

**THE IMPACT OF STAFF TRAINING ON THE PERFORMANCE
OF TELECOMMUNICATION COMPANIES IN UGANDA.**

**A CASE STUDY OF MTN TELECOMMUNICATION COMPANY,
KAMPALA DISTRICT**

BY

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DEDICATION

This research is dedicated to my dear parents, Mr. & Mrs. Amos Bakeine and my siblings who have offered me tremendous support in quite a number of ways through my academic journey.

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ACCRONYMS

1. **DSL:** Digital Subscriber Line
2. **PSTN:** Public Switched Telephone Network
3. **MTN:** Mobile Telephone Networks
4. **AT &T:** American Telephone & Telegraph
5. **U.S:** United States
6. **GTE:** General Telephone & Electric
7. **LAN:** Local Area Network
8. **PC:** Personal Computer

ABSTRACT

The study set out to investigate the relationship between staff training and the performance of Telecommunication Companies in Uganda with the MTN Telecommunication Company as a case study. The study had four objectives: to find out the impact of the nature of staff training on the performance of the MTN Telecommunication Company in Kampala Division, to find out the importance of staff training on the performance of the MTN Telecommunication company in Kampala Division, to find out the challenges faced by staff trainers on the performance of the MTN Telecommunication company in Kampala Division, and, to find out strategies employed to overcome challenges faced by staff trainers at the MTN Telecommunication Company in Kampala Division.

The study used a case study strategy which is the MTN Telecommunication Company and an explanatory research design. To achieve the set objectives the researcher used stratified random sampling and convenience sampling in sample selection. The total number of respondents was 50 that comprised of; newly recruited, retired, and management staff as well as both present and past MTN Telecommunication Company subscribers.

The study revealed quite a number of things both qualitative and quantitative in nature; for instance there are more male subscribers to the MTN Telecommunication Company compared to the female, the employees of MTN have a relatively good educational background with majority being either diploma or degree holders or even both, at times. The study also revealed that the MTN Telecommunication Company is in position to attract a section of the market but faces challenges retaining them over a long period of time. The research findings revealed that the MTN staff could greatly contribute to the performance of the MTN Telecommunication Company once subjected to the various methods of staff training since the benefits derived from

the staff training are multi-dimensional and hence MTN stands a better chance of having a competitive advantage over the other Telecommunication Companies in the market.

Conclusively, the researcher found out that the benefits derived from staff training not only outweigh the costs incurred but also enable the MTN Telecommunication Company or another company deal with day-to-day challenges such as skill gap among employees or even high turnover.

The researcher recommends that the management puts into consideration the determinants of staff training before zeroing down on the method of staff training to employ because different employee groups or departments have different training needs at a particular point in time; this will guide management on how to use cost effective methods such as conferencing among others that will help achieve the primary goal of improving the performance of the MTN Telecommunication Company through empowerment of the MTN staff.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The revolution in communication that has cut across Africa, giving it the reputation as the fastest growing mobile market in the world, has transformed Uganda, its people and their way of life, economically, socially and politically.

This work presented the influence of staff training on the quality of service provided by the MTN Telecom Company in Uganda to its subscribers.

My motivation to conduct this study was drawn from the urge to find out the existence of dis-satisfied subscribers, which was a sign of a shortfall in the quality of service provided, despite the effort by the top management to embrace staff training that would in turn automatically yield into improved quality of service provided by the MTN Telecom Company in Uganda. Mainly, this chapter looked at; the background of the study, statement of the problem, purpose of the study, specific objectives of the study, research questions, hypothesis, conceptual framework, scope of the study and justification of the study.

1.1 Background of the Study

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik and Barsoux 2002) and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important to not ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by

improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources. It is therefore, in every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Afshan, Sobia, Kamran and Nasir, 2012).

Modern studies disclose that training facilitates furthest establishment and encounters their aims and purposes. Thus in this respect workers are capable to study different work ideas, restore their abilities, increase their work assertiveness and increase efficiency (Cole 2002). The main role of training is to increase workers' ability for present and forthcoming obligations and accountabilities. Each mode, applicability and excellence needs to be supported hence that the worker can raise the job inspirational belongings (Mullins, 2003)

In the development of organizations, training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that there is a significant difference between the organizations that train their employees and organizations that do not (April, 2010). Training is a type of activity which is planned, systematic and it results in

enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). There exists a positive association between training and employee performance.

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, competencies and behavior (April, 2010). Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Evans and Lindsay, 1999). The more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired. That is why training should be related to money, job promotion, and recognition etc., i.e. something which the trainee desires (Flippo, 1976). There are four prerequisites for learning: Motivation comes first. Cue is the second requirement. The learner can recognize related indicators (cue) and associate them with desired responses with the help of training. Response comes third. Training should be immediately followed by positive reinforcement so that the learner can feel the response. Last is the feedback; it is the information which learner receives and indicates in the quality of his response. This response must be given as quickly as possible to make sure successful learning (Leslie, 1990).

Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. In an employment contract, performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the

contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and training is a way of increasing individual's performance (Cooke, 2000). Kenney et al., (1992) stated that employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organizational expectations they are believed good performers. Functioning and presentation of employees is also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance. While much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. Job characteristics and firm background were found to play key roles in determining training provision.

Workers who received off-the-job training were less likely to receive on-the-job training, while those who received on-the-job training were neither more nor less likely to have received off-the-job training. However, a complementary relationship was found between receiving informal training and receiving on-the-job or off-the-job training. Earnings differentials were not found to correlate with different types of training. Unlike in developed countries, training in China was usually intended to remedy skills deficiencies, rather than enhance productivity (Ying Chu Ng, 2004).

1.2 Statement of the Problem

It is obvious that training plays an important role in the development of organization, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that, there is a significant difference between the organizations that train their employees and that organizations that do not (Benedicta and Appiah, 2010). Organization that is dedicated to generating profits for its owners (shareholders) and providing quality service for its customers and beneficiaries usually invest in the training of its employees (Evans and Lindsay, 1999). Despite the fact that Staff training has been a strong factor in improving the performance of telecommunication companies, there are still limited increasing concerns from organizational customers towards low quality services in the telecommunications sector (Debrah and Ofori, 2006). It is for this reason that the researcher decided to carry out research about the impact of staff training on the performance of telecommunication companies in relation to MTN Telecommunication Company in Uganda as case study for this research study.

1.3.0 Objectives of the Study

1.3.1 General Objective

The general objective of the current study was to establish the impact of staff training on the performance of MTN Telecommunication Company in Uganda.

1.3.2 Specific Objectives

1.3.2.1 To find out the impact of the nature of staff training on the performance of the MTN Telecommunication Company in Kampala Division.

1.3.2.2 To find out the importance of staff training on the performance of the MTN Telecommunication company in Kampala Division.

1.3.2.3 To find out the challenges faced by staff trainers on the performance of the MTN Telecommunication company in Kampala Division.

1.3.2.4 To find out strategies employed to overcome challenges faced by staff trainers at the MTN Telecommunication Company in Kampala Division.

1.4 Research Questions

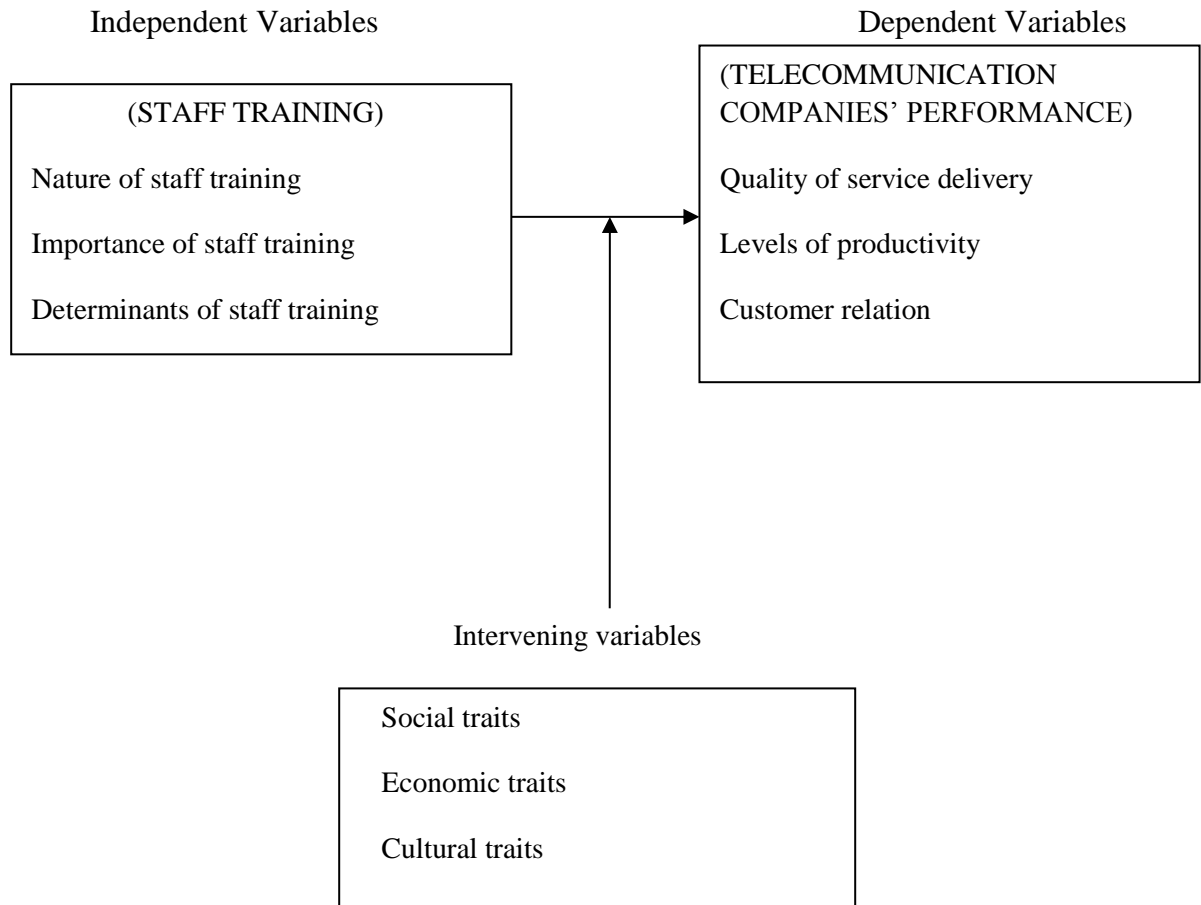
The following research questions guided the study to achieve the stated objectives:

1.4.1 What is the impact of the nature of staff training on the performance of the MTN Telecommunication Company in Kampala Division?

1.4.2 What is the importance of staff training on the performance of the MTN Telecommunication Company in Kampala Division?

1.4.3 What are the challenges faced by staff trainers on the performance of the MTN Telecommunication Company in Kampala Division?

1.5 Conceptual Framework



Source: Devanna, Fombrun and Tichy (1984); McCourt and Eldridge (2003); Torrington et al. (2005).Secondary data.

Explanation

Staff training as an independent variable was scrutinized from three angles; nature of staff training, importance of staff training, and determinants of staff training which greatly impact on the performance of the MTN Telecommunication company in the dimensions of; quality of service delivery, level of productivity, and customer relation. For instance the quality of service delivery could be traced back to the nature of staff training offered to the MTN employees who made the efforts of the current study much

easier in determining and assessing the impact of staff training on the performance of the MTN Telecommunication Company in Uganda – Kampala district most especially.

The relationship between staff training and performance of Telecommunication Company would be hindered by Social traits in a way that people would dislike the company's services due to its product quality, Economic traits like inflation which would lead to increased prices of the company's products and Cultural traits which involved the attitude of people towards the company.

1.6.0 Scope of the Study

1.6.1 Subject Scope

The study focused on the impact of staff training on the performance of the MTN Telecommunication Company in Uganda.

1.6.2 Geographical Scope

This study covered the employees of the MTN Telecommunication Company in Kampala District. The main reason for selecting staff members of this company was because they played a vital role in the MTN Telecommunication Company performance. The study population comprised of newly recruited staff, retired staff, management staff, past subscribers and present subscribers of the MTN Telecommunication Company; the researcher used 50 participants in the course of the study. The methods of selecting the participants included; purposive sampling, stratified random sampling, and convenience sampling therefore, all data collected from selected participants was in line with researched topic as related to the MTN Telecommunication Company in Kampala district.

1.6.3 Time Scope

The study was conducted for a period of one year, beginning January 2015 to December 2015 in Kampala District.

1.7 Significance of the study

The study results would enable management to understand the relationship between the benefits of staff training and the performance of the MTN Telecom Company in Uganda. Benefits of staff training may include; High morale, Lower cost of production, Lower turnover, Change management and others.

The study results would enable management to understand the relationship between the determinants of staff training and performance of the MTN Telecommunication Company in Uganda. Such determinants may include; salary and job involvement.

The study results would enable management to understand the relationship between the nature of staff training and performance of the MTN Telecommunication Company in Uganda. Such nature of training may include; orientation, conferencing, role playing and others

1.8 Justification of the Study

The study was conducted to investigate whether staff training is a strong factor for the MTN Telecom Company's performance in Uganda. This staff training is a key factor in fostering the MTN Telecom Company's performance and development. Research also suggests that this attitude manifests in staffs' management style.

The study was conducted to investigate whether staff training is of any benefit on the

performance of MTN Telecom Company in Uganda. Benefits of staff training may include; High morale, Lower cost of production, Lower turnover, Change management and others.

The study was conducted to investigate whether the determinants of staff training may be of any impact on performance of the MTN Telecom Company in Uganda. Such determinants may include; salary and job involvement.

1.9 Terminologies Section:

Performance: the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. (Glavan, 2011) For instance in a contract, performance is deemed to be to the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. It can also be defined as the action or process of carrying out or accomplishing an action, task, or function.

Job involvement: the degree to which an employee is engaged in and enthusiastic about performing their work. Business managers are typically well aware that efforts to promote job involvement among staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives. It also refers to the psychological and emotional extent to which one participates in his or her work, profession and company beyond punching in, performing his or her tasks and punching out. (Habraken, 2013)

Training: refers to organized activity aimed at imparting information and or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill. Training is teaching or developing in oneself or others, any skills

and knowledge that relate to specific useful competencies; it has specific goals of improving one's capability, capacity, productivity and performance. (Adache, 2012)

Employee competences: refers to a cluster of related abilities, commitments, knowledge, and skills that enable a person or an organization to act effectively in a job or situation. It indicates sufficiency of knowledge and skills that enable someone to act in a wide range of situations since each level of responsibility has its own requirements; competence can occur at any stage of his or her career. (Bergstra, Dden, & Vlijmen, 2011)

Performance gap: refers to the difference between the current situation and the intended situation. Performance gap analysis helps a business identify how far it has come toward reaching its goals and how far it still needs to go to attain them, with the objective of developing a concrete strategy to close any existing gap.

Quality: refers to the standard of something as measured against other things of a similar kind; the degree of excellence of something. It can also be defined as a distinctive attribute or characteristic possessed by something. (Shah, 2013)

Service delivery framework: is a set of principles, policies and not constraints used to guide the design, development, operation and retirement of services delivered by a service provider with a view of offering a consistent service experience to a specific user community in a specific company. (Ndanga, 2013)

Customer relation management: is a comprehensive strategy that includes the process of acquiring certain customers, keeping them and cooperating with them to create a distinguished value for both the company and the customer. (Parvatiyar and Sheth , 2002, p.5)

Public Switched Telephone Network (PSTN): refers to the world's collection of interconnected voice-oriented public telephone networks, both commercial and government owned. (Weiss, 2003)

Digital Subscriber Line (DSL): refers to a family of technologies providing digital transmission over wires of the local telephone network. (Liu and Wang, 2010)

1.10 Conclusion and Forecast:

In conclusion therefore, this chapter gave an insight into what the whole research project covered by mainly looking at the key areas of focus for instance, under staff training and the measurement of organizational performance.

The following chapter focused on mainly the literature review that gave a deeper feel of the gaps identified in the key areas and hence magnified the need for the conducting of this research as a result of the gap in knowledge identified therein.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides information gained from reviewed literature such as journals, books, reports and other credible sources as relates to chosen topic. The analysis would include areas such as Training, Nature of staff training on the performance of Telecommunication Company, Benefits of training, and Determinants of Staff Training on the performance of Telecommunication Company, Effect of Staff training on the performance of Telecommunication Company, Tele-Communication Theory, The Telecommunications Industry, The Importance of Telecommunications, Summary of the Gaps and Conclusion.

2.1 Training

According to Flippo (1961), Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Dale Yoder (1958) goes on to define training as the process by which manpower is filled for the particular jobs it is to perform. Trainings at the exertion are usually duty or work adjusted (Bach and Sisson 2000). Establishments which arrange training must been recognized to achieve sophisticated job performance. (Law and Kelton 1991) Training links the gap of the exertion presentation versus the exertion objectives achievement (Cook and Wall, 1980). Training will empower the employees to meet sophisticated abilities for performing qualified assistances such as the

workers struggle to increase greater characters with greater advantage (McManus, et al 2004).

As one of the major functions within Human Resource Management, training has for long been recognized and thus attracted great research attention by academic writers (Beardwell, Holden and Claydon 2004). This has yielded into a variety of definitions of training. For example, (Gordon, 1992) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

Therefore it is worth noting that, as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (Beardwell et al. 2004). Technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development (Beardwell et al., 2004). Along with technological developments, comes the need to train employees on how to manipulate the new technology in order to achieve efficient and effective performance results. Also organizational changes can be best addressed, most especially to the new employees, through orientation which will help all employees know who to report to, tasks that lie

ahead, among others hence positively impacting their personal performance and automatically MTN's overall performance.

2.2 Benefits of training

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. (Nassazi, 2013)

According to Cole (2001) employees who receive training have increased confidence and motivations, which leads to high morale. Training; training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding unnecessary costs of production. The previous researcher also found that training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided; training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; lower turnover, change management; provide recognition, enhanced responsibility and the possibility of increased pay and promotion, help improve the availability and quality of staff (Cole 2001).

2.3 Nature of staff training on the performance of Telecommunication Company

In relation to employee training, research shows that Human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. (Nadler, 1984). There are various types of training provided to employees; however this study identified two different methods that organizations may employ for training and developing skills of its employees. These training methods include *on-the-job training* given to organizational employees while conducting their regular work at the same working venues and *off-the-job training* involves taking employees away from their usual work environments and therefore all concentration is left out to the training. Examples of the *on-the-job training* include but are not limited to job rotations and transfers, coaching and/or mentoring. On the other hand, *off-the-job training* examples include conferences, role playing, and many more as explained below in detail. (Ngungi, 2014)

Further, Armstrong (1995) argues that on-the-job training may consist of teaching or coaching by more experienced people or trainers at the desk or at the bench. Different organizations are motivated to take on different training methods for a number of reasons such as depending on the organization's strategy, goals and resources available. Training methods may also depend on the needs identified at the time, and the target group to be trained which may include among others individual workers, groups, teams, department or the entire organization.

2.3.1 Job rotation and transfers

As far as employee training is concerned, Job rotation and transfers (McCourt and Eldridge, 2003) define it as a way of developing employee skills within organization involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization, and one branch of the organization to another. For transfers as a means of training for example, could involve movement of employees from one country to another. These rotations and transfers facilitate employees and enable them acquire knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates. The knowledge acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization. (Nassazi, 2013)

2.3.2 Coaching and/or mentoring

In addition, coaching and mentoring involve having the more experienced employees coach the less experienced employees (McCourt and Eldridge 2003; Torrington et al. 2005). It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building (Torrington et al., 2005). 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.

2.3.3 Orientation

Orientation is another training and development method. This method 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. (Nassazi, 2013)

2.3.4 Conferences

Conferences are another method of employee training and development method. According to (Nassazi, 2013), conferencing 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 to under training other individuals (Nassazi, 2013)

2.3.5 Role playing

Apart from conferencing, Role playing is a method of training that involves 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 (Nassazi, 2013). Accordingly, 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 range of employees for example those in sales or customer service area, management and support employees (Nassazi, 2013)

2.3.6 Formal training courses and development programs

According to (Nassazi, 2013), these are a number of methods which may be used to develop the skills required within an organization. These course and programs are usually a set of defined and known programs where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained. Unlike informal trainings and programs, formal training and programs can be planned earlier and also plan for their evaluation (Nassazi, 2013). Employees may undertake these courses and programs while completely off work for a certain duration of time or alternatively be present for work on a part-time basis. These programs can be held within the organization (in-house) or off the job. Off the job is argued to be more effective since employees are away from work place and their concentration is fully at training. Depending on the knowledge needed, organization's structure and policies, the trainers too may be coming within the corporation or outside the organization (Nassazi, 2013).

2.4 Effect of Staff training on the performance of Telecommunication Company

Accordingly, in the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top (Nassazi, 2013). This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie and Hutchinson 2003; Harrison 2000) while others have extended to a general outlook of organizational performance (Guest 1997; Swart et al. 2005).

In one way or another, employee performance is a function of organizational performance since employee performance influences general organizational performance. In relation to the above, Wright and Geroy (2001) noted that 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.

Earlier research on training and employee performance has discovered interesting findings regarding this relationship. 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 (Harrison 2000; Guest 1997). Moreover, other studies for example one by Swart et al. (2005) elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employee performance.

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

According to Wright and Geroy (2001), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Pigors and Myers (1989) showed that through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints, absenteeism and turnover can be greatly reduced when

employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities. (Pigors and Myers, 1989).

Nevertheless, most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance. According to Kenney and Reid (1986) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training, according to various scholars, consists of various steps including: identifying and defining training needs, defining the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed, planning of training programs to meet the needs and objectives by using right combination for training techniques and locations, deciding who provides the training, evaluating training, and, amending and extending training as necessary.

2.5 Determinants of Staff Training on the performance of Telecommunication Company

According to (Nassazi, 2013), there are two determinants of Training namely salary and job involvement.

1) Salary

According to (Nassazi, 2013), Salary or pay is the practice of periodic payment from the firm to its employee, which is absolutely specified in an occupation agreement. Remuneration, salary or pay is deliberated an important payment to influence the employees and their performance to the objectives of establishment

(Oshagbemi, 2000). Chopra *et al.* (2008) originate no studies inspecting salary alterations and performance of the work, or exploratory salary rises and preservation of the strength employees. Salary fill-ups have not been steadily appraised via tough procedures of the performance (Kober and Van Damme, 2006; Mtonya, Mwapasa, and Kadzandira, 2005). China has originated trialing with the salary modifications in the previous years; these have been frequently concentrated on salary for the performance and decreasing charges, with no starting point or regulator/judgment clusters (Yip *et al.*, 2010).

2) Job Involvement

Job involvement is pretentious through these variables and the performance is spontaneously precious through job involvement (Brown and Leigh, 1996). Permitting to the Mowday, Steers and Porter, (1982) job involvement is the comparative power which differs after first to the other in the diverse organizations. In- part job performance states to accomplishments which are associated to the workers' prescribed character necessities (Borman and Motowidlo, 1997). For example Brown and Leigh (1996) in their learning originate that the job involvement took together straight and incidental belongings via struggle on the performance.

2.6 Tele-Communication Theory

The everyday view of communication is quite different from the view of communication taken by communication scholars. In the business world, for example, a popular view is that communication is synonymous with information. Thus, the communication process is the flow of information from one person to another (Axley, 1984). Communication is

viewed as simply one activity among many others, such as planning, controlling, and managing (Deetz, 1994). Communication scholars, on the other hand, define communication as the process by which people interactively create, sustain, and manage meaning (Conrad and Poole, 1998). As such, communication both reflects the world and simultaneously helps create it. Communication is not simply one more thing that happens in personal and professional life; it is the very means by which persons produce relationships and professional experiences. All of the theories presented relate to the various ways in which human interaction is developed, experienced, and understood.

Before the emergence of the Internet and other data networks, telecommunications had a clear meaning: the telephone (and earlier the telegraph) was an application of technology that allowed people to communicate at a distance by voice (and earlier by encoded electronic signals), and telephone service was provided by the public switched telephone network (PSTN). Much of the U.S. network was owned and operated by American Telephone & Telegraph (AT&T); the rest consisted of smaller independent companies, including some served by GTE. (Robert W. Lucky and Jon Eisenberg; etal, 2006).

Then in the 1960s, facsimile and data services were overlaid on the PSTN, adding the ability to communicate documents and data at a distance applications still considered telecommunications because they enabled new kinds of communication at a distance that were also carried over the Public Switch Telephone Network. More recently, of course, communication at a distance has expanded to include data transport, video conferencing, e-mail, instant messaging, Web browsing, and various forms of distributed collaboration, enabled by transmission media that have also expanded (from traditional copper wires) to

include microwave, terrestrial wireless, satellite, hybrid fiber/coaxial cable, and broadband fiber transport (Robert W. Lucky and Jon Eisenberg; et al, 2006)

Today consumers think of telecommunications in terms of both products and services. Starting with the Carter phone decision by the Federal Communications Commission in 1968, it has become permissible and increasingly common for consumers to buy telecommunications applications or equipment as products as well as services (Nassazi, 2013).

The current researcher's interest was in knowing how the new networks are different. First, they are integrated; meaning that all media is to say; voice, audio, video, or data are increasingly communicated over a single common network. This integration offers economies of scope and scale in both capital expenditures and operational costs, and also allows different media to be mixed within common applications. As a result, both technology suppliers and service providers are increasingly in the business of providing telecommunications in all media simultaneously rather than specializing in a particular type such as voice, video, or data. (Robert and Eisenberg; et al, 2006).

Second, the networks are built in layers, from the physical layer, which is with the interface to the user.(Robert and Jon Eisenberg; et al 2006).

2.7 The Telecommunications Industry

Like telecommunications itself, the telecommunications industry is broader than it was in the past. According to Robert and Eisenberg; et al, (2006) telecommunication industry encompasses multiple service providers, including telephone companies, cable system operators, Internet service providers, wireless carriers, and satellite operators. The

industry today includes software-based applications with a communications emphasis and intermediate layers of software incorporated into end-to-end communication services. It also includes suppliers of telecommunications equipment and software products sold directly to consumers and also to service providers, as well as the telecommunications service providers themselves. It includes companies selling components or intellectual property predominately of a communication flavor, including integrated circuit chip sets for cell phones and cable and digital subscriber line (DSL) modems. (Robert W. Lucky and Jon Eisenberg; etal).

Further, Robert and Eisenberg; et al, (2006) show that telecommunication is No longer a vertically integrated business, the telecommunications industry is enabled by a complex value chain that includes vendors, service providers, and users. The telecommunications value chain begins with building blocks such as semiconductor chips and software. These components are, in turn, incorporated into equipment and facilities that are purchased by service providers and users. The service providers then, in turn, build networks in order to sell telecommunications services to end users. The end users include individuals subscribing to services like telephony (landline and cellular) and broadband Internet access, companies and organizations that contract for internal communications networks, and companies and organizations that operate their own networks. Some major end-user organizations also bypass service providers and buy, provision, and operate their own equipment and software, like a corporate local area network (LAN) or a U.S. military battlefield information system. Software suppliers participate at multiple points in the value chain, selling directly not only to equipment vendors but also to service providers (e.g., operational support systems) and to end users (e.g., various PC-based applications for communications using the Internet). (Robert W. Lucky and Jon Eisenberg; etal).

2.8 The Importance of Telecommunications

2.8.1 Telecommunications and Society

The societal importance of telecommunications is well accepted and broadly understood, reflected in its near-ubiquitous penetration and use. Noted below are some of the key areas of impact; technological foundation for societal communications and enablement of participation and development, communication play a central role in the fundamental operations of a society – from business to government to families (Nassazi, 2013). That is to say communication between employees and employers of the MTN Telecommunication company in the form of trainings, conferences, among others impacts on the performance of the organization in one way or another. Also communication transcends geographical boundaries that may exist between parties for instance there can be teleconferencing or online workshops organized by the MTN Telecommunication company in order to facilitate the staff training programs that could be on going.

It is difficult to predict the future impact of telecommunications technologies, services, and applications that have not yet been invented. For example, in the early days of research and development into the Internet in the late 1960s, who could have foreseen the full impact of the Internet's widespread use today? (Eisenberg & Lucky, 2006)

2.9 Conclusion and Forecast

Chapter Two has examined various academic sources like reports, books, journals, articles in order to arrive at the very core conclusion of this research which is the knowledge gap identified and hence prompting the need for establishing the relationship between staff training and organizational training.

The next chapter will focus on the methodology that will be followed whilst conducting the data collection in the field and hence will explain key aspects of the methodology such as the; sample size, challenges, among others in detail.

CHAPTER THREE

METHODOLOGY

3.0 Research Methodology

This chapter presents the methods and techniques that were used to conduct the study. The methods combined both qualitative and quantitative analysis; quantitative analysis techniques assist you in this process. They range from creating simple tables or diagrams that show the frequency of occurrence and using statistics such as indices to enable comparisons, through establishing statistical relationships between variables to complex statistical modeling. (Saunders, Lewis, & Thornhill, 2009). Qualitative analysis was mainly guided by deductive approach that is described by Yin (2003) suggest that, where you have made use of existing theory to formulate your research question and objectives, you may also use the theoretical propositions that helped you do this as a means to devise a frame work to help you to organize and direct your data analysis. The chapter will further present the following sections; Research Design, Study Population, Sample Size, Data Source, Instruments of Data Collection, Quantitative Tool of Data Collection, Qualitative Method of Data Collection, Data Processing and Analysis, Data Collection Procedure, Presentation of Data, Data Validity and Reliability and Ethical issues in research.

3.1

Research Design

Burns and grove (2003:19) define a research design as ‘a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings’. Important to note is that the design of a study defines the study type and sub-type, research question, hypotheses, independent and dependent variables, experimental design, and, if applicable, data collection methods and a statistical analysis plan. Therefore research design is a detailed plan of how the goals of research will be achieved and is also a master plan specifying the methods and procedures for collecting and analyzing the needed information. The researcher used the descriptive and cross sectional research designs to obtain, describe the characteristics of variables and explain the occurrence of the problem.

Descriptive design According to Burns and Grove (2003: 201), ‘descriptive research is designed to provide a picture of a situation as it naturally happens’. It may be used to justify current practice and make judgment and also to develop theories. In other words, the major goal of descriptive research is to describe events, phenomena and situations since description is made on the basis of scientific observation and expected to be more accurate and precise than casual. A questionnaire was drafted in order to obtain the appropriate information, as well as identification of the individuals to take part in the whole exercise and also summarize the data in a way that provided the right and appropriate information. For the purpose of this study, descriptive research was used to obtain a picture of the quality of service provided by the MTN Telecom Company in Uganda with a view of placing more emphasis on staff training.

Cross sectional design. This research design covers a selected sample of a particular point in time. The selected sample was relevant to the study of the researcher such as; top management, human resource department, employees, MTN Telecom Company subscribers and key informants. This research design was employed because wastage of time and money was minimal, research was conducted on scientific basis since precise guidelines were provided by advance designing that is to say carrying research in right direction and reducing.

The researcher used a cross sectional study designed with both qualitative and descriptive approaches. Descriptive and analytical data was found suitable since it would provide the researcher with a clear understanding about the impact of staff training on the performance of telecommunication companies in Kampala District.

3.2 Study Population

Parahoo (1997:218) defines population as ‘the total number of units from which data can be collected’, such as individuals, artifacts, events or organizations. Burns and Grove (2003: 213) describe population as all the elements that meet the criteria for inclusion in the study. Burns and Grove (2003:234) go on to further define eligibility criteria as ‘a list of characteristics that are required for the membership in the target population.’ Criteria for inclusion in this particular study included the following;

- Newly recruited staff at the MTN Telecom Company, Uganda.
- Retired staff at the MTN Telecom Company, Uganda.
- Management staff of the MTN Telecom Company, Uganda.

- Past subscribers of the MTN Telecom Company, Uganda.
- Present subscribers of the MTN Telecom Company, Uganda.

Therefore the study was conducted at the MTN Telecom Company of Uganda with special emphasis placed on Kampala district. Hence the; newly recruited staff, retired staff, management staff, past subscribers, and present subscribers were a suitable sample that was in position to provide the researcher with the most appropriate information in relation to the study.

Since the type of information required was qualitative in nature, purposive sampling was the most appropriate to use.

3.3 Sample Size

Polit et al (2001: 234) defines a sample as ‘a proportion of a population’. The sample was chosen from the top management, Human Resource department, employees, data and voice subscribers of the MTN Telecommunication Company summing up to 50 who would provide representativeness of the study.

Burns and grove (2003:31) refer to sampling as a process of selecting a group of people, events or behavior with which to conduct a study.

The targeted respondents will be made up of 10 newly recruited staff, 15 retired staff, and 10 from the management staff, 5 past clients and 10 present clients making a total of 50 participants. These were selected using purposive sampling; this was a deliberately non-random method of sampling, which aimed at sampling a group of people or settings, with a particular characteristic, usually in qualitative research design. It was used so as to attain information from the parties.

3.4 Sampling Techniques

Purposive sampling was used in this study. Parahoo (1997:232) describes purposive sampling as ‘a method of sampling where the researcher deliberately chooses who to include in the study based on their ability to provide necessary data’. The rationale for choosing this approach was that the researcher would be seeking knowledge about the quality of service provided by the MTN Telecommunication Company, Uganda, which the participants would provide by virtue of their experience.

Stratified random sampling was also used by the researcher. This involved creating groups of people with identical characteristics. The strata included; top management, human resource department, employees, Airtel subscribers and key informants. This came along with advantages such as; representation is enhanced, and comparison of different strata becomes possible.

Convenience sampling was also be used. This was where a researcher would select those individuals convenient to research with useful information hence saving time and resources.

3.5 Data Source

The researcher used both primary and secondary sources of data.

3.5.1 Primary data

Data was collected from the field mainly by administering questionnaires and interviews to the respondents.

3.5.2 Secondary Data

Data was obtained from published materials which included; journals, magazines, internal reports and newspapers. They included among others; minutes, internal

staff officers' reports of selected companies, which provided information about staff training on telecommunication companies' performance.

3.6 Instruments of Data Collection

The researcher used a number of data collection instruments like; questionnaires and interviews.

3.6.1 Quantitative Tool of Data Collection

3.6.1.1 Questionnaires

A questionnaire is defined as a set of printed or written questions with a choice of answers, devised for the purposes of a survey or statistical study. The questionnaire contained both open ended and closed ended items which were administered to the selected 50 respondents in order to generate both quantitative and qualitative data. The importance or the reason as to why the study was to be undertaken would be explained to the respondents through a cover letter, sent to the respondents along with the questionnaire. The follow up request for the return of the already filled in questionnaires was addressed through a series of letters to the respective respondents which would be done by the researcher in person. Questionnaires were used simply because of the numerous advantages such as; relatively cheap, time saving, and easily covered hence there was a likelihood of moderate response.

The researcher designed self-administered questionnaires which were distributed to selected companies' staff and clients. Such questionnaires were designed to meet the needs of Companies' newly recruited and retired staff. The completed questionnaires were then picked from respondents for analysis.

3.6.2 Qualitative Method of Data Collection

3.6.2.1 Interview Guide

An interview guide is defined as a list of issues or questions to be raised in the course of an interview. It is also known as a set of standard questions in which answers are recorded by the interviewer himself. An interview guide was used to collect qualitative and quantitative data from respondents because the guide had the ability to obtain in-depth information from respondents and even paved way for probing during the course of the interview. Another among the various advantages included; it was helpful in getting data from one respondent who could not read and write; and most importantly, the acquisition of firsthand information regarding staff training and the quality of service provided by the MTN Telecom Company in Uganda. The researcher designed appropriate questions relating to the researched topic and then presented the questions to companies' respondents like; staff and management staff while noting down the responses in the research book. The collected responses were then be analyzed.

3.7 Data Processing and Analysis

Data analysis means to organize, provide structure and elicit meaning. Analysis of qualitative data is an active and interactive process (Polit et al 2001:383). Data analysis commenced after the first interview in order to save time among other reasons. The researcher used reflexivity, bracketing and intuiting to lay aside his preconceptions regarding the phenomenon under investigation.

Data analysis occurs simultaneously with data collection (Holloway and wheeler 2002:235). Field and Morse (1996: 82) identify intellectual processes that play a

role in data analysis including; Comprehending, Synthesizing, and Theorizing

Comprehension The researcher wanted to learn about what was going on. When comprehension was achieved, the researcher was able to prepare a detailed description of the phenomenon under study. Saturation was achieved when new data could not be added.

Synthesizing This involved sifting data and putting the pieces together. This would enable the researcher to make sense of what was typical regarding the phenomenon and participants.

Theorizing This is the systematic sorting out of data. Alternative explanations of the phenomenon would be developed by the researcher to determine the correlation with the data.

Therefore analyzing and interpretation of data aimed at giving inferences and conclusions; data analysis could be used to test preliminary ideas; hypothesis or theories prior to a mere complete investigation. Coding was also used; which was a process of assigning categorical data with numbers so that data can be entered into a computer for analysis.

Errors would be minimized or completely dealt with through editing in order to ensure that only correct and vital information was identified and used to draw up conclusions from an informed point of view.

Data was collected, then sorted out using Microsoft Office Excel and a summary was made. Data was classified into the main elements in the data that were in relation with the research being undertaken. Such elements included; descriptive and statistical approaches in processing and analyzing the data. Data was reviewed and, after which, assessment was made about the impact of staff training

on the performance of the MTN Telecommunication Company in Kampala District.

3.8 Data Collection Procedure

According to Paroo (1997: 52, 325), a research instrument is ‘a tool used to collect data. An instrument is a tool designed to measure knowledge, attitude and skills.’ Data was collected during the interviews, observation and also through the use of questionnaires. The researcher sought permission from the prospective respondents by first of all presenting his full identification followed by the letter of introduction, explaining the research topic which would obviously involve the introduction of the objectives of the study describing how the prospective respondents were selected and also detailing how the questions within the questionnaire would be answered that is to say in line with the purposes of the study, of which most importantly, included for academic purposes. This served to motivate the prospective respondents to participate in the study due to the assurance of anonymity and confidentiality hence cleared the prospective respondents’ doubts and distrust. The respondents were given extra two questionnaires to cater for any mishaps such as misplacement of the already filled questionnaire; the distribution of the questionnaires was solely done by the researcher. Obtaining data from participants with different experience would prevent information bias and thus increased credibility regarding the information. The research was conducted after getting permission from the university and an introduction letter from the Faculty office. Data was collected by the use of questionnaires which were distributed to the respondents and then collected after.

For those respondents that did not understand the English language, interpretations were made in order to help (respondents) give accurate information.

3.9 Presentation of Data

The research results were analyzed and presentation was basically through use of descriptive words. The data or the findings were presented or illustrated further with the help of pie charts, bar graphs, and tables mainly in Chapter 4.

3.10.0 Data Validity and Reliability

3.10.1 Data validity

Data validity was ensured through piloting (trial survey). It is from the pilot study that the researcher asked a series of questions and often looked for answers from respondents. He pre-tested his instrument by developing Questionnaires which were filled in by some people and answers obtained. Sometimes the researcher asked some direct questions with an intention of getting responses from respondents. The questions could be adjusted according to the results of the pre-test study.

3.10.2 Data reliability

The researcher looked at the extent to which the results were consistent over time and an accurate representation of the total population under the study. The researcher ensured that there was no question that would be misunderstood by the respondents so that they were not answered differently which would result into low reliability. This was done through giving assistance to some respondents as regards to interpretation of certain questions that might have been confusing to them.

3.11 Ethical issues in research

The researcher ensured that there would be confidentiality during the research study as much as possible where it would be necessary and also ensured that people gave out answers willingly without any form of bribe or payment. The researcher also ensured secrecy of the information given, where by data given would only be used officially.

3.12 Study Limitations.

In this section, the anticipated problems which could occur during data collection were investigated according to the guidance of Holloway and wheeler (2002: 36). The following factors could have contributed to errors in data collection

Administrative variations. Administrative variations could have been a problem during data collection. In this study, the researcher practiced how to use the voice recorder. The researcher carried along batteries as a backup in the event of a power failure. The researcher also obtained extra audio cassettes incase the one in use was full. The researcher operated the voice recorder and at the same time took field notes.

Situational contaminants. Some situational contaminants could have influenced the participants' response adversely, including the participant's being aware of the interviewers' presence that is to say reactivity factor. Environmental factors such as lighting, temperature, among others might have impacted the participants' reaction.

In this study, situational contaminants were excluded by use of well ventilated and lighted room, chairs arranged in a way that would be nearer to the voice recorder, and 'do not disturb' sign put outside the interview room, to limit access

during the data collection session.

Transient personal factors. Some temporary states of participants, such as anxiety and fatigue, could have influenced their response. To limit this, the researcher scheduled the interviews for the morning between 09:00am and 11:00am.

Researcher bias. The researcher was the main conductor of the study in the participants' natural environment. This could have led to distortion of the findings of the study. The researcher practiced bracketing as well as reflexivity to overcome the problem. The researcher also went back to participants to verify and clarify their responses.

Response set bias. Personal characteristics of participants might have influenced their responses to questions, resulting in the phenomenon of social desirability of response, extreme of response and acquiescence. The researcher put to use the interview technique, of explaining the purpose of the research, to the participants and assurance of confidentiality as well as the signed consent form in order to reduce the above traits.

3.13 Conclusion and Forecast

In conclusion therefore, chapter three gave an “in-depth feel” of what the researcher did practically in the field when collecting data, challenges and ways they were overcome have also been highlighted within, the target group that is to say the respondents the researcher was interested in or whom the researcher regarded as top priority were specified as well.

The following chapter will present the findings of the researcher in a detailed manner with graphical representations as well to in order to clearly illustrate the findings from the field whilst collecting data.

CHAPTER FOUR

4.0 PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The purpose of this current study was to examine the influence of staff training on the quality of service provided by the MTN Telecom Company in Uganda to its subscribers. This chapter presents the findings of the study, the findings relating to the discussion, analysis and presentation as revealed by the field survey conducted by the researcher. Both primary and secondary data were used. The findings are presented in percentage tables, bar graphs, pie charts and line graphs. The presentation is guided by the following objectives; to find out the impact of the nature of staff training on the performance of MTN telecommunication companies in Kampala Division, to find out the importance of staff training on the performance of MTN telecommunication companies in Kampala Division and to find out the challenges faced by staff trainers on the performance of MTN telecommunication companies in Kampala Division.

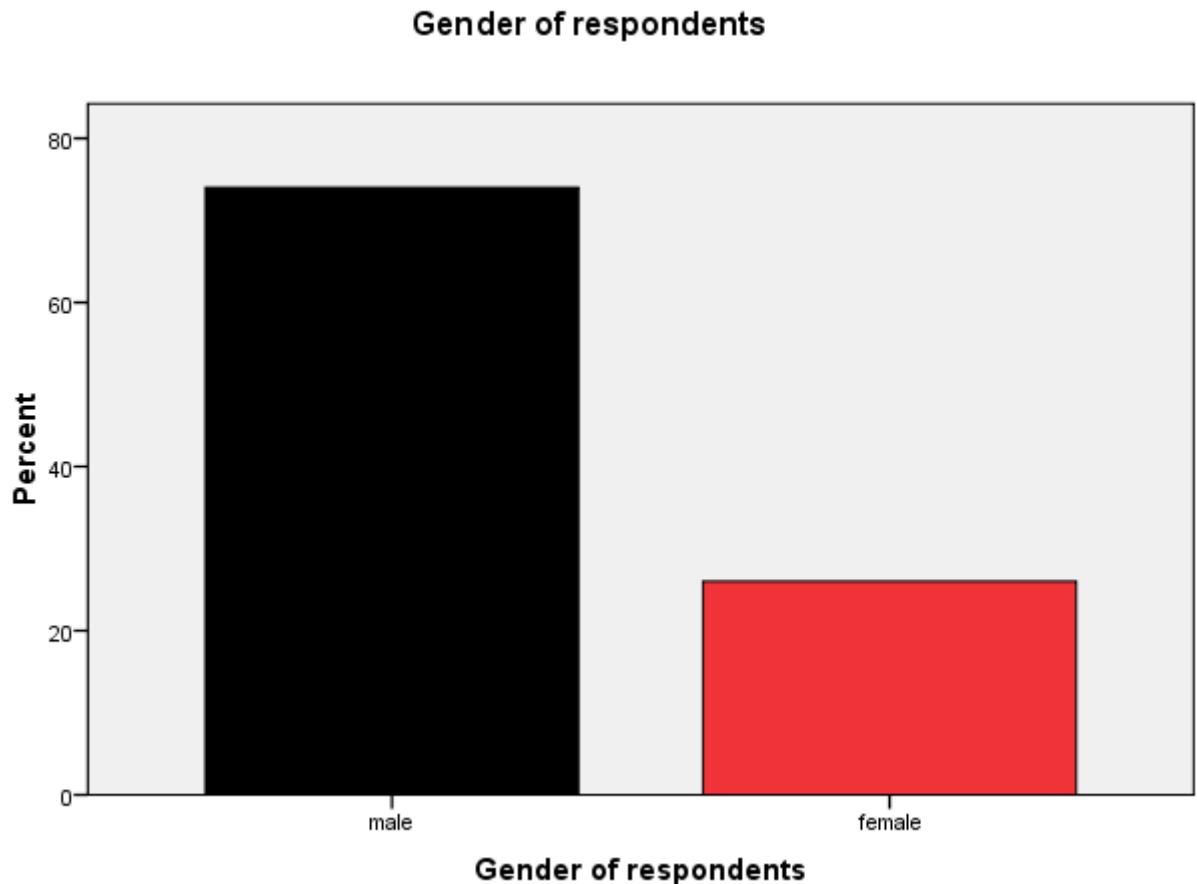
4.2 General Background Information

This section presents the general characteristics of the respondents. These include; sex, age brackets, educational level, Telecommunication Company do you dealt with, period of dealing with that MTN Telecommunication Company and position held in MTN Telecommunication Company

4.2.1 Gender Distribution of the Respondents

The study established the gender distribution of respondents who accepted to be interviewed and answered questionnaires. Figure 1 shows the findings.

Figure 1 showing Gender Distribution.



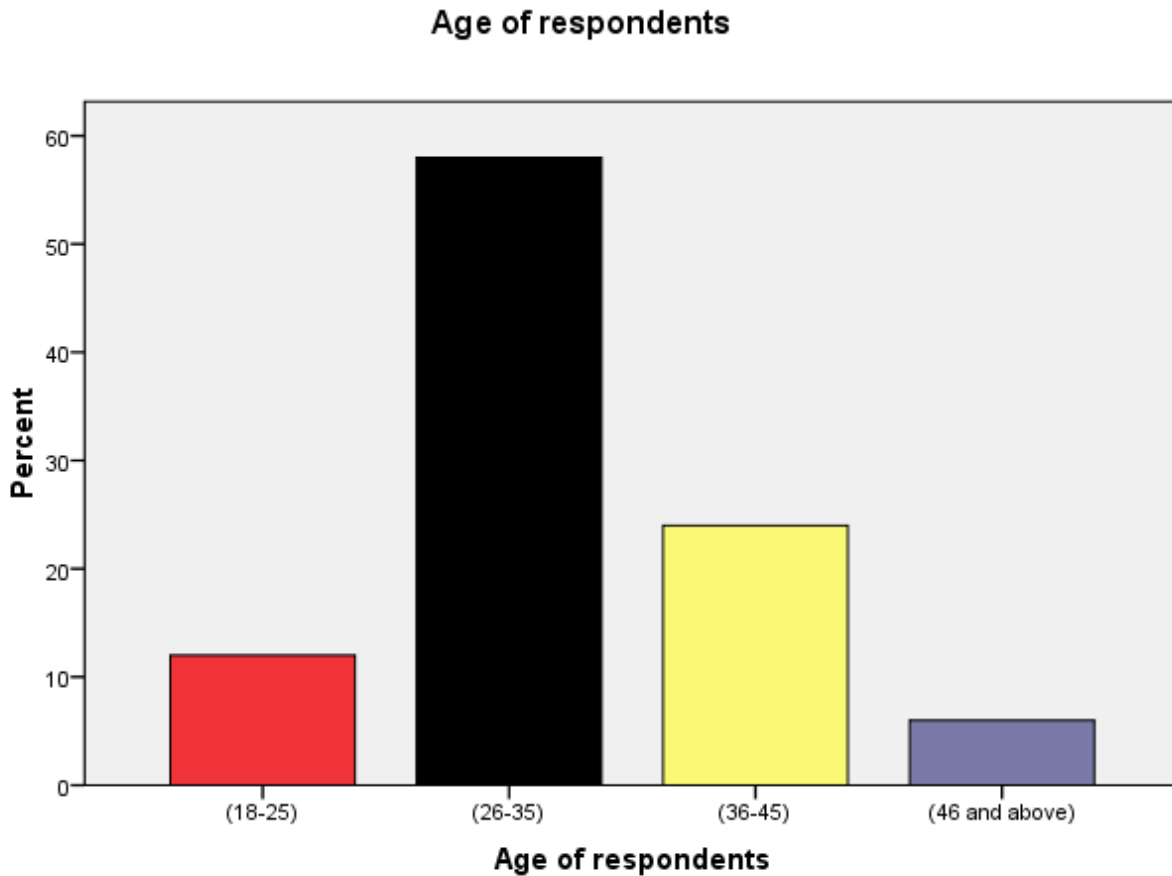
Source: Primary data, 2015

From figure 1 above, the study findings revealed that out of 50 respondents, 74% of the respondents were found to be male and 26% of the respondents were found to be female. But the male percentage is comparatively higher, this implies that majority of the people who interact with the MTN company comprise of the male group of people.

4.2.2 Age bracket of the respondents

The study also established the age bracket of the respondents that mostly accessed the services and worked with MTN Company. Figure 2 shows the findings.

Figure 2 showing the findings



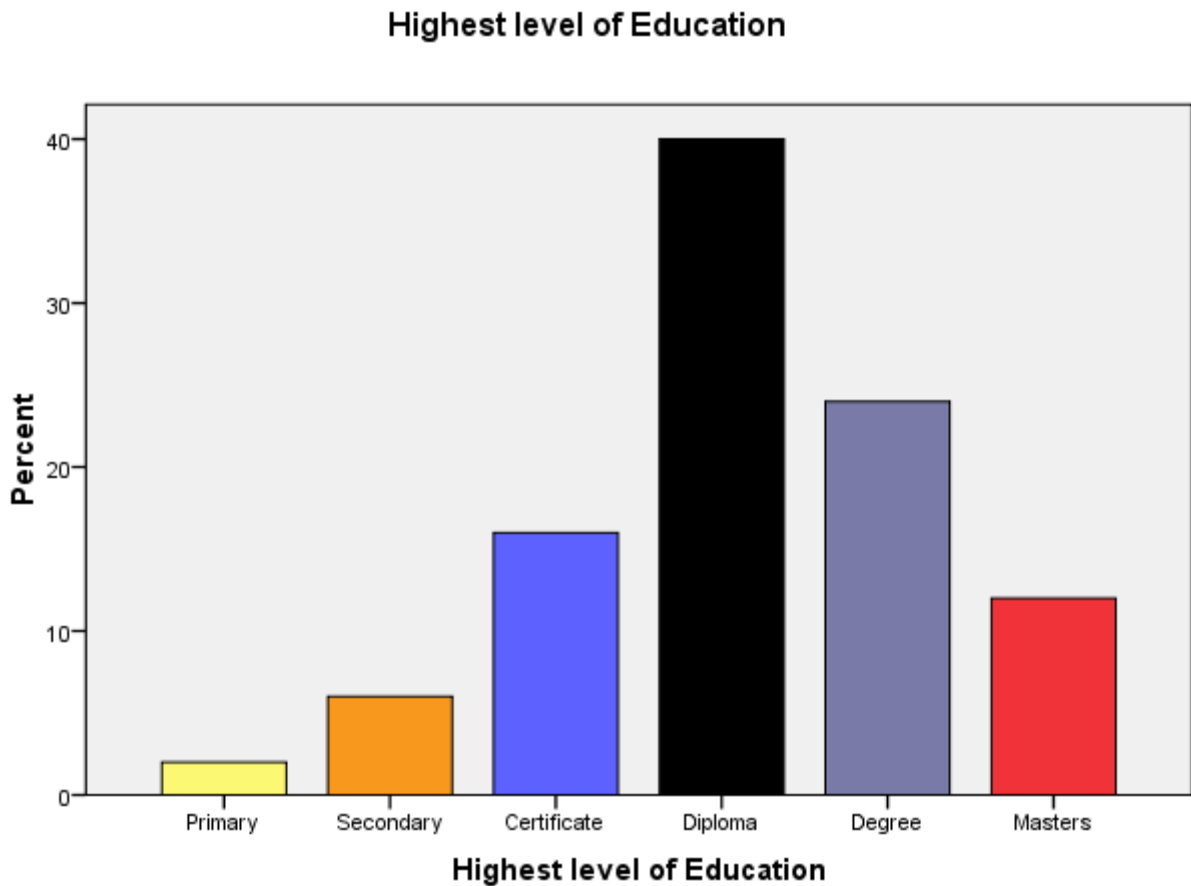
Source: Primary data, 2015

From figure 2 above, out of 50 respondents, 58% of the respondents represented the age bracket of (26-35) years, 24% of the respondents represented the age bracket of (36-45) years, 6% of the respondents represented the age bracket of (46 and above) years and 12% of the respondents represented the age bracket of (18-25) years. This signifies that majority of the respondents were in the dynamic, enterprising, risk taking and working class age of (26-35) years.

4.2.3 Education Background of the Respondents

The study required to examine if there was a link between the level of education attained by the attendants and performance of MTN Telecommunication Company. The respondents had different educational levels namely; primary, secondary, certificate, diploma, degree and masters. Figure 3 shows the findings.

Figure 3 showing the Education Background of the Respondents



Source: Primary data, 2015

From figure 3 above; the study results reveals that out of 50 respondents, 3% of the respondents were secondary school drop outs, 8% of the respondents were certificate holders, 1% of the respondents were primary school levellers, 40% of the respondents

were diploma holders, 24% of the respondents were degree holders and 12% of the respondents were masters holders. This implies that majority of MTN respondents and workers attained education at higher levels like diploma and degree.

4.2.4 Telecommunication Company dealt with

The study also established the telecommunication company dealt with by the respondents. Table 1 shows the findings.

Table 1 showing Telecommunication Company dealt with.

Telecommunication company dealt with

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid MTN | 23 | 46.0 | 46.0 | 46.0 |
| ORANGE | 7 | 14.0 | 14.0 | 60.0 |
| AIRTEL | 15 | 30.0 | 30.0 | 90.0 |
| OTHERS | 5 | 10.0 | 10.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Source: Primary data, 2015

The data results from table 1 above show that out of 50 respondents, 46% of the respondents dealt with MTN, 14% of the respondents dealt with ORANGE, 30% of the respondents dealt with AIRTEL and 10% of the respondents dealt with other

telecommunication companies. This implies that MTN has a high competitive advantage followed by Airtel over other companies.

4.2.5 Period of respondents dealing with the telecommunication company

The study also established the extent to which respondents have been dealing with the MTN telecommunication company. Table 2 shows the findings.

Table 2 showing the Period of respondents dealing with the telecommunication company.

Period of respondents dealing with the telecommunication company

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------|-----------|---------|---------------|--------------------|
| Valid 1-6 months | 7 | 14.0 | 14.0 | 14.0 |
| 6-12 months | 5 | 10.0 | 10.0 | 24.0 |
| 1-3 years | 21 | 42.0 | 42.0 | 66.0 |
| 4-10 years | 15 | 30.0 | 30.0 | 96.0 |
| 11 years above | 2 | 4.0 | 4.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Source: Primary data, 2015

Based on the data provided from table 2 above, study findings show that out of 50 respondents, 42% of the respondents dealt with the company for 1-3 years, 30% dealt with the company for 4-10 years, 14% dealt with the company for 1-6 months, 10% dealt

with the company for 6-12 months and 4% dealt with the company for 11 years above. This approves that majority of the respondents have been dealing with the company for a reasonable period of time. This implies that MTN is in position to attract a section of the market but faces challenges retaining them over a long period of time since the percentages of the loyal clients drop with time as much as they might seem to be quite impressive in the short run.

4.2.6 Position of Respondents

The study also established the position of respondents in MTN Company. Table3 shows the findings.

Table 3 showing the Position of Respondents

Position of Respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------|-----------|---------|---------------|--------------------|
| Valid Employees | 27 | 54.0 | 54.0 | 54.0 |
| Management staff | 16 | 32.0 | 32.0 | 86.0 |
| Clients | 7 | 14.0 | 14.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Source: Primary data, 2015

From table 3 above; out of 50 respondents, 54% of the respondents were employees, 32% of the respondents were management staff and 14% of the respondents were clients. This

implies that MTN can tap into the knowledge base of its employees in order to realize its full potential since the employees are knowledgeable and fully understand the market dynamics under which their company works in.

4.3 Benefits of staff training

The study examined the benefits of staff training on the performance of MTN Telecommunication Company. Table 4 shows the findings.

Table 4 showing Benefits of staff training on performance of MTN Telecommunication Company

Benefits of staff training

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|-----------|---------|---------------|--------------------|
| Valid High morale | 4 | 8.0 | 8.0 | 8.0 |
| Lower cost of production | 9 | 18.0 | 18.0 | 26.0 |
| Lower turnover | 21 | 42.0 | 42.0 | 68.0 |
| improve the availability and quality of staff | 13 | 26.0 | 26.0 | 94.0 |
| Others | 3 | 6.0 | 6.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Source: Primary data, 2015

From table 4 above, study findings revealed 42% of the respondents suggested that lower turnover was the most pronounced benefit of staff training on performance of MTN Telecommunication Company and this backed by research findings that indicate that training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided . Cole (2001), 26% of the respondents supported improving the availability and quality of staff, 18% of the respondents indicated that MTN benefited from staff training through Lower cost of production, 8% of the respondents believed that MTN would benefit from the staff training through the High morale of its staff that would have a great positive impact on MTN's general performance and 6% of the respondents indicated that MTN derived other benefits from staff training. This implies that the benefits derived from staff training are multi-dimensional for instance; lower turnover, improvement in quality of staff, among others and therefore MTN stands a better chance of having a competitive advantage over other telecommunication networks given the pool of benefits it enjoys from staff training.

4.4 Nature of staff training

The study also examined the nature of staff training on the performance of MTN Telecommunication Company. Table 5 shows the findings.

Table 5 showing nature of staff training on the performance of MTN Telecommunication Company.

Nature of staff training

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------------|-----------|---------|---------------|--------------------|
| Valid Job rotation and transfers | 25 | 50.0 | 50.0 | 50.0 |
| Coaching and or mentoring | 5 | 10.0 | 10.0 | 60.0 |
| Orientation | 12 | 24.0 | 24.0 | 84.0 |
| Conferences | 6 | 12.0 | 12.0 | 96.0 |
| Others | 2 | 4.0 | 4.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Source: Primary data, 2015

From table 5 above, the study results revealed that out of 50 respondents, 50% of the respondents indicated that Job rotation and transfers enable employees to greatly contribute to the performance of the MTN Telecommunication Company. The knowledge

acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization. (Nassazi, 2013)

, 24% of the respondents indicated that Orientation enabled employees to greatly contribute to the performance of the MTN Telecommunication Company, 12% of the respondents believed that Conferences enabled employees contribute greatly to the performance of the MTN Telecommunication Company, 10% of the respondents indicated that Coaching and or mentoring enable employees to greatly contribute to the performance of the MTN Telecommunication company and 4% of the respondents believed that other natures of staff training enabled employees greatly contribute to the performance of the MTN Telecommunication company. This implies that employees can greatly contribute to the performance of the MTN Telecommunication Company once they are subjected to the various methods of staff training such as conferences, job rotations and transfers, orientations, among others. And this is supported by (Nadler, 1984); In relation to employee training, research shows that Human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives.

4.5 Effect of staff training

The study also established the effect of staff training on the performance of MTN Telecommunication Company. Table 6 shows the findings.

Table 6 showing the effect of staff training on the performance of MTN Telecommunication Company.

Effect of staff training

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------------|-----------|---------|---------------|--------------------|
| Valid Increase productivity | 14 | 28.0 | 28.0 | 28.0 |
| Change employee competencies | 20 | 40.0 | 40.0 | 68.0 |
| Bridges the performance gap | 12 | 24.0 | 24.0 | 92.0 |
| Others | 4 | 8.0 | 8.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Source: Primary data, 2015

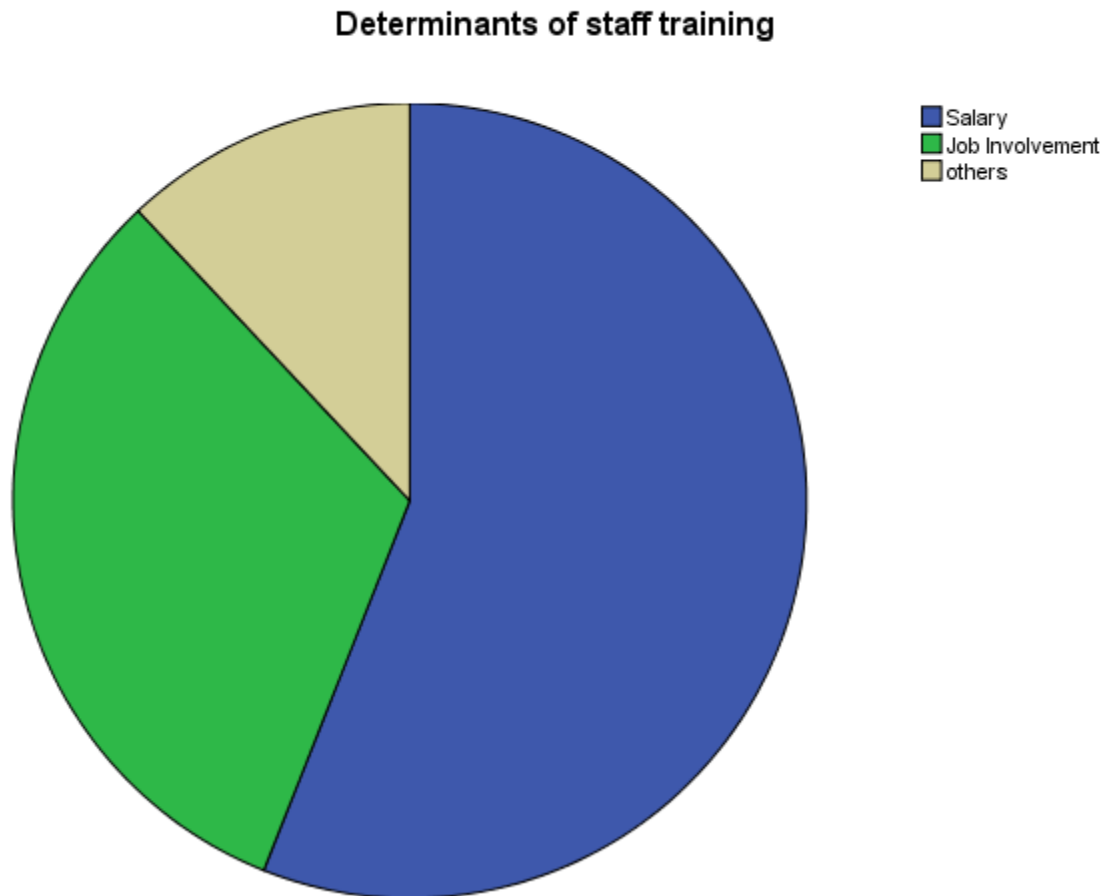
From table 6 above, study results revealed that 40% of the respondents considered changing employee competencies to be the most pronounced effect of staff training which coincides with Wright and Geroy (2001) who noted that employee competencies change through effective training programs., followed by 28% of the respondents who believed that Increase productivity was greatly as a result of staff training, then 24% of

the respondents felt staff training had a profound effect on bridging the performance gap and lastly but not least, 8% of the respondents considered staff training has other effects apart from those that were categorically listed. This implies that the MTN Telecommunication Company reaps from the staff training the same way its staff reaps from it (staff training) and this is in a number of ways such lower staffing costs since in times of scarcity in the labor market, some of its staff can step in because they would have acquired multiple skills from staff training. 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 (Harrison 2000; Guest 1997).

4.6 Determinants of staff training

The study also established the determinants of staff training on the performance of MTN Telecommunication Company. Figure 4 show the findings.

Figure 4 showing the determinants of staff training on the performance of MTN Telecommunication Company



Source: Primary data, 2015

From figure 4 above, the results revealed that 56% of the respondents considered salary as a determinant of staff training and this coincides with findings that suggest that remuneration, salary or pay is deliberated an important payment to influence the

employees and their performance to the objectives of establishment (Oshagbemi, 2000). , whereas 32% of the respondents pointed out that job involvement is a major determinant of staff training and then lastly but not least, 12% of the respondents emphasized there are other determinants of staff training. This implies that the MTN Telecommunication company has to pay attention to a number of determinants in order to zero down on which particular staff training method to use at a particular time and for a particular group of staff for instance the Information Technology department, Marketing department, among others whose staff training packages may not be necessarily the same.

4.7 Broad range and large number of companies that contribute to the telecommunications industry

The study also examined the broad range and large number of companies that contribute to the telecommunications industry. Table 7 shows the findings.

Table 7 showing the Broad range and large number of companies that contribute to the telecommunications industry.

Broad range and large number of companies that contribute to the telecommunications industry

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------------------|-----------|---------|---------------|--------------------|
| Valid Networking service providers | 6 | 12.0 | 12.0 | 12.0 |
| Communications equipment suppliers | 22 | 44.0 | 44.0 | 56.0 |
| Networking equipment suppliers | 13 | 26.0 | 26.0 | 82.0 |
| Semiconductor manufacturers | 7 | 14.0 | 14.0 | 96.0 |
| Others | 2 | 4.0 | 4.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Source: Primary data, 2015

From table 7 above, out of the 50 respondents, 44% of the respondents indicated that Communications equipment suppliers contributed mostly to the Telecommunication industry, 26% of the respondents considered Networking equipment suppliers to make a significant contribution to operations of the Telecommunication industry , 14% of the respondents considered Semiconductor manufacturers to play a significant role in the Telecommunication industry, whereas 12% of the respondents pointed out that Networking service providers made a notable contribution to the Telecommunication industry and 4% of the respondents believed that other contributors had a role to play in the Telecommunication industry worth noting. This implies that the MTN Telecommunication Company has got a broad range and large number of companies that contribute to its operations in one way or another and this supported by Robert and Eisenberg; et al,(2006) telecommunication industry encompasses multiple service providers, including telephone companies, cable system operators, Internet service providers, wireless carriers, and satellite operators. Taking for example, the input by the communication equipment suppliers that is to say those supplying the Telecom masts and other sophisticated gadgets meant to ensure the smooth running of its day to day operations so as to constantly provide customer satisfaction and also complementing the staff training in one way or another so as to boost its performance.

4.8 Importance of a Telecommunications Company

The study also examined the importance of a Telecommunications Company. Table 8 shows the findings.

Table 8. showing Importance of a Telecommunications Company.

Importance of a Telecommunications Company

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|-----------|---------|---------------|--------------------|
| Valid Provides a technological foundation for societal communications | 24 | 48.0 | 48.0 | 48.0 |
| Enables participation and development | 16 | 32.0 | 32.0 | 80.0 |
| Provides vital infrastructure for national security | 8 | 16.0 | 16.0 | 96.0 |
| Others | 2 | 4.0 | 4.0 | 100.0 |
| Total | 50 | 100.0 | 100.0 | |

Source: Primary data, 2015

From Table 8 above; out of 50 respondents, 48% of the respondents considered provision of a technological foundation for societal communications to be one of the importance of

a Telecommunications Company, 32% of the respondents indicated that a Telecommunication Company enabled participation and development, 16% of the respondents pointed out the a Telecommunication Company provided vital infrastructure for national security, and 4% of the respondents emphasized that there were other ways of benefiting from a Telecommunications Company apart from those outlined as stressed by (Eisenberg & Lucky, 2006); It is difficult to predict the future impact of telecommunications technologies, services, and applications that have not yet been invented. For example, in the early days of research and development into the Internet in the late 1960s, who could have foreseen the full impact of the Internet's widespread use today? This implies that Telecommunications Companies provide a wide range of benefits both directly and indirectly and if not all, some of the benefits can be traced back to the provision of staff training in one way or another. Taking for example when the MTN Telecommunication Company trains its staff, they(staff) are in position to play a role in developing the vital infrastructure for national security in one way or another; most especially the staff under the Information Technology department.

4.9 Conclusion and Forecast

This chapter dwelt on mainly two things that is to say the composition of the respondents and the insights they provided on a number of issues put under scrutiny or brought to their attention by the current study.

The respondents were mainly male who were 74% of the respondents and the respondents were relatively highly educated that is to say diploma and degree holders who when combined together made up of 64% of the respondents. Important to note is that majority of the respondents were either MTN Telecommunication Company

employees or MTN Telecommunication management staff with a combined percentage of 86% of the respondents which implied many things, most important of all being that, if they (employees and management staff) are put to use, the MTN Telecommunication Company can benefit greatly from their vast knowledge base. The majority of the respondents fell under the age bracket of (26-35) which is considered to be dynamic, enterprising, risk taking in nature and working class age. It holds water to mention that the majority (46% of the respondents) had not only dealt with the company over other Telecommunication companies but had also been dealing with the company for a reasonable period of time that is to say 42% of the respondents indicated they had dealt with the MTN Telecommunication company for (1-3) years.

The insights provided by the respondents covered the benefits, nature, effect and determinants of staff training as well as the broad range of companies contributing to the Telecommunication industry in general and the importance of telecommunication companies which led to a number of conclusions relevant to the current study such as; staff training being mutually beneficial to the Company-Staff relationship, for example, the staffing costs of the company are lowered while at the same time staff gain multiple skills. And also the need for the MTN Telecommunication Company to pay attention to a number of determinants in order to zero down on which staff training method to use at a particular time and for a particular group of staff; among other conclusions arrived at within Chapter Four.

The next Chapter will discuss the findings from the current study and make a connection with academic literature from various scholars previously cited in the Literature Review and thereafter, conclusions and recommendations will be drawn from a well-informed point of view.

CHAPTER FIVE

5.0 DISCUSSION OF RESULTS, CONCLUSION AND RECOMENDATIONS

5.1 Introduction

This chapter discusses the findings by comparing what was in this study with what other scholars have established before in the literature review. It helps to draw conclusions as well as recommendations and other areas for future research. The discussion is according to the study objectives.

5.2 The nature of staff training on the performance of MTN telecommunication companies in Kampala Division.

The findings from the study revealed that; 50% of the respondents supported that Job rotation and transfers as one of the nature of staff training, 24% supported Orientation, 12% supported Conferences, 10% supported Coaching and or mentoring and 4% supported other natures of staff training which implied that with the above kinds of staff training, efficiency and effectiveness would be achieved. This implies that the most common method of staff training that is adopted is the “job rotation and transfers” followed by “orientation” whose primary role is to greatly impact on the general performance of the MTN Telecommunication companies in Kampala Division.

The above findings were supported by McCourt and Eldridge (2003) who suggested that developing employee skills within organization involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization, and one branch of the organization to another. For transfers for example, it could involve movement of employees from one country to another. The

respondents added that rotations and transfers facilitate employees acquire knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates. The knowledge acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization.

The above findings were also supported by Devanna, Fombrun and Tichy (1984) who suggested that mentoring offers a wide range of advantages for development of the responsibility and relationship building. The previous scholars added that 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.

Based on previous findings, McCourt and Eldridge (2003) argued that orientation involves getting new employees familiarized and trained on the new job within an organization. During this process, the new employees 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. The new employees 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.

In addition, Torrington et al. (2005) argued that conferencing training and development method 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 to under training other individuals.

In support to previous findings, Torrington et al. (2005) suggested that 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 range of employees for example those in sales or customer service area, management and support employees.

5.3 The benefits of staff training on the performance of MTN telecommunication companies in Kampala Division.

In regards to the benefits of staff training, the study results revealed that; 42% of the respondents suggested that staff training leads to Lower turnover thus increasing performance of MTN Telecommunication Company, 26% of the respondents supported improving the availability and quality of staff, 18% supported Lower cost of production, 8% supported High morale and 6% supported other benefits of staff training which implied that staff training has gotten a benefit as far as performance of Telecommunication Company is involved in support to study findings.

Cole (2001) argued that the main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. He added that there are so many benefits associated with training which include: High morale – employees who receive training have increased confidence and motivations, Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste, Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;, Change in management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations, Providing recognition, enhancing responsibility and the possibility of increased pay and promotion and Helping to improve the availability and quality of staff.

5.4 The determinants of staff training on the performance of MTN telecommunication companies in Kampala Division.

The findings from the study also revealed that; 56% of the respondents argued that salary is one of the determinants of staff training, 32% argued that job involvement is one of the determinants of staff training while 12% supported other determinants of staff training which implied that salary and job involvement may be the major determinants of staff training on the performance of MTN Telecommunication Company.

The above findings were supported by Oshagbemi (2000) who suggested that Salary or pay is the practice of periodic payment from the firm to its employee, which is absolutely specified in an occupation agreement.

Kober and Van Damme (2006); Mtonya, Mwapasa, and Kadzandira (2005) also supported that Remuneration, salary or pay is deliberated an important payment to influence the employees and their performance to the objectives of establishment.

Yip et al. (2010) also supported the above findings by suggesting that Salary fill-ups have not been steadily appraised via tough procedures of the performance originate no studies inspecting salary alterations and performance of the work, or exploratory salary rises and preservation of the strength employees.

The above findings were also supported by Brown and Leigh (1996) who argued that Job involvement is trustily and incidentally pretentious through these variables and the performance is spontaneously precious through job involvement. Brown (1996) also

added that Job involvement effects in the sophisticated stages of the in-role job presentation through definitely distressing workers inspiration and struggle.

5.5 Conclusion

In conclusion, most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance. According to Kenney and Reid (1986) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training according to Kenney and Reid (1986) consists of the various steps including: identifying and defining training needs, defining terms of knowledge and skills to be learned, defining the objectives of the training, planning training programs to meet the needs and objectives, deciding who provides the training, evaluating training, amending and extending training as possible.

5.6 Recommendation

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

Management should ensure that mentoring offers a wide range of advantages for development of the responsibility and relationship building. Management should also ensure that 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.

Management should also ensure that orientation should involve 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 should 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.

Management should also ensure that conferencing as training and development method should involve presentations by more than one person to a wide audience. It should be more cost effective as a group of employees are trained on a particular topic all at the same time in large audiences.

Management should also ensure that the role playing should 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 should also involve the presentation of problems and solutions for example in an organization setting for discussion. Trainees should also be provided with some information related to the description of the roles, concerns, objectives, responsibilities, emotions, and many more.

Management should also ensure that the main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It should be one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations.

Management should also ensure that Salary or pay is the practice of periodic payment from the firm to its employee, which is absolutely specified in an occupation agreement.

Management should also ensure that Remuneration, salary or pay is deliberated on important payment to influence the employees and their performance to the objectives of establishment.

Management should also ensure that Job involvement is trustily and incidentally pretentious through these variables and the performance should be spontaneously precious through job involvement. Job involvement should have an effect in the sophisticated stages of the in-role job presentation through definitely distressing workers inspiration and struggle.

5.7 Limitations to the study

The research was constrained by the limited financial resources. However, efforts were made to try out a reasonable piece of work out of that which was given.

Uncooperative respondents like during the time when questionnaires were dispatched. The questionnaires had to be answered by the targeted respondents for which most of the times were busy and uncooperative.

The measures on the Internet were so hard to access especially those of International Journal of Educational Management

The research was constrained by the limited financial resources. However, efforts were made to try out a reasonable piece of work out of that which was given. Internet was on and off making research hectic.

5.8 Areas for Further Research

From the study conducted, findings achieved, the researcher recommends further research in the following areas;

The impact of motivation on the performance of Telecommunication Company.

The effect of a rewards system on the development of a Telecommunication Company.

The contribution of job satisfaction on the performance of Telecommunication Company.

APPENDIX I

QUESTIONNAIRE

Dear respondents,

My name is Niwagaba Joshua, a Bachelor of Business Administration and Management student of Uganda Martyrs University. You are kindly requested to fill or tick or chose this questionnaire as honestly as you possibly can. The information obtained will be used for academic purposes only and will be treated with ultimate confidentiality.

PERSONAL DATA

1. What is your gender or sex as a respondent?

Male Female

2. Which is your age bracket?

(18-25) (26-35) (36-45) (46 and above)

3. What is your highest level of Education?

Primary Secondary

Certificate Diploma

Degree Masters

4. Which telecommunication company do you deal with?

MTN

ORANGE

AIRTEL

If any other, specify.....

5. If MTN, for how long have you been dealing with that telecommunication company?

1-6 months

6-12 months

10 years above

1-3 years

4-10 years

6. Which position do you hold in MTN Telecommunication Company?

Employees

Management staff

Clients

7. According to your experience, to what extent does staff training contribute to performance of the MTN Telecommunication Company?

Large extent

Relatively large extent

Small extent

Relatively small extent

If any other, specify.....

8. According to your experience, what kind of staff training enables employees greatly contribute to the performance of the MTN Telecommunication Company?

Job rotation and transfers Coaching and or mentoring

Orientation Conferences

If any other, specify.....

9. According to your experience, what is the individual Effect of the kind of staff training (chosen in (8) above) on the performance of the MTN Telecommunication Company?

Increase productivity

Change employee competencies

Bridges the performance gap

If any other, specify.....

10. What factors does MTN consider in order to determine employees staff training programs?

Needs Assessment Employee Appraisal Assessment

Organizational Objectives

If any other, specify.....

11. According to you, what are the broad range and large number of companies that contribute to the MTN Telecommunication Company?

Networking service providers *Communications equipment suppliers*

Networking equipment suppliers *Semiconductor manufacturers*

If any other, specify.....

12. What are the challenges facing the MTN Telecommunication Company in relation to staff training and organization performance?

.....
.....
.....
.....

13. What strategies are employed to overcome challenges facing the MTN Telecommunication Company in implementing staff training in relation to performance?

.....
.....

.....
.....

Thank you for your time and response.

APPENDIX II

INTERVIEW GUIDE

1. What methods of staff training does the MTN Telecommunication Company use in Uganda?
2. According to your experience, what are the benefits of staff training on the performance of the MTN Telecommunication Company in Uganda?
3. According to your experience, what is the nature of staff training employed by the MTN Telecommunication Company in Uganda?
4. According to you, what is the Effect of staff training on employees and the performance of the MTN Telecommunication Company in Uganda?
5. What are the Determinants of staff training programs in the MTN Telecommunication Company in Uganda?
6. What are the challenges faced and strategies employed by the MTN Telecommunication Company in Uganda to overcome them in relation to staff training?

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