative and quantitative research approaches. A sample of 66 respondents was selected using purposive and simple random sampling techniques for easily locating the respondents. The study used both primary and secondary data in its analysis. Data analysis involved frequencies, percentages relational statistics such as correlations. The study findings revealed that there is a positive significant relationship between on job training and employee performance. The study findings also revealed that there is a positive significant relationship between off job training and employee performance. It was also revealed that there is a positive insignificant relationship between cross cultural training and employee performance. It was concluded that there is a significant positive relationship between on job, off job training and employee performance and a positive insignificant relationship between cross cultural training and employee performance. The hospital should not develop policies, procedures and take decisions in isolation of on and off job training though off the job training was found out to be more associated to employee performance as compared to on the job training. The study therefore recommended Ruharo mission hospital to embrace off job training in case the hospital wish to train employees' first priority should be given off job training as well on job training because of its positive significant relationship with employee performance in the findings.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter described the relationship between job training and employee performance at Ruharo mission hospital. Azeem, Rubina, & Paracha, (2013) puts it that training basically improve skills and knowledge of employees, and this in turn increase employee performance. Employees acquire solid knowledge and skills, technical skills to perform well on their jobs effectively and efficiently and failure for these trainings leads to poor performance (Nawaz, Masoodul, & Saad, 2014).

1.1.0 Background to the Study

The background to the study looked at four main perspectives, namely the historical perspective, the theoretical perspective, the conceptual and contextual perspective as portrayed below.

1.1.1 Historical Background

Historically, human resource has been the main concern over the past one and half decades, Becker (1962) put it that employee training program increase performance of both organization and individuals. In those days, training depended on the kind of the job an individual would be doing and it would specifically targeting be the abilities, attitudes and skills required by employees to carry out particular activities.

Individuals obtained their education first and subsequently received training in the work environment. Van Wart, Cayer, and Cook, (1993) put it that nowadays the credit of training and education goes to employee performance though weak employee performance is highlighted as one of the challenges that are faced by human resource management of hospital employees.

As public organizations find themselves needing to help employees learn about new technologies and skills, training, in many instances, has begun to look like what has traditionally been called education. A company that seeks to train and develop its employees well and reward them for their performance has its employees in turn are motivated and thus are more likely to engage in their work hence improving their performance and loyalty to their company (Myles 2002)

In organization, there is always needs for employees and management to acquire latest skills. Training programs is an example of such technique that enables the organizations to acquire good performance. Usually when employees acquire latest skills and knowledge, then their efficiency and effectiveness increases. Harris, H, & Brewster (1999) have it that workers should get the care required since they are the major requirements of any organization and a stick that leads to the realization of the set goals. So it is very much useful for organizations to consider first training of employees so as to achieve the outcomes in shortest or longest term.

Bates & Holton (1995) define performance as a multi-dimensional construct, the measurement of which varies depending on a variety of factors. Performance is the accomplishment, execution, carrying out, and working out anything ordered or undertaken. Employees are looked as the back bone of all organizations and are the greatest assets of any company they create or disband the organizations picture and in the same way interfere with the organizations growth and development.

Meyer & Allen (1991) put it that in order to create the required employee's abilities, knowledge and skills such that job tasks are well performed, well organized training techniques may at the end of it all influence satisfaction motivation and commitment of employees. It is of great significance to note that employees are the backbone of any organization. No matter how big or small the organization is, employees are the true determinants of how successful or how competent an organization will turn out to be. Therefore, being with an effectively trained group of employees is a sign that the organization has the exact workforces that have received enough training and are seen as the best employees that qualify to perform their assignment in the right way.

1.1.2 Theoretical Background

The human capital theory developed by Becker & Schultz (1961) says that Training and Education are a form of investment in human beings. Training employees helps them to make great use of their knowledge; skills and abilities of the work force and this can only be achieved through training.

When the organizations invest in improving the knowledge and skills of its employees, the investment is returned in form of more productive and effective employees. Training programs maybe be focused on individual performance or team performance. The creation and

implementation of training and management development needs identified by training needs analysis so that time and money invested is linked to the mission of the organization.

1.1.3 Conceptual Background

Training can be defined as an organized process aimed at coming up with antecedents of personal performance Chiaburu and Takleab, (2005). It can also be seen as a “systematic procedure of attaining the required attitudes, knowledge, behavior abilities and skills to meet job requirements”. World Bank, (2011) puts it that Job Training is a process of assisting employees acquire knowledge and particular skills. The attained skills abilities and knowledge gained help employees in enhancing their performance at their work places helping employees gain specific skills and knowledge.

Training is normally created through planned techniques that make sure workers attain job market skills. Training is seen as a way of building employee capacity done in any organization to enhance employee performance and assist them to achieve the set goals and objective. (Jan &hashima, 2015). Training is also seen as a type of activity that is carried out to enhance employee performance and the kind of the task which is organized, systematic and their outcomes that enhance the stage of knowledge and skills that are needed and essential to carry out work efficiently (Sultan, &Irum, 2012).

Bohlander & Snell (2010), have it that Performance of employees possesses a straight relationship to the performance of all departments in an organization and achievement. Thus it important for organizations to ensure employees are motivated to perform at their highest potential.

1.1.4 Contextual Background

The issue of employee performance was a big challenge at Ruharo Mission hospital despite the numerous efforts by management to put in place measures that are aimed at improved it like workshops, seminars, mentorship (Human Resource Report 2018). Ruharo mission hospital operates as a private not for profit institution based on Christian ethical principles and part of ministry of Christ’s church.

Ruharo Mission hospital was used because it has been facing challenges in the past months emanating from low levels of performance. These have consequently made some staff members to go for dual employment, going for study leaves without authorization, inappropriate facility duty rosters and off duty guidelines continue to be a common practice at the hospital (Ministry of health, improving health service delivery 2017).

Could it be due to the fact the management was not providing proper training needed by the employees to effectively put an end to this kind of behavior at the hospital or it because of other factors? This gives significance to the concept of job training in improving employee performance.

1.2 Statement of the Problem

In order to achieve vision 2040, the government through Ministry of health has embarked on supporting private hospitals as a vehicle to drive health institutions to the middle income status by 2040 (NPA, 2016). This is observed in increased funding from 2018 financial budget where ministry of health was allocated one of the highest budgets (Ministry of finance report 2018).

Ministry of health under health service improvement scheme and joint medical stores provide training opportunities like capacity building trainings in form of ordering and serving patients, reporting, communication skills (joint medical stores annual report 2018).

Ruharo mission hospital conducts and provides training opportunities through workshops, seminars, outreaches, mentorships, guidance and counseling (Ruharo Mission Hospital staff evaluation report 2018).

However, despite all these efforts the performance of employees in the hospital is still a growing concern. Ruharo mission hospital registers high levels of dual employment, deaths as a result of inexperienced nurses attending to patients instead of doctors, (Ministry of health, improving health service delivery report, 2018). This therefore draws interest for study and this research seeks to establish the influence of job training on employee performance in private hospitals in Uganda with specific focus on Ruharo Mission Hospital. This therefore draws interest for study and this research seeks to establish the influence of job training on employee performance in Ruharo Mission Hospital.

1.3 Purpose of the Study

The purpose of this study was to determine the relationship between job training and employee Performance of private hospitals a case of Ruharo mission hospital focusing on on job training, off job training and cross cultural training.

1.4 Objectives of the Study

- i. To establish the relationship between on Job Training and Employee Performance at Ruharo mission hospital.
- ii. To assess the relationship between off Job Training and Employee Performance at Ruharo mission hospital.
- iii. To examine the relationship between cross cultural training and Employee Performance at Ruharo mission Hospital.

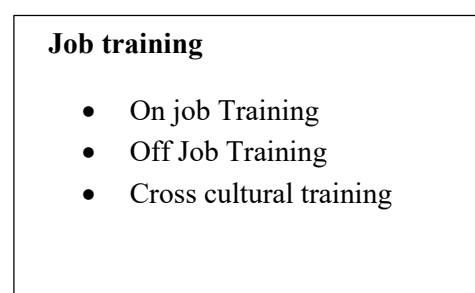
1.5 Research Questions

- i. What is the relationship between on Job Training and Employee Performance at Ruharo Mission Hospital?
- ii. What is the relationship between off Job Training and Employee Performance at Ruharo Mission Hospital?
- iii. What is the relationship between cross cultural training and Employee Performance at Ruharo Mission Hospital?

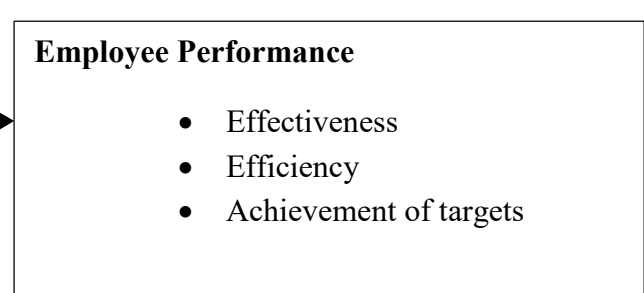
1.6 Conceptual Framework

The training components that focused on are; on job, off job, and cross cultural trainings because they are important in stimulating employee performance. The training component an organization adapts determines to a larger extent the level of employee performance in private hospitals.

Independent Variable (IV)



Dependent Variable (DV)



Source: *Altrasi (2014)* as modified by the researcher

Figure 1. Conceptual Framework on the relationship between Job Training and Employee Performance

The frame work above linked job training to employee performance. Employee performance was measured in terms efficiency, effectiveness and achievement of targets. Job training was measured in terms of on job, off job, and cross cultural training. On job training was measured looked at in terms on job rotation, mentoring and coaching. Off job training was looked at in terms of seminars, conferences and workshops. Lastly cross cultural training was looked at in terms of language abilities, beliefs, values and social systems

1.7 Significance of the Study

- i** This study might benefit private hospitals with the insights of discovering and coming up with better training techniques that increase employee performance and also add a body of knowledge for further research.
- ii** Providing knowledge to the management of Ruharo mission hospital on how to train its employees for better performance results.
- iii** Further, the hospital might benefit from this research's outcome in planning future management development schemes and assuring great employees performance by promoting the best job training technique.

1.8 Justification of the Study

The study was proposed because of the critical role training plays towards improving employee performance in private hospitals. Despite this role, most hospitals do not emphasize its contribution. The appropriateness of training adapted by the hospital management influence the level of employee efficiency, effectiveness which eventually determines the level of employee performance at the hospital.

It guides and links all other departments within the hospital and even the outside world. The contribution of training notwithstanding some hospitals operate with a few training practices where as others operate with weak human resource departments as well as underfunding the function. Now that Ruharo mission hospital is planning to gain national status, this study was really timely because such undertakings require a hospital with strong training practices together with great training techniques.

1.9 Scope of the Study

1.9.1 Content Scope

The study basically focused on determining the relationship between job training and employee performance in Ruharo mission hospital with specific focus on doctors, nursing assistants' counselors and the top management. The study focused on three dimensions of job training which include on job training subjected to nursing assistants and counselors, off job training subjected to accountant, administrative officer, clinical head, doctors, nursing assistants and counselors and cross cultural training subjected to clinical heads and doctors. The dimensions of job training included on Job training, off job training and cross cultural training as the independent variable and the dependent variable was employee performance which focused on efficiency, effectiveness and achievement of targets at Ruharo mission hospital.

1.9.2 Geographical Scope

The study was limited to private hospitals with Ruharo Mission Hospital in particular, located at Ruharo, 2 kilometers from Mbarara town on the Mbarara- Bushenyi – Fort portal high way Kamukuzi division Mbarara municipality. The hospital is being used because it is one of the private hospitals in Uganda that is sustaining reasonable employee performance over the years.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literature related Job Training and Employee Performance in hospitals. The chapter explores empirical literature regarding the influence of job training in terms of on job training, off job training, cross cultural training and employee performance.

2.1 Theoretical Review

Several theories have been advanced to address the relationship between job training and employee performance such as the theory human capital Becker (1961), social learning theory, both theories have at least been applied or used to study job training and other variables such as job stress, leadership and employee performance.

However, this particular study used the theory human capital Becker (1961), The human capital theory points out training as one of its characteristics, the theory advocates that training imparts useful knowledge and skills to employees and this increases their efficiency in the organisation (Becker, 1964). The theory emphasises that training must be part of day to day programs of the organisation so as to attain efficiency and effectiveness.

Becker & Mincer (1993) urge that human capital theory looks at training as a key player in improving both employee and organizational performance. Becker goes ahead to put it that skilled human resource has been able to attain knowledge and skills as a result of training programs through appropriate on-the job training for internal and external side of the organization for example mentorship, coaching, seminars, workshops and conferences.

Flamholtz & Lacey (1981) puts it that human capital theory suggests that employee knowledge, skills and experience are a type of capital and that results are got from the investments done by organizations to improve these attributes. Burke and Day's (1986) urges that Human capital theory encourages organizations to invest in specific training and go ahead to initiate more promotion chances to enhance employees' career path, furthermore he contends that the importance of training activities is to adjust individual capabilities as well as those of the organization

Lazear & Rosen's (1981) Tournament theory have it that an organization have to supervise employee's attitudes and behavior to make sure that they possess perfect abilities and skills that can help them to improve their career and flexible to perform all assignments at their jobs.

2.2 Conceptual Review

2.2.1 Job training

Shaheen, Naqvi & Khan, (2013) defines training as a systematic development of the knowledge, skills and behavior required by employees to do adequately on confirmed task or simply learning that is provided in order to improve performance on the present job (Amin., 2013).

Elnaga & Imra (2013) looks at training employee as programs that equip employees with professional development chances or opportunities, new knowledge and skills and information, and it can be done in different perspectives and these include off job, on job training which be done both internally and externally. Kiweewa & Asiimwe, (2014) argues that training has become popular in human resources because of its relationship with employee performance. Training concept aims at developing knowledge and skills in an organization so as to enhance employee performance and helps the organizations achieve its objectives. (Tahir, Yousafzai, Jan, & Hashim, 2014).

Sultana, Irum, Ahmed, & Mehmood, (2012) define training as a type of activity, which is planned, systematic and its results enhance the level of skills and knowledge that are necessary to perform work effectively. Azeem, Rubina, & Paracha, (2013) adds that training basically improve skills and knowledge of employees, and this in turn increase employee performance. Employees acquire solid knowledge and skills, technical skills, interpersonal as a means of perform well on their jobs effectively and efficiently and failure for these trainings leads to poor performance (Nawaz, Masoodul, & Saad, 2014).

It should be noted that training of employees doesn't stop on developing employee capability but also enhances their creativity and thinking and this helps them to make better decisions at the right time and in a manner that is productive. (Elnaga & Imran, 2011). Kiweewa & Asiimwe, (2014) puts it that employees to perform at their jobs as desired, companies or organizations has to carry out training in order to utilize their potential.

Many firms, by considering plans that will last longer, they invest in developing new knowledge and skills and enhancing employee attitudes, all these are considered and at the end of the day, employees were in position to handle and solve future uncertainties the organization is likely to face and this in turn increase employee performance (Elnaga & Imran, 2013).

Bananuka, Mukyala, & Nalukenge (2017), in studies that are in line with accounting, it's argued that when careers of their employees is not supported and motivated, it is seen as an obstacle by internal auditors and definitely it affects employees' performance. Further reports related to finance and accounts have it that the moment auditors do not get enough training; it is seen as an obstacle and this have a negative effect on the importance of performance.

Generally training activities are classed into two and they include off the job training and on job training Sultan et al. (2012) have it that on the job training is effective and leads to high level of performance which is not the case with off the job training. This is the outcome of too much exposure and this in turn improve knowledge and skills though a substitute togetherness between getting training while on the job. (Cogent Business & Management 2018)

Studies that have been done have facts that there is a powerful association between employee performance and job training. For example, training is seen as a major component of human resource management practices that influence positively the level of skills, knowledge and this in turn leads to increased level of performance by employees on their jobs, (Elnaga & Imran2013).

Trained employees don't need much supervision, and this leads to low costs because of the confidence, knowledge and skills they acquire from training and the motivation they receive (Hameed & Waheed 2011). The outcome of a much trained and well responsible workforce is that, it is able to improve the effectiveness and efficiency through their cordinal association with customers (Amin et al., 2013).

Sultan (2012) have it that training bring in benefits for the employees, and the organization by positively affecting employee performance and improving behavior, knowledge, abilities and skills.

We can therefore conclude that training improves and influences employee performance once it is done in a proper manner through a well-organized process of discovering and choosing trainees, timely programming of training activities focusing on the rope holes discovered in the fields of knowledge, abilities, skills and improvement of attitudes of the workforce.

2.2.2 Employee Performance

Employee performance is among the critical factors that contribute significantly in organizational success. Gitongu et al (2016) have it training plays a crucial role in enhancing employee performance. Thus, organizations have discovered the main reason of enhancing employee performance is through improving employee knowledge and skills through training (Anitha, 2014). Efforts towards accomplishing organizational targets are portrayed in improved organizational performance and wanting to add more efforts to keep the performance high. (Ellinger et al, 2003).

Amin et al (2013) argues that the only way training can enhance performance of employees is through a well-organized procedure of identifying and selecting trainees, making training schedules in time focusing on the rope holes discovered in the fields of abilities skills, knowledge and attitudes.

Employee performance refers to the level at which the employees are performing. It is a day today practice with the ultimate goal of improving both individual and corporate performance. Byars & Rue (2000) put it that in order to achieve the required performance level, a certain level of professionalism have to be in existence among the employees involved in performing different tasks.

Cardy (2010) looks at managers as tools that enhance and handle employee performance through discovering and planning on ways of motivating the workforce to be creative and find answers to manage and improve employee's performance and performance emphasis is put on communication. Employee performance can only be enhanced and improved through effective systems of repeated growth and development.

Cardy (2010) have it that an organization programs which are in line with its objectives, internal operations and goals with the of its outside world in most cases improves its performance need that. Most organizations come up with ways on how to handle employee performance and the main focus is on improving knowledge effectiveness and abilities in order to develop a strong organizational performance workforce.

There is evidence regarding significance influence of training activities on both organizational and employee performance (Becker 1993). Previous studies also have it that effective and well planned training result into high return on investments (Colarelli & Montei 1996). Because of high levels technological growth, organizations are now experiencing new changes as well as obstacles.

2.3 Relationship Between on Job Training and Employee Performance

Beardwell (2015) have it that job rotation, in most cases known as cross training, is among the many types of on job training and a legal effort at the top level development. Zeira (2016) looks at job rotation as the lateral change in the work force to a variety of different assignments and positions inside their work places where they are required to possess a variety of skills to handle different responsibilities and tasks

Kampkotter (2016) analyzed job rotation in a variety of angles, an example, is effects of job rotation on individual learning as well as the efforts to generate knowledge to the organization concerning the awareness and experience of employees. Previous studies have it that professional skills and knowledge come with indirect benefits to for the organization since they give management a chance to carry out flexible job schedules, copying up to new changes (Lu and Yang, 2015). Job rotation gives employees a chance to get used to performing a variety of activities and these results into high levels of flexibility and team work (Kampkotter, 2016).

In most cases, job rotation address level one the organization is on, from the employee point of view, theories in organizations advocates and encourages frequent rotation as a way of decreasing fatigue and boredom on job such that productivity is maintained and fairly the repeated rotation after normal appointment is seen as a way of placement and orientation of

employees to be backups of other employees such that the organization is equipped with a more flexible workforce and ready to distribute trained employees (Miller, 2012). Usually when rotation is prolonged, it is seen as a practice and one way of improving the use of service exposure for future growth (Latham, 2013)

Leonard (2014) says that staff performance may be similar to different factors inside the workplace, for example, knowledge, overall satisfaction and management. Increased job knowledge implies that the human resource will be more comfortable in performing their work and job and are likely to perform highly (Luis, 2011).

Job mentoring basically is a situation where a member with a lot of experience in a company or organization accepts to take up an individual involvement in the growth and development of their lower staff abilities. Knowledge has become initial capital and it improves development. Knowledge is becoming basic capital and the trigger of development. Job mentoring was previously built on and management of efficient knowledge.

Modern organizations thus utilize resources in terms of energy, time and money for long term training and growth of the organizational employees. Anthony (2011) argues that some of the things that the human resource should consider in their own training include seeking variety of assignments, tackling tough problems and asking for feedback. Organizations that repeatedly come up with knowledge, transferring it to the entire organization and putting it in place very fast in the fresh technology, come up with quality results and better services.

Armstrong (2011) stated that successful human resource trainings depend largely on conversations held in an atmosphere of trust and collaboration. And to make this happen, find a private, comfortable corner for the discussions, plenty of time, a rushed sense will not help build rapport, make it a point that any objective set are transparent and achievable and lists the upcoming stages and activities of every stage.

Nevis (2012), states that when employees are well trained, organizations can delegate responsibilities and authorities to them with full confidence of achieving organizational success.

2.4 Relationship Between off the Job Training and Employee Performance

Bediako (2012) defines off the job training as that form of takes place in an environment that is away from the workplace. Basically off the job training is designed to content the shared experiences requirements of a group of preferences to chosen employees wishes. Seminars, conferences, workshops and Lectures, are seen as primary bases of off the job training primarily based training, (Kingi, Mukulu, & Oloko, 2013), Off the job training enables employees to withdraw their essential authoritative environment for a particular department (Asaju, 2008).

Bediako (2012) urged that when training is done in a right manner, it will automatically improve the knowledge and skills of employees and they will be ready to take on responsibilities which in turn improve on performance.

Sensitivity training consists of strategies including laboratory and T-group training, communication workshops and outward board's journeys. The reason of sensitivity training is to make employees extra aware about their personal behavior and how others perceive their behavior. It also increases the contributors' recognition and recognition of the variations between them. In phrases of this type of training, small corporations of eight to fourteen those who are strangers to each other are typically grouped collectively and assisted by a teacher. For the duration of the discussion, personnel talk themselves, their feelings, and the group process (Bohlander, 2011).

2.5 Relationship Between Cross Cultural Training and Employee Performance

Harris & Brewster (1999) defines cross cultural training as an intervention designed to enhance the knowledge, skills, and competences of national activities to help them operate effectively in different environments. It can also be defined as ways/methods to prepare people for more effective interpersonal relations and job success when they interact extensively with individuals from cultures other than their own (Brislin & Yoshida, 1994). Interpersonal relationships basically aim at handling and dealing with patient

The overall determinant orientation comprises of self-assessment (managing change, dealing with stress). And cultural awareness (over all dimensions, national values and work place incidents). The specific developments also include acquiring knowledge, (work place studies

and language studies) and training in skills (case studies, area simulation and behavior modeling).

Therefore, training should put the main emphasis on knowledge of national cultures, attitudes and values.

Employees receiving cross sectional training are expected to participate in handling situations in different environments, and in turn this will give employees an opportunity to do practical and exposure and this enhance performance. Employees feel at home staying in an environment with values, attitudes that they can handle and this improves cross cultural ties and encourages employees efforts to know and recognize different cultural perspectives. (Caligiuri, Lazarova, & Tarique 2005).

In most cases, the component of cross cultural training can be carried out or sometimes can be viewed as general culture which consists of effective completion of targets or culture specific comprising of enhancing individual's effectiveness, good personal adjustments. And specific culture deals with issues to do with individual performance, and then general culture focuses providing variety of skills that are applicable to different cultures. (Thomas &Fitzsimmon, 2008)

A review on different studies show that indeed cross cultural training is paramount in improving performance, knowledge and skills of employees and improving any change in attitudes and behavior though it is believed that calculating these changing behaviors and attitudes is very hard (Kohls & Brassow 1994) in a study done by Worchel & Mitche (1972) as cited by (Bhawuk and Brislin, 1992) discovered that cross cultural training improves on knowledge and attitudes thus leading to efficiency, effectiveness and enhancing interpersonal behaviour.

Harrison, (1994) suggested that for cross cultural training to be effective, it should possess determinants that are linked to developing specific kills and orientation. The usual determinants of orientation in this case are made up of assessment of one self and these include managing change, managing stress together with cultural awareness that include dealing with job incidents and job values. The particular growth in other instances comprise of gaining knowledge language development and attitudes. Also a study done by Eschbach, Parker & Stoeberl (2001) have it that

cross cultural training is good in decreasing the time needed to enhance and attain cultural professionalism and recognition.

Some studies like study of American expatriates in Mexico (Edmund, 2002) did not find a significant relationship between cross-cultural training and performance. Related studies carried out by (Selmer 2001), and (Edmund, 2002) also did not find a significant relationship between cross cultural training and employee performance.

2.6 Literature and knowledge gap

From the above literature review, job training is of paramount importance in all organizations regardless of the firm, size, or level of growth. Job Training will have a positive impact on Ruharo Mission Hospital as can improve on the efficiency, effectiveness, achievement of targets and other opportunities.

The literature establishes that good job training results into improved knowledge and skills and it also seen as an indication of improved abilities and attitudes of employees on their jobs. The studies cited in the literature above mostly concentrate on job training and employee performance of organizations of developed countries whose strategic approaches and job training programs are not similar to those of Uganda.

Nonetheless, in Uganda, some conducted a number of researches on job training and employee performance in the contexts of Insurance companies, SMES, Communication companies For example, a study by Kasimu Sendawula and others on the contribution of training and engagement on performance in smes, also a study by Nampala Alex on the effects of human resource development and performance in airtel Uganda but no comprehensive studies have been carried out on job training and employee performance in the context of private hospitals. Therefore, this study intends to fill this gap by investigating the relationship of job training and employee performance in private hospitals Ruharo mission hospital in particular

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented the techniques and procedures that were employed while carrying out the study. The chapter includes; the research design, study population, sampling techniques, data collection methods, instruments, data quality control, data analysis and procedures, ethical consideration and study limitations.

3.1 Research Design

A research design is an approach or means of obtaining data for a specific study. It explains how the study was organized and implemented in details, (Mbabazi, & Orodho, 2007). The study followed a case study research design since this design helps the researcher to study in depth of smaller but adequately representative picture of a bigger picture. The study used both qualitative and quantitative approaches. The qualitative approach was mainly used to describe subjective assessments, analyses and interpretation of attitudes, opinions, and behaviors of the respondents as expressed verbatim from interviews and discussions (Mugenda and Mugenda, 2003). The quantitative approach helped in generating numerical data, which was statistically manipulate to meet required objectives through descriptive statistics (frequencies and percentages) and inferential statistics (Peason's correlation)

3.2 Area of the Study

The study was carried out at Ruharo mission hospital. The hospital is located at Ruharo, 2 kilometers from Mbarara town on the Mbarara- Bushenyi – Fort portal high way Kamukuzi division Mbarara municipality. The interest of using this case study was due to the variables in the study and the existence of the research problem.

3.3 Study Population

The study population was conducted at Ruharo Mission Hospital. The target population consisted of 80 respondents, 10 top level staff that involved the executive director, administrative officer, clinical head, doctors, nursing assistants and counselors. all of the above employees

receive off job training, on job training and cross cultural training at the hospital (Ruharo mission hospital provisional human resource data 2018)

3.4 Sample Size and Determination

The study used a sample size of 66 respondents where 8 of them were top level staff, 12 middle level staff and 46 lower level staff. These were selected using the purposive and simple random sampling technique. This sample size was determined using Morgan and Krejcie (1970) table for determining sample size from a given population.

Table 3. 1: Total population, Sample size, sampling technique.

Respondents	Populations	Sample Size	Sample Technique
Top level staff	10	8	Purposive
Middle level staff	15	12	Purposive
Lower level staff	55	46	Simple random
Total	80	66	

3.5 Sampling Techniques and Procedures

The study involved both probability and non-probability sampling techniques that is purposive and simple random sampling. Simple random sampling was used because it gives equal chances to all respondents in the sample (Kothari, 2004). Purposive sampling was used to select the top level staff because they were believed to be more knowledgeable about the topic under investigation by virtue of the positions they held in the hospital.

3.6 Data Sources

The data for the study was gathered from both primary and secondary sources. The primary data was obtained from management and staff of Ruharo mission hospital and this was done with the use of questionnaires and interviews. The secondary data was obtained from staff performance reports, human resource manuals. Other secondary sources include journals, articles and earlier researches on the problem.

3.7 Data Collection Methods

This study used the following data collection methods.

3.7.1 Questionnaire Method

Questionnaire is a set of data collection in which individuals are asked to respond to a standard (same) set of questions in a predetermined order. Questionnaires were self-administered to respondents and all clarifications were made by the researcher. Questionnaires were used on both middle level staff and lower level staff because of their ability to reduce any bias and the collection of authentic data important for data analysis. Amin (2005) this method is also economical in terms of time. Questionnaires are easy to fill and take less time in being administered and analyzed and each item was developed to address a specific objective and research question in the study.

3.7.2 Interview Method

Kombo & Tromp (2006) defines an interview as a method in which a researcher and research participants discuss together through question and answer in a face to face interaction. For purposes of this study, i conducted oral interviews where questions were asked face to face to top management level using open ended questions and this helped to get information and the responses written down for analysis. One of the advantages of using interviews is that they take a short period of time and more than enough information is collected.

3.8 Data Collection Instruments

The data was collected using two instruments, questionnaire and interview guides.

3.8.1 Questionnaire

In this study, a self-administered questionnaire was used. Mugenda and Mugenda (2003), it allows the researcher to collect data from a many respondents in the shortest time. The researcher used structured questionnaires with closed ended questions to collect information from the randomly sampled respondents using a Likert –scale questionnaire ranging from 1-strongly disagree to 5-strongly agree. A five Likert-scale questionnaire was used because it is easily understood and quantifiable, subjective to computation of some mathematical analysis and

responses which are very easy to a code when accumulating data since a single number represent the participants' response. And also a questionnaire increases the degree of reliability due to many items in it and higher chances of getting valid data.

3.8.2 Interview Guide

In depth interviews were conducted using the interview guide. The interview guide was semi-structured. The method enabled the researcher to collect accurate information from the respondents who were selected to participate as key informants due to huge wealth of experience and knowledge in job training and employee performance. The instrument also helped to ensure that reliable information is gathered; because it facilitated a deeper investigation in the topic under the study. It also helped the researcher to explain or clarify questions there by increasing the quality of the responses.

3.9 Validity and Reliability of Data

3.9.1 Validity

Data validity refers to the ability of research instruments to elicit the desired response from the target population (Kothari, 2004). The questionnaire was given to the supervisor to seek their opinion about the adequacy and representativeness of the instruments to ensure that it covers all the variables being measured to remove invalid items on the instrument.

Validity tests were conducted for content and criteria to test well how the tool used was representative and captured relationships between the variables as well as a concept measure (Saunders et al, 2003). Content validity was determined by first discussing the items in the instrument with the supervisors and research experts. This will be calculated using;

$$CVI = \frac{\text{agreed items by all judges as suitable}}{\text{Total Number of items being judged}}$$

$$CVI = 27/30 = 0.9$$

A total of 27 items out of 30 in the questionnaire were rated as relevant, yielding a content validity index as calculated below.

A content validity index of greater or equal to **0.7** according to Amin (2005) qualifies the study.

3.9.2 Reliability

Cohen et al (2007) argues that the reliability of a measure indicates the extent to which the measure is without bias and offer consistent results across various items in the instrument hence stability and consistency. Therefore, the reliability of the research instruments was determined by using Cronbach's Alpha. A small pilot study was conducted using the questionnaire to test for its reliability before carrying out the major study in order to ensure reliability of the instrument.

Table 3. 2: The reliability of items

Variable	Cronbach's alpha	No of items
On job training	.834	8
Off job training	.874	7
Cross cultural training	.947	7
Employee performance	.860	8

Table above shows the reliability coefficient. On job training had the most reliable items though all items in the questionnaire were reliable which implied that the instrument was reliable for use in data collection.

3.10 Procedure of Data Collection

A letter of introduction was obtained from graduate school, Kyambogo University seeking permission to conduct study. This was then presented to the management of Ruharo mission hospital seeking permission to carry out a study at the hospital. On obtaining the granted permission the researcher proceeded to make appointments with the selected respondents. Thereafter, the researcher made appointments for interviews and administered questionnaires to the respondents for the required data to be collected.

3.1.1 Measurement of Variables

The variables were measured using items adapted from existing empirical studies on dimensions of job training specifically; on job, off job, cross cultural and employee performance. Data on the respondent's views and opinions about job training and employee performance was obtained using scaled variables from a self-developed questionnaires developed after review of related literature on the topic under investigation. A five point - Likert scale of 5 = strongly agree, 4 = agree, 3 = not sure, 2 = disagree and 1 = strongly disagree will be used to tap respondents' attitudinal disposition on the study variables as suggested by Mugenda and Mugenda (2003). According to Mugenda and Mugenda (2003), the Likert type scale is the most commonly used rating scale in questionnaires.

3.1.2 Data analysis

The data to be obtained from the field was in raw form and was be cleaned, coded, and key-punched cleaned, into a computer and analyzed.

3.1.2.1 Analysis of quantitative data

The statistical package which was used for analysis of data in this study was SPSS. Different statistical techniques were used namely: descriptive and correlation analyses. The upper level of statistical significance for research question testing was at the 0.05 level of significance.

For Section A of the research study which contains demographic questionnaires, descriptive statistics like frequency counts and percentages were computed to document the demographic information of the respondents.

For research objective one, on job training and employee performance, object two, off job training and employee performance and objective three, cross cultural training and employee performance of private hospitals in Uganda, Ruharo mission hospital in particular were analyzed first by finding the preliminary results where descriptive statistic of mean and standard deviation tested to know the degree of effects of the variables and thus can be interpreted as follows:

3.26-4.00	Strongly Agree	Very Satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Unsatisfactory
1.00-1.75	Strongly Disagree	Very Unsatisfactory

And finally relationship test was done using Pearson linear coefficient correlation. Pearson Linear coefficient correlation (PLCC) analysis technique was used to determine the relationship of each objective one, on job training on employee performance, object two, off job training on employee performance and three, cross cultural training on employee performance of private hospitals, Ruharo mission hospital. The upper level of statistical significance for hypothesis testing was at 0.05 level of significance.

For examining the relationship of job training and employee performance at Ruharo mission hospital, Pearson Linear coefficient correlation (PLCC) analysis technique was used. The upper level of statistical significance for hypothesis testing was at 0.05 level of significance.

3.1.2.2 Analysis of Qualitative Data

Qualitative data was analyzed using content analysis. Responses from key informants were be grouped into recurrent issues. The recurrent issues which emerged in relation to each guiding question was be presented in the results, with selected direct quotations from participants offered as illustrations as suggested by Mugenda and Mugenda (2003).

3.1.3 Ethical Considerations

The research process was guided by sound ethical principles which include the followings: -

Voluntarism; the research team ensured that respondents were not coerced or manipulated into participating in the study. Respondents were told the purpose of the study and their consent to participate in the study was sought.

Objectivity; the research team ensured objectivity when carrying out the research any attempt to bias results was considered unethical and was therefore avoided.

Confidentiality; the respondents were assured of confidentiality and anonymity. Their names were not written anywhere in the report and the information given was only be used for academic purposes.

Respect; the research team ensured respect for the respondents. Respect was encompassed respecting the opinion of the respondents including the opinion to terminate the interview

whenever they felt uncomfortable to continue, questioning style especially for very personal and sensitive questions.

3.1.4 Limitations of the Study

(i) Some respondents were reluctant in giving information fearing that the information they gave could be used to paint a negative image on the hospital. The researcher however handled this problem by showing an introductory letter from the university to assure the respondents that the information they gave would be purely for academic purposes and would be kept confidential.

(ii) Non- response, some respondents were not willing to answer some of the questions in the questionnaire due to time factor. However, the researcher overcame this by constantly monitoring the response to make sure that they fill up the entire questionnaire without any problem.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

The study examined the relationship between job training and employee performance in private hospitals a case of Ruharo mission hospital. This chapter deals with the presentation, analysis and interpretation of the study findings. The chapter started with descriptive statistics of the study specifically, on job, off job, cross cultural training at Ruharo mission. Thereafter, the relationship between key variables of interest that is on job, off job, cross cultural and employee performance. In the last section, the correlation analysis results were presented.

4.1 Demographic Characteristics of Respondents

4.1.2 Response Rate

In this study, the sample size was 66 respondents which included the executive director, administrative officer, clinical heads, nursing assistants, counselors. a number of 62 respondents was realized yielding a 93% response rate as shown below.

	Target No	Realized No	Percentage
Questionnaire	58	58	100
Interview	8	4	50
Total	66	62	93

4.1.2 Genders of Respondents

The distribution of the respondents according to their gender is as shown in Table 1 and it shows that 35% of the respondents were male while 23% of the respondents were female. Therefore, both male and female respondents were adequately represented in the study though male respondents dominated the study.

Table 4. 1: Showing Gender of Respondents

Gender	Frequency	Percentage
Female	23	39.7
Male	35	60.3
Total	58	100.0

Source: Primary Data, 2019

4.1.3 Age of Respondents

The distribution of respondents by age is shown in table below. The table shows that 46.6% of the respondents were in the 20-30 years' age bracket while those of 31-40 years 39.7% of the respondents. The table also shows that the respondents in the 40 and above age brackets were 13.8%. This implies that the majority of the respondents who participated in the study were between 20-30 years.

Table 4. 2: Showing age of Respondents

Age category	Frequency	Percentage
20-30 years	27	46.6
31-40 years	23	39.7
Above 40 years	8	13.8
Total	58	100.0

Source: Primary Data, 2019

4.1.4 Level of Education of Respondents

The distribution of respondents by their level of education is shown in the table below. The table shows that 6.9 % of the respondents were certificate holders, diploma holders were at 36.2% while 39.8% were degree holders, masters were at 13.8% and others at 3.4%. Thus the majority of the respondents were bachelor's holders.

Table 4. 3: Showing Level of Education Respondents

Education background	Frequency	Percentage
Certificate	4	6.9
Diploma	21	36.2
Bachelors	23	39.7
Masters	8	13.8
Others	2	3.4
Total	58	100.0

Source: Primary Data, 2019

4.1.5 Term of Employment of Respondents

The distribution of respondents by their term of employment is shown in table below. The table shows 15.5% of the respondents were internship, 67.2% of respondents were on contract and 17.2% were on permanent. Thus the majority of the respondents were on contract.

Table 4. 4: Term of Employment of Respondents

Term of Employment	Frequency	Percentage
Internship staff	9	15.5
Contract staff	39	67.2
Permanent staff	10	17.2
Total	58	100.0

Source: Primary data, 2019

4.2 Relationship between on Job Training and Employee Performance at Ruharo mission hospital

In the current discussion on the job training techniques used in private hospitals in Uganda, on job training has been widely featured. Table below, present's evidence on how different employees included in the study perceived on job training.

Specifically, the evidence collected focused on eight areas namely: orientation, job rotation on meeting the changing needs, job coaching on goal reaching and future building, job rotation on

performing variety of tasks, job rotation on reducing fatigue, job mentoring on building skills, efforts at work and making work interesting.

Table 4. 5: On Job training assessment of employees at Ruharo Mission Hospital

Statements on job training	Mean	Standard Deviation
I was given orientation which gave me an opportunity to learn about the hospital.	4.69	0.503
I am given job rotation that provides me with opportunities to meet the changing needs of the workplace	4.36	0.873
I am given job coaching that helps me reach my goals and build my future	4.38	0.791
Job rotation gives me chance to get used to performing a variety of activities and these results into high levels of flexibility	4.41	0.702
I am given job rotation that reduces fatigue and boredom and this has maintained my productivity at work	4.33	0.846
I am given job mentoring which helps me to build and gain skills and knowledge that helps me to perform my tasks	4.36	0.742
Job mentoring allows me to give the best effort at work each day	4.40	0.724
I find my work interesting because of mentoring	4.43	0.624

Note: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly disagree

The study sought to determine the respondent's views on whether orientation gives opportunities in learning about the hospital. Table 4 indicates that majority of the respondents strongly agreed with a mean of (mean=4.69), implying that indeed orientation gives the highest opportunities and chances to learn about and know more about the hospital. *This finding was reinforced by one key informant interviewee who noted that "at Ruharo we cannot do without orientation because it helps to adapt faster to the job.*

The study analyzed whether job rotation provides opportunities to meet the changing needs of the workplace leads to good performance. respondents moderately agreed with a mean of

(mean=4.36) meaning that job rotation assists employees in getting opportunities that meet the changing needs of the work place

The study also examined respondents to give their views whether job coaching helps employees reach their goals and build their future leads to good performance. The study respondents also moderately agreed with a (mean=4.36) that job coaching giving a hand to employees in building their future.

The study analyzed whether job rotation gives employees a chance to perform a variety of activities and high level of flexibility results into better performance opportunities to meet the changing needs of the workplace and this question came and as the second highest with a mean of (mean=4.41) meaning that job rotation should be given first priority when training is being carried. *This is in line with respondent (4) who noted that we are always allowed to perform different tasks and assignments from different departments the hospital.*

The study analyzed whether job rotation reduces fatigue, boredom and increase productivity. Table 4 indicate that respondents moderately agreed that indeed job rotation kills boredom and reduces. This is in line with respondent with an interviewee who noted that *when i have no patients to counsel, i always go to the maternity ward and help out my colleagues attending to pregnant women to kill the boredom*

The study analyzed whether job mentoring builds and improve knowledge and skills to perform tasks. Table 4 indicates that respondents agreed that job mentoring builds and improves knowledge and skills to perform tasks with a mean=4.36.

The study analyzed whether job mentoring gives best efforts that lead to better results. Table 4 indicates respondents fairly agreed with (mean=4.40) indicating that indeed best efforts that yield good outcomes are as a result of job mentoring.

The study analyzed whether interesting work because of mentoring leads to good performance Table 4 indicates that respondents strongly agreed with (mean=4.43) that indeed job mentoring makes work interesting. This is in line with respondent with respondent (8) who noted that am in

love with my career as a dentist because of the mentorship and guidance i receive from the clinical head.

Table 4. 6: Correlation analysis on the relationship between on Job Training and Employee Performance at Ruharo mission hospital

		On Job Training	Employee Performance
On Job Training	Pearson Correlation	1	.444**
	Sig. (2-tailed)		.000
	N	58	58
Employee Performance	Pearson Correlation	.444**	1
	Sig. (2-tailed)	.000	
	N	58	58

** . Correlation is significant at the 0.01 level (2-tailed).

The above table presents findings on the relationship between on Job Training and Employee Performance using Pearson’s correlation analysis. The findings in the table revealed that there is a positive significant relationship ($r = 0.444$, $p < 0.000$) between on Job Training and Employee Performance at Ruharo mission hospital. This indicates that the training given to employees at Ruharo mission hospital significantly increases their performance.

4.3 Relationship between off Job Training and Employee Performance at Ruharo mission hospital

In the current discussion of job training techniques used in private hospitals in Uganda, off the job training has been widely featured. Table 4 below, present’s evidence on how different employees included in the study perceived off job training.

Specifically, the evidence collected focused on seven areas namely wok shops improving employee relationship, conferences equipping employees with competence, professional courses giving more knowledge, workshops giving opportunities to identify future challenges, seminars giving a chance to interact with different employees as well as pushing them to perform even when the going gets tough and enhancing job independence through lectures.

Table 4. 7: Off job training assessment of employees at Ruharo mission hospital

Statements on off job training assessment	Mean	Standard Deviation
I am given workshops that improve my relationship with my fellow employees.	4.45	0.753
I am equipped with competence from the conferences i attend and this helps me to complete my work in time	4.36	0.788
I am given professional courses which offer me opportunities to acquire new knowledge skills that i use to complete my task	4.28	0.933
I am given workshops that give an opportunity to identify future opportunities and challenges and this helps me handle those challenges	4.38	0.855
I am given seminars that give me chances to meet and interact with employees from other hospitals and this helps me to acquire more knowledge.	4.38	0.813
I am given lectures which enhances and increase my degree of job independence	4.36	0.831
I am empowered to always keep going when the going gets tough through the seminars i attend and this helps me perform difficult tasks.	4.41	0.838

Note: 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly disagree

The study sought to determine the respondent's views on whether workshops improve relationship with fellow employees. Table 4 indicates that majority of the respondents strongly agreed with a mean of (mean=4.69), implying that indeed workshops improve relationship with fellow employees at the hospital. *This finding was reinforced by one key informant who noted that I have got friends from all departments and i met all of them from the workshops the hospital offers.*

The study analyzed whether professional courses given offer opportunities to acquire new knowledge skills that is used to complete task. Respondents moderately agreed with a mean of

(mean=4.28) meaning that professional courses definitely help employees complete their tasks through the acquired knowledge and skills.

The study also examined respondents to give their views whether competence from the conferences attended helps to complete work in time. The study respondents also moderately agreed with a (mean=4.36) indicating that conferences equip employees with competence that helps them to complete work in time.

The study analyzed whether workshops give an opportunity to identify future opportunities and challenges that helps in handling challenges. The study respondents also moderately agreed with a (mean=4.38) meaning that workshops play a big role in helping employees to deal with challenges at the hospitals.

The study analyzed whether seminars that give chances to meet and interact with employees from other hospitals that helps to acquire more knowledge. Table 4 indicate that respondents moderately agreed with (mean=4.36) that indeed seminars that give chances to meet and interact with employees from other hospitals that helps to acquire more knowledge.

The study analyzed whether lectures enhances and increase degree of job independence. Table 4 indicates that respondents agreed with a (mean=4.36) that lectures enhances and increase degree of job independence of employees at the hospital.

The study analyzed whether employed are empowered to always keep going when the going gets tough through the seminars attended which helps to perform difficult tasks. This question came and as the second highest with a mean of (mean=4.41) meaning that seminars should be given first priority when training is being carried. This is in line with respondent (4) who noted that *am always encouraged by testimonies i receive from seminars and this motivates me to remain strong in performing difficult task.*

Table 4. 8: Correlation analysis on the relationship between off Job Training and Employee Performance at Ruharo mission hospital

		Off Job Training	Employee Performance
Off Job Training	Pearson Correlation	1	.586**
	Sig. (2-tailed)		.000
	N	58	58
Employee Performance	Pearson Correlation	.586**	1
	Sig. (2-tailed)	.000	
	N	58	58

** . Correlation is significant at the 0.01 level (2-tailed).

The evidence in table above clearly points out that there is a positive significant relationship ($r = 0.586$, $P < 0.000$) between off job training and employee performance at Ruharo mission hospital. This means that as employees at Ruharo mission hospital are subjected to off job training, their performance would significantly improve.

4.5 Relationship between cross cultural training and Employee Performance at Ruharo mission Hospital

In the current discussion of job training techniques used in private hospitals in Uganda, cross cultural training has been featured. Table 4 below, present's evidence on how different employees included in the study perceived cross cultural training.

Specifically, the evidence collected focused on seven areas namely; increasing team work, improving personal competences, complete involvement in work, enabling employees to be accountable and transparent, adapting to difficult situation, shaping employee behaviour as well as interacting with patients in a composed way.

Table 4. 9: Cross cultural training assessment of employees at Ruharo mission Hospital

Statements on cross cultural training assessment	Mean	Standard Deviation
I am given cross cultural training help to increase team work and this result into high level of performance	3.55	1.111
I am given cross cultural training facilitate me in improving my personal competences and this has improved my performance	3.36	1.055
Cross cultural training gives me a feeling of complete involvement in work complete my task in time	3.33	0.906
The cross cultural training i receive enables me to be accountable on my work and this makes my work transparent	3.33	0.925
The cross cultural training i receive, allows me to adapt quickly different difficult situations and this has improved my performance	3.43	0.901
I am given cross cultural training which has shaped my behaviors in a way that motivates me to perform highly	3.45	0.940
Am able to react and interact with patients in a composed way after attaining training	3.66	0.928

Note: **5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly disagree**

The study sought to determine the respondent's views on whether cross cultural training increase team work which results into high level of performance. Table 4 indicates that respondents fairly agreed with (mean=3.55) implying that cross cultural encourages teamwork among employees.

This is in line with a respondent who noted that *Most of the employees in my department are friendly and easily advice in times of hardships both at work and outside workplace.*

The study analyzed whether cross cultural training facilitate in improving personal competences which improve performance. Table 4 indicates that respondents fairly disagreed (mean=3.55) showing that cross cultural enhances.

The study also examined respondents to give their views whether cross cultural training gives a feeling of complete involvement in completing work in tasks in time increase performance. Table 4 indicates that respondents fairly disagreed (mean=3.33) meaning that feeling of complete involvement in completing work tasks.

The study sought to determine the respondent's views on whether cross cultural training gives transparent and accountability which leads to good performance. Table 4 indicates that 50% of the respondents fairly disagreed with (mean=3.33) Therefore respondents were with the view that cross cultural training gives transparent and accountability which leads to good performance.

The study analyzed whether cross cultural training allows employees to adapt quickly different difficult situations which leads to high level of performance. Table 4 indicates that respondents fairly agreed (mean=3.43). Therefore, the respondents disagreed that whether cross cultural training allows employees to adapt quickly different difficult situations which lead to high level of performance.

The study also examined respondents to give their views whether cross cultural training shapes behaviour in a way that motivates employees to perform highly. Table 4 indicates that respondents moderately disagreed (mean=3.45) meaning that cross cultural training shapes behaviour in a way that motivates employees to perform highly. *Cross cultural training should be emphasized and made a day today thing in the hospital for all employees because of the role it plays in shaping behaviour.*

The study also examined respondents to give their views whether reacting and interacting with patients in a composed way after training leads high performance. Table 4 indicates that

respondents fairly disagreed (mean=3.66). Therefore, respondents agreed that reacting and interacting with patients in a composed way after training leads high performance

Table 4. 10: Correlation analysis on the relationship between cross cultural training and Employee Performance at Ruharo mission Hospital

		Cross cultural training	Employee Performance
Cross cultural training	Pearson Correlation	1	.049
	Sig. (2-tailed)		.716
	N	58	58
Employee Performance	Pearson Correlation	.049	1
	Sig. (2-tailed)	.716	
	N	58	58

It is observed from table above that there is a positive insignificant relationship ($r= 0.049$, $p>0.716$) between cross cultural training and employee performance. The findings imply that the cross cultural training given to employees at Ruharo mission Hospital has nothing to do with their performance. The study also reveals that an increase in performance of employees at Ruharo mission Hospital is not significantly influenced by cross cultural training.

Employee performance assessment at Ruharo mission Hospital

Statements on Employee performance assessment	Mean	Standard Deviation
My performance is evaluated prior and after training and compared in order to evaluate the impact of training	4.55	0.680
Am able to meet my performance targets due to the training I receive	4.52	0.655
I have improved my performance and mastered my skills after the repetition of the content of the training courses.	4.52	0.800
My hospital provides adequate growth opportunities for those who perform well	4.34	0.890
I am innovative and creative because of the training I receive and this has helped me to improve my performance at work	4.26	0.739
My performance has improved because of the technical knowledge and skills I receive from training	4.38	0.791
My skills are enhanced through training and this has helped me to contribute positively to performance	4.45	0.680
I receive proper feedback on how am performing	4.47	0.627

Note: 5=Strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly disagree

The study sought to determine the respondent's views on whether there is an impact on evaluating performance before and after training. Table 4 indicates that respondents strongly agreed with (mean=4.55) implying that there is a high improvement in performance. Therefore, majority of the respondents were with the view that there is an impact on evaluating performance before and after training

The study analyzed whether employees are able to meet their targets after training. Table 4 indicates that respondents moderately agreed with (mean=4.52) implying that indeed training plays a big role in assisting employees in meeting their targets.

The study also examined respondents to give their views whether training improves and helps to master skills and increase performance and respondents agreed (mean=4.52) meaning that it is very true that training improves and helps to master skills and increase performance.

The study sought to determine the respondent's views on whether they are provided with adequate growth opportunities for those who perform well after training. Table 4 indicates that respondents agreed with (mean=4.34) meaning that training help them to attain growth and opportunities.

The study analyzed whether respondents are innovative and creative after training. Table 4 indicates that respondents strongly agreed with (mean=4.26) indicating that generally training encourages innovative and creative among employee.

The study also examined respondents to give their views whether they receive technical knowledge and skills after training. Table 4 indicates that respondents fairly agreed (mean=4.38) implying that s that it obvious training increases employees' technical knowledge and skills.

The study also examined respondents to give their views whether their skills are enhanced after due to training. Table 4 indicates that respondents strongly agreed with (mean=4.45) proving that training enhances skills of employees at Ruharo mission hospital.

The study also examined respondents to give their views on whether they receive proper feedback on how they are performing as a result of training. Table 4 indicates that 30% of the respondents strongly agreed with (mean=4.47) implying that indeed employees receive feedback on how they are performing which is a good habit that encourages employees to check their weaknesses and strength.

4.3 The relationship between on job training, off job training, cross cultural training and employee performance.

A correlation analysis was carried out in order to investigate the relationship between the construct of job training that is on job training, off job training, cross-sectional, and employee performance. These investigations were carried out to also achieve the objectives of the study. Table 9 shows the relationships between the variables based on Pearson coefficient statistic.

Table 4. 11: Pearson's Product Moment correlation analysis relationship between study variables

Variables	1	2	3	4
On-job training (1)	1			
Off-job training (2)	.672**	1		
Cross- sectional (3)	.314*	.313*	1	
Employee performance (4)	.444**	.586**	.049	1

N=58, *P<0.05, **P<0.01

4.4 Relationship between On job training and employee performance at Ruharo mission hospital.

The first objective of the study was to examine whether there is a relationship between on job and employee performance Ruharo mission hospital. To achieve this objective, the researcher applied Pearson's Product Moment Correlation

The table above presents the findings on the relationship between on job training and employee performance at Ruharo mission hospital using Pearson Product Moment Correlation. The table presents findings on the relationship between on Job Training and Employee Performance using Pearson's correlation analysis. The findings in the table revealed that there is a moderate positive significant relationship ($r = 0.444$, $p < 0.000$) between on Job Training and Employee Performance at Ruharo mission hospital. This indicates that the training given to employees at Ruharo mission hospital significantly increases their performance.

4.3.1 Relationship between off job training and employee performance at Ruharo mission hospital.

The second objective of the study was to describe whether there is a relationship between off job and employee performance Ruharo mission hospital. To achieve this objective, the researcher applied Pearson's Product Moment Correlation. The evidence from the findings clearly points out that there is a moderate positive significant relationship ($r = 0.586$, $P < 0.000$) between off job training and employee performance at Ruharo mission hospital. This means that as employees at Ruharo mission hospital are subjected to off job training, their performance would significantly improve.

4.1.4 Relationship between cross cultural training and employee performance

The table above presents the findings on the relationship between cross cultural training and employee performance at Ruharo mission hospital using Pearson Product Moment Correlation.

It is observed from the table above that there is a positive insignificant relationship ($r = 0.049$, $p > 0.716$) between cross cultural training and employee performance. The findings imply that the cross-cultural training given to employees at Ruharo mission Hospital has nothing to do with their performance. The study also reveals that an increase in performance of employees at Ruharo mission Hospital is not significantly influenced by cross cultural training.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

In the earlier chapter the evidence regarding job training and employee performance was reported. The first section gives the discussion of evidence related to the relationship between variables. This was followed by the discussion of the conclusions which are drawn in view of the discussion under each objective as well as recommendations for improvement as well as suggesting future study. The study results indicate that training significantly influence employee performance at Ruharo mission hospital as shown in the correlation analysis.

5.2 Discussions

5.2.1 The relationship between on job training and employee performance in Ruharo mission hospital.

It was established that there is a positive significant relationship ($r = 0.444$, $p < 0.000$) between on Job Training and Employee Performance at Ruharo mission hospital.

The study findings revealed that majority of the respondents strongly agreed with a mean of (mean=4.69), that indeed orientation gives the highest opportunities and chances to learn about and know more about the hospital. This finding was in line with (Latham, 2013) who puts it that frequent fair rotation after usual appointment is viewed as a path of orientation and placement of employees to be backups of their colleagues which promotes a flexible workforce for managers and in most cases when rotation is method of adjusting the value service of exposure for career growth. Miller, (2012) who looks at job rotation as one way of addressing organizational level from employee point of view, many theories in the field of organization encourages and advocates for repeated rotation of employees as a way of reducing on job boredom and fatigue so as efficiency and productivity remains,

Davis (2013) who noted that training is essential in ensuring improved performance of employees. He adds that without on- the job training, employee performance targets and objectives cannot be attained. Dima (2011) too concur with the findings arguing that training

enhances employee's capabilities and performance at work. He goes ahead to state it that that a well-trained employee, is likely to change things at work and also, he/she engages in all organizational activities. Employees are the backbone of all organizations and a basis of employee performance. He adds that the results training assignments should be given to all employees who join the organization because this feedback greatly affects their performance Armstrong (2014).

The study analyzed whether job rotation gives employees a chance to perform a variety of activities and high level of flexibility results into better performance opportunities to meet the changing needs of the workplace and this question came and as the second highest with a mean of (mean=4.41) meaning that job rotation should be given first priority when training is being carried. Beardwell (2015) have it that job rotation, in most cases known as cross training, is among the many types of on job training and a legal effort at the top-level development. (Zeira, 2016) defines Job rotation as the lateral transfer of employees among a number of different positions and tasks within the job where each requires different skills and responsibilities. Kampkotter, (2016) looked at job rotation a variety of angles, an example, is effects of job rotation on individual studying as well as the hard work to acquire knowledge and skills needed in the organization. Employees acquire a variety of skills and perform each task for a specified time period. Job rotation allows employees to gain experience in various stages of the hospital and still broaden their perspective.

The study analyzed whether job mentoring makes work interesting and findings indicates that respondents strongly agreed with (mean=4.43) that indeed job mentoring makes work interesting. This finding is in line with (Chadan 2011) argument which points it out that mentoring employees makes work interesting gives him or a chance to work effectively with limited supervision. He goes ahead to agree with the findings that job mentoring if possible should become part and partial to all employees for as longer as they are working.

Job mentoring is looked ay player in attaining fundamentals in making sure that performance of employees improves (Baron, 2012) He goes ahead to put it that when employees are not well mentored, their performance levels will be low and it will be difficult to improve. also job mentoring is said to be one of the ways in enhancing employee capabilities and performance and

this equips them with skills to change and handle challenges faced in all organizational activities (Sheen 2011).

5.2.2 The relationship between off job training and employee performance

The findings clearly point out that there is a positive significant relationship ($r = 0.586$, $P < 0.000$) between off job training and employee performance at Ruharo mission hospital implying that an increase in off job training at Ruharo will significantly increase the level of performance of employees.

The study findings further revealed that majority of the respondents strongly agreed with a mean of (mean=4.69), that indeed workshops improve relationship with fellow employees at the hospital. This finding is in line with Nawaz et al. (2014), who argued that in the training process, employees acquire technical skills, interpersonal skills and solid knowledge in order to perform their jobs efficiently and effectively at the workplace. Aguinis & Kraiger (2009) found out that the external programs are not always ineffective. In some cases, they are better than the internal training programs since they impart new and essential knowledge/skills that an organization may not have information about.

On the other hand, Elnaga & Imran (2013) argues that job training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in a more productive manner while Amin et al. (2013) believes that training enables employees to deal with the customer in an effective manner and respond to their complaints in a timely manner. Therefore, most of the previous studies provide evidence that there is a strong positive relationship between training and employee performance.

Elnaga and Imran (2013) established that job training is one of the vital human resource management practices that positively affect the quality of the worker's knowledge and skills and this result in higher employee performance on the job. However, Amin et al. (2013) and Sultan et al. (2012) argued that job training improves employee performance only when it is properly done; through proper identification and selection of trainees, timely scheduling of trainings and based on the gaps identified in the areas of knowledge, skills, abilities and change of attitude of the concerned staff. By so doing, training generates benefits for the employee, as well as for the

organization by positively influencing employee performance through the development of employee knowledge, skills, ability and behavior

5.2.3 The relation between cross cultural training and employee performance

It is observed that there is a positive insignificant relationship ($r= 0.049$, $p>0.716$) between cross cultural training and employee performance

The study sought to determine the respondent's views on whether cross cultural training increase team work which results into high level of performance. Table 4 indicates that respondents agreed with (mean=3.55) implying that cross cultural encourages teamwork among employees. the this finding is in line with (Pusch 1981) who puts that Cross-cultural training aims at enabling participants to develop the awareness, knowledge and skills required to be culturally competent in cross-cultural situations.

As with any form of training, cross-cultural training, to be effective, must meet its intended objectives, include some measure of this attainment, actively involve the adult learner and be based on a model or theory of culture that is linked to the objectives.

The study also revealed that respondents moderately agreed (mean=3.45) meaning that cross cultural training shapes behaviour in a way that motivates employees to perform highly.

A review of several studies indicates that cross-cultural training seems to be effective in enhancing knowledge and satisfaction, but is much less effective in changing behaviour and attitudes, although it is acknowledged that measuring such changes is difficult (Kohls & Brassow 1994).

5.3 Conclusion

This research aimed to find out the contribution of training and employee performance using evidence from Ruharo mission hospital. This was achieved through a questionnaire survey of 58 health workers from Ruharo mission hospital. The study results indicate that training is a significant predictor of employee performance at Ruharo mission hospital as shown in the correlation analysis results.

The results indicate that there is a significant positive relationship between on job, off job training and employee performance, which implies that a change in training in terms off the job and on the job training would cause a change in employee performance in terms efficiency, effectiveness and achievement targets. Therefore, a decline improvement in training would cause a significant decline or improvement in employee performance at Ruharo mission hospital. The results further indicate a positive association between (1) on job training and employee performance and (2) off job and employee performance and a partial weak relationship between cross cultural training and employee performance.

Since the research findings show that there is as significant positive relationship between on job and off job training and employee performance, managers should not develop policies, procedures and take decisions in isolation of on and off job training. Off the job training was found out to be more associated to employee performance as compared to on the job training. Therefore, in case the hospital wish to train employees they should give off the job training the first priority.

5.4 Recommendation

Ruharo mission hospital sponsors its employees for further studies out the hospital but i would recommend the hospital to invest a lot in training programs like workshops, frequent conferences so that employees are able to perform their work and improve their skills and add on to their knowledge thus will be equipped in performing their role at the hospital without getting study leaves to study far away from the hospital.

In the same way, the hospital can develop an elaborate training policy framework and schedule to allow doctors exercise sufficient coaching and mentoring training programmes for nursing assistants and counselors within the hospital.

The study adds to the growing body of research and literature that emphasizes the importance of training on employee performance at workplace. There is need for private hospitals to challenge existing patterns of thinking that view training of employees as liabilities amidst financial turbulence and instead recognize employee training as worthwhile investment.

5.5 Area for Further Research

Future researchers may wish to conduct purely interviews to ascertain the determinants of employee performance.

Also, given that this study concentrated on Ruharo mission hospital, there is need for further research in other sectors within and outside Uganda especially among government hospitals to ensure strong empirical conclusions on how job training influence employee performance.

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SURVEY QUESTIONNAIRE

Dear respondent,

This is an academic study investigating job training and employee performance in Ugandan private hospitals. This study is carried out under supervision of Department of Management Science, School of Management and Entrepreneurship, Kyambogo University.

The researcher kindly requests you to share your experience and knowledge in this study. The information you share will be treated with utmost confidentiality and only used for this study purposes. You are kindly requested to spare some time and respond to the questions below. Should you require any additional information or wish to receive the findings for the study please contact the researcher on the following address or contacts?

Tel: 0702286327/0780289836

Email: kapophia917@gmail.com

SECTION A

DEMOGRAPHIC FEATURES (Please tick the appropriate answer)

Gender

() Female

() Male

Age

() Below 20 years

() 20-30 years

() 31-40 years

() Above 40 years

Education background

() Certificate

() Diploma

() Bachelors

() Masters

() PhD

Other's (Please specify)

Term of Employment

- () Internship staff
() Contract staff
() Permanent staff

SECTION B: ON JOB TRAINING ASSESSMENT

Please respond to the following statements by indicating the extent to which you agree or disagree as per the given choices

		5	4	3	2	1
Code	ON JOB TRAINING ASSESSMENT	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
T1	I was given orientation which gave me an opportunity to learn about the hospital.					
T2	I am given job rotation that provides me with opportunities to meet the changing needs of the workplace					
T3	I am given job coaching that helps me reach my goals and build my future					
T4	Job rotation gives me chance to get used to performing a variety of activities and these results into high levels of flexibility					
T5	I am given job rotation that reduces fatigue and boredom and this has maintained my productivity at work					
T6	I am given job mentoring which helps me to build and gain skills and knowledge that helps me to perform my tasks					

T7	Job mentoring allows me to give the best effort at work each day					
T8	I find my work interesting because of mentoring					

SECTION C: OFF JOB TRAINING ASSESSMENT

Please respond to the following statements by indicating the extent to which you agree or disagree as per the given choices

		5	4	3	2	1
	OFF JOB TRAINING ASSESSMENT	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
T9	I am given workshops that improve my relationship with my fellow employees					
T10	I am equipped with competence from the conferences i attend and this helps me to complete my work in time					
T11	I am given professional courses which offer me opportunities to acquire new knowledge skills that i use to complete my task					
T12	I am given workshops that give an opportunity to identify future opportunities and challenges and this helps me handle those challenges					
T13	I am given seminars that give me chances to meet and interact with employees from other hospitals and this helps me to acquire more knowledge.					

T14	I am given lectures which enhances and increase my degree of job independence					
T15	I am empowered to always keep going when the going gets tough through the seminars i attend and this helps me perform difficult tasks.					

SECTION D: CROSS CULTURAL TRAINING ASSESSMENT

Please respond to the following statements by indicating the extent to which you agree or disagree as per the given choices

		5	4	3	2	1
	CROSS CULTURAL TRAINING ASSESSMENT	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
T16	I am given cross cultural training help to increase team work and this result into high level of performance					
T17	I am given cross cultural training facilitate me in improving my personal competences and this has improved my performance					
T18	Cross cultural training gives me a feeling of complete involvement in work complete my task in time					
T19	The cross cultural training i receive enables me to be accountable on my work and this makes my work transparent					

T20	The cross cultural training i receive, allows me to adapt quickly different difficult situations and this has improved my performance					
T22	I am given cross cultural training which has shaped my behaviors in a way that motivates me to perform highly					
T23	Am able to react and interact with patients in a composed way after attaining training					

SECTION D: EMPLOYEE PERFORMANCE ASSESSMENT

Please respond to the following statements by indicating the extent to which you agree or disagree as per the given choices

		5	4	3	2	1
Code	EMPLOYEE PERFORMANCE ASSESSMENT	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
EP1	My performance is evaluated prior and after training and compared in order to evaluate the impact of training					
EP2	Am able to meet my performance targets due to the training I receive					
EP3	I have improved my performance and mastered my skills after the repetition of the content of the training courses.					
EP4	My hospital provides adequate growth opportunities for those who perform well					

EP5	I am innovative and creative because of the training I receive and this has helped me to improve my performance at work					
EP6	My performance has improved because of the technical knowledge and skills I receive from training					
EP7	My skills are enhanced through training and this has helped me to contribute positively to performance					
EP8	I receive proper feedback on how am performing					

INTERVIEW GUIDE

For the executive director, assistant executive director human resource officer who are involved in the top management of the hospital.

Please answer the following statements as understood or practiced by you.

1. In your own understanding, explain job training as used by you and your hospital.....
2. Briefly state any job training techniques employed by you.
3. (a) Is there on job training at Ruharo Mission Hospital?
(b) If yes how relevant is it?
4. (a) Is there off job training at Ruharo Mission Hospital?
(b) If yes, how has it impacted?
5. (a) Is there cross cultural training at Ruharo Mission Hospital?
(b) If yes how relevant is it?
6. (a) within one hour, how many patients can you handle or attend to?
(b) How do you think employee performance can be improved can be improved in this hospital?
7. (a) Do you think employee performance is based on the job training techniques they receive?
(b) Why?
8. (b) What kind of job training techniques would you recommend for this college?
(b) Why?

Thank you so much for your cooperation

APPENDIX III: TABLE FOR SAMPLE SIZE DETERMINATION

Population size	Sample size	Population size	Sample size	Population size	Sample size
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364

120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

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