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The effects of training on organizational performance of Plan International Uganda

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Abstract

The study assessed the effects of training on organizational performance of plan international Uganda. The study specifically, examined the different training programs, effects of training on construction of houses and on delivery of education services. The study adopted cross sectional survey design. Data was collected from the organization's staff using a questionnaire and interview guide. From the results it was revealed that the main training programs provided by the organization are training of primary school teachers, vocational training, farming techniques, child advocacy, safe motherhood and promotion of hygiene. It was revealed that the nature of training given to staff members significantly contribute to the performance of the organization in various perspectives. Training has facilitated the provision of education services to children, provision of housing and sanitation services to the community. Training influences the mode of delivery of education, housing and sanitation services to the beneficiaries though the number of beneficiaries is still low. It is recommended that there is a need to source for more funds so as to involve more employees in the training programs in order to reach out to more members of the community.

Key words: Training, Organizational performance, Training programs

Introduction

The study examines the effects of training on organizational performance of plan international Uganda. Training is a process through which skills, knowledge and competence are acquired through organized learning. It is also perceived as an attempt to increase managerial effectiveness through a planned and deliberate learning process (Woodall and Winstanley, 2008). The paper presents the background to the study, problem statement, objectives, research questions, conceptual framework, literature review, methods used, findings, discussion of findings, conclusions and recommendations.

Background

Training is a process through which skills, knowledge and competence are acquired through organized learning. It is also perceived as an attempt to increase managerial effectiveness through a planned and deliberate learning process (Woodall and Winstanley, 2008).

The importance of training to an organization includes improvements in productivity of its employees through acquisition of new skills and knowledge, sustained competitive advantage, and ultimately improved organizational image.

This realization has led organizations in Uganda to invest considerable resources into programs that encourage management and employee training (Patton, et al, 2008; Lattimore, et al, 2009).

Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah 2010, Guest, 2013). Moreover, other studies for example one by Swart et al. (2015) elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employee performance.

According to Swart et al., (2015), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It is always so that employees possess a certain amount of knowledge related to different jobs. However, it is important to note that this is not enough and employees need to constantly adapt to new requirements of job performance. In other words, organizations need to have continuous policies of training and retaining of employees and thus not to wait for occurrences of skill and performance gaps (Harrison, 2010).

Theoretical and Conceptual Framework

The study examines the effects of training on organizational performance of plan international Uganda.
The benefits of training are that it is a powerful agent to development of capabilities of employees that enhance growth and achievement of core objectives of the organization (Cosh, et al, 2008). On another hand, organizational performance is defined as the undertaking of activities of an organization in a clearly defined framework (Lattimore, et al, 2009). This definition underlines not only the activities of the organization, but also the services it provides.

According to training survey carried out by PIIA Consultants for Plan International (2008), out of a total of 16 training programs, only 3 training programs fully cover the training requirements of the organization. Also, training needs assessment of the employees is not carried out before training sessions are held. Furthermore, training in Plan International is bogged down with favoritism whereby some employees get frequent training opportunities at the expense of others. To improve on its performance, the organization has put in place training programs to impart knowledge and skills in its employees to improve on its service delivery. These include among others; vocational training, training of primary teachers who teach in primary schools owned by the organization. Others include training in agricultural techniques, child advocacy, malaria control programs and safe motherhood.

Statement of the problem

Despite the importance of training in increasing the productivity of employees in an organization, training in Plan International is not appropriately carried out. Plan International does not have a formal training policy that guides the training activities of this organization. In the same way, the existing training programs do not adequately cater for the needs of the employees in Plan International. According to training survey carried out by PIIA Consultants for: Plan International. (2008), out of a total of 16 training programs, only 3 training programs fully cover the training requirements of the organization. Also, training needs assessment of the employees is not carried out before employee training programs are held. Furthermore, training is hampered by favoritism whereby some employees get frequent training opportunities than others. According to Plan International Annual Report (2008), out of total number of 461 employees, only 39 employees receive regular training opportunities.

The implications of these training misgivings are that employees of Plan International are lacking adequate

skills and knowledge to provide the required services to the orphans and widows. Consequently as in time with right beneficiaries thereby affecting the performance of the organization. The researcher saw it imminent to undertake this study of the effects of training on organizational performance.

Objectives of the study

- Examine the aspects of training programs undertaken by Plan International.
- Analyze the effects of training on construction of houses for children and widows in.
- Assess the effects of training on provision of education services to children in Uganda.

Research questions

- What are the aspects of training programs undertaken by Plan International?
- What are the effects of training on construction of houses for children and widows in Uganda?
- What are the effects of training on provision of education services to children in Uganda?

Conceptual Framework



Source: *Researcher's own*

In the conceptual framework, employee training was considered as an independent variable and affects the dependent variable organizational performance. The independent variable employee training was looked at in terms of skills development, knowledge training acquisition and competence enhancement. These aspects affect the performance of the institution whereby they affect the number of beneficiaries that get education services provided by the organisation, number of houses provided to vulnerable children as well as the number of community members trained in maintaining the sanitation and hygiene in the community. However it is not only training that affect organizational performance but there are other intervening factors which include availability of resources for the organization, work culture, organizational policies, employee motivation, organization leadership and competition. The paper presents the background to the study, problem statement, objectives, research questions, conceptual framework, literature review, methods used, findings, discussion of findings, conclusions and recommendations.

Literature Review

Training and Organizational Performance

Wright & Geroy (2011) explain that organizational performance and employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

There has been a general resistance to investment in training in organizations until recently because of the presumption that employees hired under a merit system are qualified and trained for their jobs (Okotoni and Erero, 2015). It was further assumed that if that was not the case then it means that initial selection of

personnel was faulty (Stahl, 2016). This assumption no longer holds as the need for training became evident in all sectors (Okotoni and Erero, 2015). Training offers a way of developing skills, enhancing productivity and quality of work, and building worker loyalty to the firm.

Training has become the Holy Grail to some organizations, an evidence of how much the management truly cares about its workforce (Hamid, 2011). Hamid (2011) went further to say that the effectiveness with which organizations manage, develop, motivate, involve and engage the willing contribution of those who work in them is a key determinant of how well these organizations perform.

The importance of training has become more obvious given the growing complexity of the work environment, the rapid change in organizations and technological advancement which further necessitates the need for training and development of employees to meet the challenges. Training helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to changing conditions (Jones, George and Hill, 2010). Similarly, training helps improve quality, customer satisfaction, productivity, morale, management succession, business development, profitability and organizational performance.

Usually, before training programs are organized efforts are made through individuals and organization's appraisals to identify the training needs (Olaniyan & Ojo, 2008). After the training programs, an evaluation is carried out to ascertain the effectiveness of the programs in line with the need, which had been identified (Olaniyan & Ojo, 2008). The essence of evaluation is to know the extent to which the training has positively affected the employee's productivity. Organization's development follows the development of individual who form the organization. It therefore follows that no organization becomes effective and efficient until the employee has acquired and applied the required skills and knowledge.

Smith (2010) opines that training motivates employee and make them more productive and innovative. Smith asserts further that the reasons why training makes sense include, well trained employees are more capable and willing to assume more control over their jobs; they need less supervision, with free management for other tasks; employees are more capable to answer questions from customers which enhances customer loyalty. Furthermore, employees who understand their job, complain less, are more satisfied and more motivated and thus improve management-employee relationships. The opportunity to continue to grow and develop through training and development is one of the most important factors in employee motivation (Heathfield, 2011).

Methods of Training

Coaching involves having the more experienced employees coach the less experienced employees (Devanna, Fombrun & Tichy 2014). It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building (Torrington et al. 2015). The practice is often applied to newly recruited graduates in the organization by being attached to mentor who might be their immediate managers or another senior manager. This however does not imply that older employees are excluded from this training and development method but it is mainly emphasized for the newly employed persons within the organization (Torrington et al, 2015).

Orientation is another training and development method. This involves getting new employees familiarized and trained on the new job within an organization. During this process, they are exposed to different undertakings for example the nature of their new work, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization. They are further given a general overview of the organizational working environment including for example working systems, technology, and office layout, briefed about the existing organizational culture, health and safety issues, working conditions, processes and procedures (McCourt & Eldridge 2013).

Conferences are a training and development method that involves presentations by more than one person to a wide audience. It is more cost effective as a group of employees are trained on a particular topic all at the same time in large audiences. This method is however disadvantageous because it is not easy to ensure that all individual trainees understand the topic at hand as a whole; not all trainees follow at the same pace during the training sessions; focus may go to particular trainees who may seem to understand faster than others and thus leading tot under training other individuals (McCourt & Eldridge 2013).

Role playing involves training and development techniques that attempt to capture and bring forth decision making situations to the employee being trained. In other words, the method allows employees to act out work scenarios. It involves the presentation of problems and solutions for example in an organization setting for discussion. Trainees are provided with some information related to the description of the roles, concerns, objectives, responsibilities, emotions, and many more. Following is provision of a general description of the situation and the problem they face. The trainees are there after required to act out their roles. This method is more effective when carried out under stress-free or alternatively minimal-stress environments so as to facilitate easier learning. It is a very effective training method for a wide ranges of employees for example those in sales or customer service area, management and support employees (Kenney et al, 2012).

Aspects of Training Programs

Training is generally regarded as a process through which managers' capacity to perform is developed. Dessler (2003) considered management training as any attempt to improve current or future managerial performance by imparting knowledge, changing attitudes, or increasing skills. Woodall and Winstanley, (2008) explain that training is perceived as an attempt to increase managerial effectiveness through a planned and deliberate learning process.

It benefits individuals by gaining greater intrinsic or extrinsic job satisfaction, motivation and enhancing feeling of belonging to the organisation. To the organization: improving employees performance and productivity; shorter learning time which leads to employee being on line more quickly; decrease in wastage; fewer accidents; less absenteeism, lower turnover and greater customer or client satisfaction (Buckley and Caple, 2003). Jagenu (2000) acknowledged that training should help people grow within the organization. It should also improve the individual, team and corporate performance to respond to rapid changes in environment, and increase the motivation and commitment of staff.

Effects of training

Understanding the phenomenon of employee training and development requires understanding of all the changes that the place as a result of learning. To preserve its obtained positions and increase competitive advantage, the organization needs to be able to create new knowledge, and not only to rely solely on utilization of the existing training opportunities but also the lifelong teaching (Lorenz et al, 2006).

Continuous employee training and development has a significant role in the development of individual and organizational performance. The strategic procedure of employee training and development needs to encourage creativity, ensure inventiveness and shape the entire organizational knowledge that provides the organization with uniqueness and differentiates it from the others. Education is no longer the duty and privilege of those in higher positions and skilled labor, but it is becoming the duty and need of everyone. Most of the organizations invest 3 to 5% of their revenue into education of their staff. It is estimated that the organizations that desire to keep the pace with changes need to provide their employees with 2% of total annual fund of working hours for training and education (White et al, 2003).

Employee training and development does not imply only obtaining new knowledge, abilities and skills, but also the possibility to promote entrepreneurship, introduce employees to changes, encourage the changes of their attitude, introduce the employees to important organizational decisions and involve them actively in the

process of decision making. The most wanted resources are the people with particular knowledge, skills and abilities (Delery & Shaw, 2002).

According to Armstrong (2003) management training contributes to organizational success by helping the organization to grow the managers it requires to meet its present and future needs. It improves managers' performance, gives them development opportunities, and provides for management succession. The need to train managers should not be over looked. Harrison (1997) observed that the purpose of management training is to develop human potential to assist organizations and individuals to achieve their objectives. Aswathappa, (2002) argued that training programs help remove performance deficiency in employees.

Laplagne and Benstead (1999) observed that training can lead to an increase in quality of labor, by equipping managers with greater skills and knowledge. Training is more prevalent in workplaces experiencing strong labor productivity growth and that if workplaces are disaggregated based on their efficiency, training emerges as an effective strategy for less efficient workplace to 'catch up' with competitors. Aswathappa, (1997), explained that training programs help remove performance deficiencies particularly when the deficiency is caused by lack of motivation to perform or when supervisors and peers are supportive of the desired behaviors.

Training mangers will enhance building of capacity resulting in improved performance of an organization. The capacity of an organization to achieve its business strategies in the light of the critical success factors for the business depends largely on the capability of its managers as developed within the organization to meet its particular demands and circumstances (Armstrong 2003).

Intervening Variables

Availability of Resources

There is a significant relationship between organizational resources, capabilities, systems and organizational performance (Phusavat & Kanchana, 2007; Sirmon, Hitt, & Ireland, 2007). In addition, organizational capabilities are a vital cog in the relationships among organisational resources and competitive advantage because organizational capabilities enhance the resource elements towards attaining competitive advantage that is key for its performance (Sreenivasan, & Loong, 2016). Therefore, organizational resources, capabilities and systems have a lot to explain with significant assurance the level of competitive advantage (Wiklund & Shepherd, 2013).

Certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage, which eventually leads to superior organizational performance (Miller & Ross, 2013; Morgan et al., 2014). In the same context, Morgan et al. (2014) categorized resources as tangible resources, (namely human, physical, organizational and financial), and intangible resources, (namely reputational, regulatory, positional, functional, social and cultural). Out of the categories of resources cited above, human resources (Adner & Helfat, 2013; Datta, Guthrie, & Wright, 2015) and intangible resources (Makadok, 2011) are deemed to be the more important and critical ones in attaining and sustaining a competitive advantage position because of their natures, which are not only valuable but also hard-to-copy relative to the other types of tangible resources (physical and financial). In short, conceptually and empirically, resources are the foundation for attaining and sustaining competitive advantage and eventually superior organizational performance.

Financial resources such as cash-in-hand, bank deposits and or savings and financial capital also help organizational performance (Morgan et al., 2014). Human resources such as top and middle management, and administrative and production employees were also able to elucidate the extent of organizational competitive advantage and the resulting organizational performance (Adner & Helfat, 2013; Morgan et al., 2014; Datta et al., 2015).

Culture

Cultivating a strong culture in which members agree and feel intensity about norms as a potential path to aligning employees with an organization's strategic priorities (Tushman & O'Reilly, 2012). Consensus and intensity about certain norms increase a group's efficiency and free members to concentrate on non-routine challenges (Hackman & Wageman, 2015). The existence of strong group norms and their predictable enforcement can increase a group's felt distinctiveness, commitment, and longevity (Rucker, Polifroni, Tetlock, & Scott, 2014).

On the other hand, some have been skeptical of the notion that a strong culture boosts performance, particularly in dynamic environments. Most notably, Sørensen (2012) found that strong-culture firms gained an advantage in static environments through greater reliability in bottom-line financial outcomes, but that having a strong culture was associated with less reliable and ultimately weaker financial results when operating in turbulent environments.

Sørensen (2012) theorized that strong cultures lead to consistency in performance by increasing employee consensus and willingness to endorse organizational goals, reducing uncertainty through goal clarity, and increasing motivation. Further, he argued that this social control leads to greater consistency and reliability in performance. But, in volatile environments, those in which technology and macro-economic conditions are changing rapidly, he found that the very consistency that boosted firm performance in static environments appeared to constrain a firm's ability to adapt to new strategic challenges and reduced its performance.

Employee Motivation

Bartol and Martin (2008) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective. As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance. As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

Leadership

The leader's use of effective leadership styles is due to promote standards of excellence in the professional development of the members of the organization (La Rue, Childs, Larson, 2014). Effective leadership also involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, the organizations record increased employee satisfaction that positively that positively influences the productivity and the profits (Sila, Ebrahimpour, 2015). To increase the organizational performance a leader must have the ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and improve their individual performance. A number of studies on leadership styles (Bass, Riggio, 2016; Kouzes, Posner, 2007, Yukl, 2009) suggest that the practices of the transformational leadership have a positive impact on the organizational performance.

Methodology

Research Design

The study, adopted cross sectional survey design. The design used both qualitative and quantitative approaches. Surveys are designed to provide a snapshot of how things are at a specific time (Nachmias, 1981). The design was used to achieve the three research questions which are

- What are the aspects of training programs undertaken by Plan International?
- What are the effects of training on construction of houses for children and widows in Uganda?
- What are the effects of training on provision of education services to children in Uganda?

Study Population

A study population comprised of 461. These included Director, Assistant Director, human Resource Manager, other general employees and community members.

Sample Size

The study covered a total of 251 respondents who formed the sample size of this study. The sample size was determined basing on Krejcie, et al (1970)'s table for determining sample size from a given population.

Sampling Procedure

Purposive sampling method was used to select the key informants that included senior managers of Plan International Uganda. Stratified random sampling method is the sampling method where respondents for the study are selected depending on the strata of categories of respondents for ensuring representation. Stratified random sampling method was used to select 196 community members and 44 general staff of Plan International Uganda working in Uganda.

Data Collection instruments

Questionnaires and interviews were the instruments that were used in data in data collection in this study. The study utilized both qualitative and, quantitative data from these instruments. Validity and Reliability of instruments

Content Validity Index (CVI) was used to test the validity of instruments. Validity is the ability of an instrument to measure what it is intended to measure. The validity of the instruments was established through a pilot test of 20 respondents, who were requested to carry out a careful and critical assessment of each item in the instruments to ensure the instrument is measuring up to the expectations. Corrections were made after the exercise to remove the vague and ambiguous questions, and final instruments were made. The reliability of an instrument is defined as the consistence of the instruments in picking the needed information. Reliability was computed using the Inter-Rater Reliability (IRR) test. Two experts (raters) was used to rate the consistence of the instruments to measure the attributes they were designed to measure.

Data Analysis

Quantitative data analysis was carried out by single frequency tabulation using a Statistical Program for Social Sciences (SPSS). Data was presented using single frequency tables, pie charts and graphs. On the other hand, qualitative data gathered from open-ended questions was analyzed using content analysis to organize qualitative data where data was organized according to themes and the sub-themes identified.

Study Findings

The aspects of different training programs undertaken by plan international
From the table below all the multiple responses from staff members were captured and presented in one table and findings are presented in the table below:

Training programs at Plan International

Response	Frequency	Percentage %
Training of primary teachers Vocational training	40	13.2
Business training	31	10.2
Agricultural improvement training	25	8.2
Farming techniques	23	7.6
Environmental education	31	10.2
Organic farming practices	13	4.3
Advocacy	11	3.6
Behavioral change training	14	7.2
Community awareness training	9	3.0
Malaria control	13	4.3
Safe motherhood	17	5.6
Hygiene promotion	8	2.6
Waste management	23	7.6
Water harvesting and management	26	8.6
Total Response	251	100.0

***Source**: Field data*

From the findings it was revealed from the majority respondents that Plan International has majorly concentrated on sponsoring its employees, from the organization's own primary schools, in primary teaching (13.2%) to have their education in different primary teachers' collages and this has helped so many employees recruited from among the community members especially orphans to come out of hopelessness and have a meaningful life. These schools are fully owned by plan international and the organization is fully responsible for paying all their salaries.

According to the results from the interviews, respondents were of the view that various training programs existed in this organization. According to one of the interviewees,

"…Plan International has helped so many orphan children especially girls to become professional primary teachers through sponsoring them in various primary teachers collages around the country and they are now helping their family members…."

It was also found out from 10.2% of responses that plan international has trained its employees in vocational studies by sponsoring them in various technical and other practical skills training institutions in the country. This has been done in the areas of carpentry and joinery, building and construction, welding, motor vehicle mechanics, electric engineering among others. From these courses employees have acquired skills that have enabled them to perform their tasks better especially in the housing and sanitation sector. Therefore plan international has not oniy improved its performance but has also touched on the lives of many people.

Also from another 10.2% of responses, it was revealed that plan international has facilitated training of their employees on farming improvement techniques, as well as agricultural improvement methods. In turn, the organization employees pass the same skills onto the community and the children in schools on their on farm lessons. This has greatly improved people's lives in various ways, since those children go back home and grow

cabbages, tomatoes and other related fast growing crops that are sold for them to earn a living and this gives a credit to the institution hence improved performance.

It was revealed from 4.3% of responses that the organization employees have been trained on how to conserve the environment at a professional level and community basic level so as to help community members live in a clean and conserved environment. From the findings, it was revealed that employees have been trained on how to combat malaria and how to help community members live in a free malaria life. This has been done by involving the adult community members to volunteer in the activity.

It was also found out from 2.6% of responses that plan international has empowered its employees with skills and knowledge in handling births related issues. These employees have helped in ensuring safe motherhood in the health sector. In regard to sanitation, it was revealed that from 7.3% that some employees have been trained on hygiene related issues in the sanitation sector.

The number of employees that benefited in each training program in Uganda from 2005-2009 and results are presented below

Training programs	Number trained
Primary teachers' training	29
Vocational training	43
Farming techniques.	26
Environmental education	34
Advocacy	11
Malaria control program.	40
Safe motherhood	35
Water harvesting and management	33
Total	251

Source: Plan international annual report reviews 2005-2009

From the above table the majority of the employees have been trained in vocational aspects. These utilize their skills and knowledge in the housing and sanitation sector where houses, ventilated improved toilets and boreholes need to be constructed. Also it was found that plan international has endeavored to train its employees in primary teaching by taking them to different primary teachers' colleges like Lutete in Bamunaninka County, Uganda. This is because the organization of its primary schools where orphans are being taught from and are fully funded by the organization. For example Wabikokorna primary school located in Bombo town council.

It should be noted that plan international is aimed at helping children, therefore it was found out that employees have been trained in advocacy so as to protect children's rights. Also some organization employee have been trained in malaria control programs while others in safe motherhood to help community members who may fail to go to the hospitals at the time of delivery to have safe deliveries at home.

Plan international has Marjory emphasized the training of primary teachers who are recruited and selected as organization's employees from the vulnerable children in the community and sponsored in higher institutions of learning especially primary teaching collages. However community members on the ground say that sponsoring some of the organization's employees in institutions for higher learning is not enough to solve community problems, because the number sponsored is very small compared to the community size. When one looks at the table above the number of employees trained is too small to cause an impact to community given the big number of people in the community. Hence other means must be devised to ensure that a bigger impact is caused.

Therefore community members suggest that plan should endeavor to recruit and involve community members especially the youth who have dropped out of school to impact them with lifelong skills that will help them earn a living and help other family members and even educate them in higher institutions of learning.

The effect of training on construction of houses for children and widows

In this, the study analyzed the effect of training on provision of construction of houses. Secondary data from the plan international were obtained that showed the performance of organization before and after training of employees in different perspectives and findings are presented in the table below. Also findings from the questionnaire were analyzed to obtain the mean, which were computed from the Likert scale questionnaire where the mean obtained represented a general response to each question and findings are presented below in the table:

State of construction before and after employee training

	Before	After
Performance Measures	**Frequency**	**Frequency**
Average number of houses built for orphans	56	75
Average number of toilets constructed	44	55
Average number of boreholes constructed	30	40
Average number of school blocks built	21	35

Source: Plan international annual report reviews 2005-2009

From the findings, it was revealed that before training the average number of houses built for orphans before training were 56 and after they were 75, also the average number of toilets built before were 44 and after they were 55 bore halls constructed before were 30 and after they became 40 and school blocks built before were 21 and after training they were 35. This implies that training of organizational employees has significantly impacted on the performance of the organization, since after training of employees most of the aspects increased quantitatively.

Staff views on the effect of training on construction after employee training

Responses	**Mean**	**Standard deviation**	**Number**
Community members and government appreciate the improvements done in the housing and provision of sanitation services after training of staff members	4.2312	.9654	251
The life style of community members has changed as the result of providing them with housing and sanitation facilities	4.1134	.9431	251
As the result of training staf staff members treat	2.3541	1.821	251
community members with utmost respect	2.1432	1.6325	.
In the process of providing education services to target beneficiaries staff conduct themselves professionally	4.5391	.8421	251

Source: Primary Data

From the findings, it was agreed that community members and government appreciate the improvements done in the construction services after training of staff members. This was evidenced by the obtained mean value of 4.2312. This implies that in the effort to improve the housing and sanitation, the situation has been largely appreciated by the government and donors since it is their aim to improve community lives. The direct relationship between training and provision of houses and sanitation services is largely reflected in professional conduct of implementers than the beneficiaries. Therefore training helps staff to improve on their job performance.

In this, Casper, (2001) argues that assessing the results of training efforts on provision of housing services by organization employees can be challenging and frustrating. If a department's key performance measures can be judged against the same results in a comparable department without training, then any differences between the two departments can be ascribed to the training program.

It was also agreed (mean=4.1134) that the life style of community members has changed as the result of providing them with housing and sanitation facilities after employee training. The construction of houses is improved to those who are in need and therefore the donation has helped to improve the lives of the poor and those that have received the donation have really appreciated. It was however disagreed that as the result of training staff, staff members treat community members with utmost respect. This is evidenced by the obtained mean value of (mean=2.1432) meaning that some staff of the organization have not been professional in conducting their businesses with community members since they have not been satisfied with the way services offered by the staff of the organization.

According to results from the interviews, senior staff said that training was a key in influencing the construction of houses by Plan International employees. These respondents said that training had been given basic but key construction skills such as mixing cement and sand, raising foundations, roofing and woodwork.

Beneficiaries views on the effect of training on provision of construction of houses after training of employees.

	Mean	Standard deviation	Number
The selection of beneficiaries of housing and sanitation is satisfactory	4.341	.8319	251
The construction of houses provided by plan are appropriate	3.765	.9744	251
the housing facility has covered very few people	4.669	.8431	251
The houses given to people are quite basic and not to standard	4.5 12	.8643	251
Officers favor some other people when selecting who is to be constructed a house.	4.321	.9425	. 251

Source: Primary Data

From the findings, it was revealed from the beneficiaries who agreed that the selection of beneficiaries of housing and sanitation is satisfactory. To some clients the mode used to select respondents is quite satisfactory and it is fair to every participant. This is based on the obtained mean valve of 4.341. From the findings it was also revealed among respondents that they were not sure whether services in the housing and sanitation is appropriate. This is based on the obtained mean value of 3.765, which imply that some people agree to the aspect and others do not. This largely depends on the particular needs of people as different persons need different standards. It was however further agreed that the housing and sanitation project has covered very few people in the community hence affectively the performance of the institution.

In the views of staff members it was revealed that community members and government appreciate the services offered by plan international in the provision of construction of houses and community members lives have changed as the result of services provided. From the beneficiaries' perspective it was revealed that houses given to people are quite basic not to standard save for officers who favor some people when selecting the beneficiaries in the house provision process. However from the researchers' analysis the houses and other sanitation services given to people are quite appropriate given prior situation into which these were in before they were given the houses.

When one observes what is on ground, one realizes that so many community members where plan international works, people are still badly off, very few people have been covered with the housing and sanitation project

and it takes a lot of time for houses to be finished, and beds they are same what small for some families with many family members. In provision of houses it was realized that to children who are orphaned it is fairly awarded. However to other beneficiaries, some people are favored than others and this has greatly left bias of the services Offered by the organization hence compromising its performance.

Effect of training on provision of education services to children in Uganda

State of provision of education services to orphans before and after employee training.

Performance measures	Before	After
Facilities	Frequency	Frequency
Average number of orphans educated per year	100	150
Average number of pupils performing well in PLE per year	160	200
Average number of teachers attending daily.	23	30

Source: Plan international annual report reviews 2005-2009

From the findings, it was revealed that before employee training the average number of orphans educated per year before training was 100 and after they were 150, also the average number of pupils performing well in PLE per year before were 160 and after they were 200, average number of teachers attending daily before were 23 and after they became 30. This implies that training of organizational employees has greatly impacted on the performance of the organization, since after training of employees most of the aspects increased quantitatively.

Staff responses on the effect of training on provision of education services after training of employees

Responses	Mean	Standard deviation	Number
Training has helped staff performance improvement in provision of education services	4.254 1	.82331	251
Teamwork has been enhanced as the result of training of employees	4.3116	.09541	251
As the result of training, staff in the education sector are more conscious of time management than ever	2.1215	1.2161	251
Efficient and maximum utilization of resources in the provision of education services have been ensured as the result of training	2.175 13	.72346	251
Selection of children to benefit in the education training program is very fair	1.2391	.827 11	251
Scholarships are only given to those who know some officers in the organization	4.52 13	.64311	251

Source: Primary Data

From the findings, it was agreed (4.2541) that employee training has helped staff performance improvement of education of children in the community since those who receive training come back to help community members with the skills acquired. However the impact is very small since the employees sent to acquire the skills are very few and the impact is not largely felt.

However training is likely to have direct benefit to the employees than the community members. This is explained by Lorenz et al, (2006) who explain that understanding the phenomenon of employee training and development requires understanding of all the things that take place as a result of learning: As the generator of new knowledge, employee training and development is placed within a broader strategic context of human resources management, i.e. global organizational management, as a plaimed staff education and development, both individual and group, with the goal to benefit both the organization and employees and even the beneficiaries. To preserve its obtained positions and increase competitive advantage, the organization

needs to be able to create new knowledge, and not only to rely solely on utilization of the existing training opportunities but also the lifelong teaching Lorenz et al, (2006).

From the findings, it was agreed that team work has been enhanced as a result of employee training. Staff members work in teams, an aspect that enhances performance of the most of the tasks that are supposed to be accomplished efficiently and effectively. This is evidenced by the obtained mean value of 4.3116. In the findings, it was disagreed (1.2391) that selection of children to benefit in the education training program is very fair. One needs to know some officers in the organization so as for his/her children to benefit from the education programs offered.

According to the results from the interviews with key informants who were senior managers, training had major influences on the employees' provision of education services. One senior staff said that most employees had no prior training in teaching. Through internal training courses organized by the organization, employees are equipped with skills to teach orphans. Some of these skills include classroom management, student control, effective time management and particular skills in subjects such as Geography, sciences. History and other vocational subjects such as Carpentry and Woodwork, Plumbing, Joinery, and Brick making.

Beneficiaries' responses on the effect of training on provision of education services after training of employees.

	Mean	Standard	Number
Training has helped in the provision of education	4.219	.654	251
The educated children have come back to help the community in different	3.2213	.982	251
Community members have been trained in different aspects that have helped them earn a living since many have acquired skills that help them practically	4.4156	.612	251
Scholarships are not fairly awarded	3.6911	.913	251

Source: Primary Data

The beneficiaries were involved in the study and mean values in the questionnaire were computed. From the findings, it was agreed (4.219) that employee training has helped in the provision of education services to children in the community and the program has somewhat solved community problems. The trained employees, through different training programs, have trained community members in different skills that have helped them to earn a living since many have acquired skills that help them practically. This is reflected in the fact that some community members are given practical skills, from the trained employees, in form of vocational training in different perspectives which are offered at different levels, an aspect that has facilitated significant skills development.

From the findings, it was reviled that selection of children to benefit from the education program is very fair as employee training has helped in improving teamwork among staff members. The impact on the ground however remains very meager in regard to the vast community needs at hand and this requires more effort from government and plan international itself.

Summary and discussion of findings

Aspects of training programs undertaken by Plan International

The study examined training programs plan international gives to its employees so as to foster well the performance of the organization. From the findings it was revealed from the majority respondents that plan international has majorly concentrated on sponsoring of primary teachers who teach in the primary schools fully owned by the organization. In the findings, it was revealed from that plan international has trained its

employees in vocational studies which has equipped them with practical skills needed to perform their tasks especially in the housing and sanitation sector, plus carpentry and joinery welding, motor vehicle mechanics, electric engineering among others.

In the study, it was revealed that plan international has trained its employees farming improvement techniques, as well as agricultural improvement methods such as organic farming practices. And this gives a credit to the organization hence its improved performance. In the study it was further revealed that plan international employees have been trained in business related fields in various perspectives. In business training employees have been sponsored from the lowest level of education at certificate to degree level in different institutions of higher learning such as Makerere university business school.

The effect of training on provision of construction of houses for children and widows

The study analyzed the effect of training on provision of construction of houses.
From the findings, it was revealed that before employee training the average number of houses built for orphans had tremendously increased from the original stock. This implies that training of organizational employees has significantly impacted on the performance of the organization since after training of employees most of the aspects increased quantitatively.

From the findings, it was agreed that community members and government appreciate the improvements done in the construction of houses after training of staff members. This implies that in the effort to improve the housing, the situation has been largely appreciated by the government and donors since it .is their aim to improve community lives.

It was also agreed that the life style of community members has changed as the result of improved housing and sanitation facilities realized after training. The housing facilities are improved to those who are in need and therefore the donation has helped to improve the lives of the poor and those that have received the donation have really appreciated.

It was however disagreed that as the result of training staff, staff members treat community members with utmost respect meaning that' some staff of the organization have not been professional in conducting their businesses with community members since they have not been satisfied with the way services offered by the staff of the organization.

Effect of training on provision of education services to children in Uganda

The study sought to assess the effects of training on the provision of education services to community members in Luwero district, from the findings, it was revealed that before training the average number of orphans educated per year had increased tremendously. This implies that training of organizational employees has greatly impacted on the performance of the organization, since after training of employees most of the aspects increased quantitatively.

From the findings, it was established that training has helped staff performance improvement of education of children in the community since those who receive training come back to the same community to help other community members with the skills acquired. However the impact is very small since people sent to acquire the same skills are very few and the impact is not largely felt. From the findings, it was revealed that teamwork has been enhanced as the result of employee training. Staff members work in teams an aspect that enhances performance of the most of the tasks that are supposed to be accomplished in efficiently and effectively as per the objectives of the study.

Conclusions

Training program offered has a significant effect on the performance (provision of housing and sanitation) of the institution since the nature of training given to staff members in the organization determines the quality of services offered to community members.

Training given to employees has an effect on the way education services and other related training services are delivered. This is reflected in the fact that training of staff helps to facilitate the process of efficient and effective training of community members to achieve improved livelihoods.

Recommendations

The people receiving the services are very few. Therefore, there is need for the organization to source for more funds and involve more people in program such as more children who can hardly access education or life survival skills can be helped.

The organization seem to be more focused on children. Therefore, there is need also to concentrate and involve adult community members in the training programs and enhance their farming skills and other agricultural related practices that can help community members cater for their basic needs.

There is need to involve most majority youth in the skills development program because most of the youth that are out of school are too redundant and are likely to get problems if they are not attended to.

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