Original Research Article

TRAINING PROGRAMMES AND EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR IN UGANDA: A CASE OF THE DIRECTORATE OF CITIZENSHIP AND IMMIGRATION CONTROL

Jacob Shems Siminyu, Dr Teopista Nalule Kyamanywa, Twaha William Kayondo

Department of Business Administration and Entrepreneurship,
School of Management, Kyambogo University, Uganda

Abstract: - This study examined the effect of staff training programs on employee performance in the public sector in Uganda taking a case study of the Directorate of Citizenship and Immigration Control (DCIC)**.** While the DCIC engaged in staff training programs especially during the past ten years, employee performance remains wanting. The unsatisfactory performance at the DCIC is majorly characterized by long customer queues, delayed service delivery and continued customer complaints. The study therefore sought to establish whether the staff training programs have had any effect on the performance of employees in the public sector – taking DCIC as a representative case study. A total of 205 respondents, including 110 employees, 9 key informants and 86 customers, participated in the study. A questionnaire and two structured interview guides were used to gather primary data. Quantitative data was analyzed using descriptive and inferential statistics, while qualitative data were analyzed using pragmatic content analysis, (Trochim, 2006). The validity was ensured by using Content Validity Index (CVI) (Mugenda and Mugenda, 2003) while the reliability was established by using Cronbach Alpha Coefficient Test (Amin, 2005). The first study finding revealed that short term training courses had a moderate positive effect on employee performance at the DCIC. This meant that employee performance was quite wanting particularly in terms of the quality, efficiency and effectiveness of the services delivered to the customers. The second finding confirmed that career enhancement techniques had a significant but weak positive effect on employee performance at the DCIC. The research results further established that both staff attitude and work environment had a significant positive relationship with employee performance at the Directorate of Citizenship and Immigration Control in Uganda. The generated model ranked staff attitude, work environment as the highest contributors to employee performance followed by short term training programmes and career enhancement techniques respectively. On the basis of the findings, it was recommended that the working environment should be improved by first motivating staff with both equitable direct and indirect rewards and then facilitates them with the necessary equipment as priority. Then short term job related training programmes should be run using appropriate training techniques in effort to improve staff performance.
Key words: Public sector, Immigration Control,   characterized, performance, short term training, entry permit, visa, pass

Introduction: The study sought to investigate the effect of staff training programs on employee performance in the public sector in Uganda. Staff training programs were the independent variables (IV) while employee performance was the dependent variable (DV). The study considered working environment and staff attitude as moderating variables (MV).

Background to the study: Current trends in the pattern of service delivery by both private and public enterprises demand that organizations must cope with universally accepted globalised challenge of satisfying the customer. The increase in competition coupled with tremendous improvement in strategies and techniques are all geared towards the improvement of quality of services that are delivered to the customers. The scramble for satisfaction of the customer, who is the final user of these services, has turned into a major motivating force for organizations to ensure that their own staffs adequately satisfy the clients.

The Directorate of Citizenship and Immigration Control (DCIC) was established in the Ministry of Internal Affairs (MIA) by chapter 3 of the constitution of the Republic of Uganda and the Uganda Citizenship and Immigration Control Act CAP 66 as amended (The Uganda Citizenship and Immigration Control Amendment Act, 2006 and The Uganda Citizenship and Immigration Control Amendment Act, 2009) and regulations there under, (the Passport Regulations, 2004, The Registration and Control of Aliens Regulations, 2004, the Uganda Citizenship and Immigration Control Regulations, 2009, The Uganda Citizenship and Immigration Control (Fees Regulations and The Uganda citizenship Regulations, 2009). The DCIC is mandated with

the issuance of travel documents to deserving travelers, the management of entry and exit into and out of Uganda, the control of stay of aliens in Uganda and the issuance of National Identity Cards (Government of Uganda, 1995).

As one of the central government departments of the Ugandan public service, efficient and effective delivery of service is essential and as such there is a continuous need for the management of staff performance management in order to ensure that timely and satisfactory services are delivered to the public. (Government of Uganda, 2002). In such a competitive environment, most government organizations have continuously sought appropriate skills, knowledge and attitude in their workforce in order to maintain their status as relevant rather than irrelevant. As a consequence, human capital enhancing activities such as training and development programs have become more common than ever before. (Cooney et al, 2002).

However, whereas training programs have been considered an integral part of strategies for improvement of employee job performance, some organizations have simply been caught up in the trap of training their staff because many other organizations are doing it. Other organizations, especially government departments and most Non-Governmental Organizations (NGOs) train their staff as and when the budgets can allow. This is mainly because of financial resource constraints (Jjumba, 2002). Never-the-less, for many organizations, little attention seems to be paid to the management of performance, which has resulted into critical difficulties in the measurement of the effect of training programs on performance.

Generally, most organizations train their staff in tailored short term courses such as customer care and public relations, computer applications, human rights, sexual harassment and safety. This is initiated for a variety of reasons with a drive towards improved staff performance

without necessarily putting much attention on the development of employees which is equally of great significance in improving their performance.

For the purposes of this study, short term training refers to the process through which an expert or group of experts acquaint learners with certain skills in a short period in order to improve their current job performance. This type of endeavor has been taking place at the DCIC since the year 2000 and various trainings have been conducted in the areas of Customer Care and Public Relations - 2000 and 2007 to Immigration staff by Makerere University; Refugee Law and Human Rights for Immigration Officers (2001 and 2007 by the Refugee Law Project and Results Oriented Management (ROM) in 2003 by the Ministry of Public Service for the DCIC staff. Other tailored short courses which were extended to the staff include PISCES (Personal Identification Secure Comparisons and Evaluation system) in 2005 and Computer Applications in 2006 and 2007. Other officers have also been undergoing training in fraudulent document detection and Money Laundering. All these short term training courses were aimed at harvesting the full potential of the employees for improved job performance and consequently better service delivery by the Directorate.

There is no reviewed study regarding the contribution of training programmers and employee performance in public organizations in Uganda addressing the DCIC case in particular, thus the need for this research.

Despite the efforts made by the DCIC towards training programs, the organisation has over the years continued to receive criticisms from members of Parliament for failure to control illegal aliens; delays in the issuance of immigration facilities such as visas and entry permits; and inefficiencies in the issuance of passports. The New Vision of Tuesday, October 14th, 2008, reported that the DCIC, which is responsible for issuance of passports and work permits, is always crowded with people who are either seeking passports or permits. It further reported that the Minister of Internal Affairs was shocked when a big crowd of passport applicants reported to him that they have taken more than a month without getting their passports after paying for them. Parliamentarians further complained that   there were inefficiencies in the directorate that have led to issuance of diplomatic passports to un-deserving persons.   The poor performance of the employees can also be reflected in clients' complaints about poor customer service, the long processes and procedures, bureaucracy and inefficiency involved in getting services which cause constant delays, (Namara, 2004).

What is Performance?

"*If you can't define performance, you can't measure or manage it* (Armstrong & Baron, 1998).

While performance managers are faced with the challenge of agreeing whether performance entails behaviour, results, or both, they agree that performance relates to doing the work, as well as the results that are achieved (Otley, 1999). Performance is a multidimensional construct, whose measurement, depends on a variety of factors that comprise it (Fitzgerald and Moon, 1996). Other scholars argue that performance ought to be defined as the outcomes of work because of their outstanding contribution to the strategic goals of the organization such as customer satisfaction, and economic contributions (Rogers, 1994). What is important in this case is to establish whether the objective of measuring performance is meant to assess the outcomes or the behaviour of the employees.

An organization should distinguish between its results, which are the outputs, outcomes and impacts; the behaviour of its employees while at work which constitutes the processes and appropriate performance measurement devices. Campbell (1990) subscribes to the premise that performance is behaviour and should be distinguished from the outcomes because they can be contaminated by system factors, which

are outside the control of the performer. What is implied in Campbell's argument is that performance measurement can only focus on the final results of the group or the individuals executing the tasks if the system factors are under strict control. This argument contrasts with (Edis, 1995) who argues that performance is something that the employee leaves behind and that exists apart from the purpose for which it was done.

According to Murray et al, (2002), performance is believed to have a popular and much used with an origin in the Management by Objectives (MBO) school of thought that emphasizes Key Result Areas (KRAs)/objectives, key tasks, performance measures and performance standards. With such an approach the focus is mainly put on productivity measured in terms of amount of work done, the cost, the quality with reference to acceptability by the customers, the closeness to specifications, the reject rate and standards met, customer satisfaction in terms of number of complaints or complements and the level of timeliness in meeting the agreed upon tasks. Charney (2007) says that one of the most effective methods of measuring performance is to consider the indicators that reflect both the interests of the customer, the staff and other major stakeholders simultaneously in addition to reflection on the past and the future performance of the organization. This study finds it pertinent that defining performance would be achieved if it embraces the behaviours of the worker, the key results of his efforts as well as the beneficiaries of the organization. This is because the behaviour, the results the final value added are difficult to separate because they are interdependent and are all important in measuring performance.

Staff Training Programs: Staff training programs refer to activities that lead to the enhancement of staff career as well as his/her job performance. Programs mainly consist of training of staff and/or planned career enhancement initiatives (StanFord University Administrative Guide, 2015, https://adminguide.stanford.edu/).

Training is also viewed as an endeavour to impart knowledge, skills and positive attitudes necessary to perform job related tasks (Steve True Luve, 1998). One of the ways through which the quality of the employees is maintained is by giving them continuous training programs. To ensure that they maintain the quality of the services they provide, organizations are continuously training both management and the employees who are involved in delivering timely and quality services. This means that training is like investing in people to enable them to enhance their performance and to empower them with the required capacity to maximize their current capabilities.

Statement of the Problem: The DCIC, (which was earlier called the Department of Immigration) has since the year 2000 been involved in training of its staff in short term courses with a view to improve their job performance. These courses range from Customer Care and Public Relations, Refugee Law and Human Rights, Computer Applications, Fraudulent Document Detection and Communication Skills. The DCIC has also conducted a number of induction courses for its new staff. However, despite all this investment in human capital, employee performance has remained wanting (The New Vision, Saturday 14th may, 2010). This is evidenced by the fact that the department continues to experience manifestations of unsatisfactory performance as reported by the Parliamentary Committee on Defense and Internal Affairs that 480 passports got spoilt, due to what was termed as human error, thereby causing a gross loss of twenty five million shillings in the year 2008 alone, (The New Vision, Saturday 14th may, 2010). Unsatisfactory performance of the DCIC employees has also been reflected in clients' complaints about poor customer service, and constant delays as reported by (Namara, 2004). There are mixed feelings as to whether the staff

training programs offered by DCIC are actually causing the desired and anticipated improvement in the actual empoyee job performance at the DCIC. This study therefore, sought to establish the effect of staff training programs on the performance of public sector employees and took DCIC as a case study.

The objectives of the study were:
1. To determine the effect of short term training courses on the performance of employees at the Directorate of Citizenship and Immigration Control in Uganda.
2. To ascertain the effect of career enhancement training techniques on the performance of employees at the Directorate of Citizenship and Immigration Control.
3. To establish the effect of staff attitude and working environment on the performance of employees at the Directorate of Citizenship and Immigration Control in Uganda.

Research Questions
1. What is the effect of short term training courses on the performance of public sector employees in the DCIC?
2. How do career enhancement techniques improve the performance of public sector employees in the DCIC?
3. What is the moderating effect of staff attitude and working environment on the performance of public sector employees in the DCIC?

Conceptual Framework
The study measured the effect of staff training programs on the performance of public sector employees. Staff training programs were the independent variables (IV) while performance was the dependent variable. The relationship between the variables was conceptualized in the figure below.
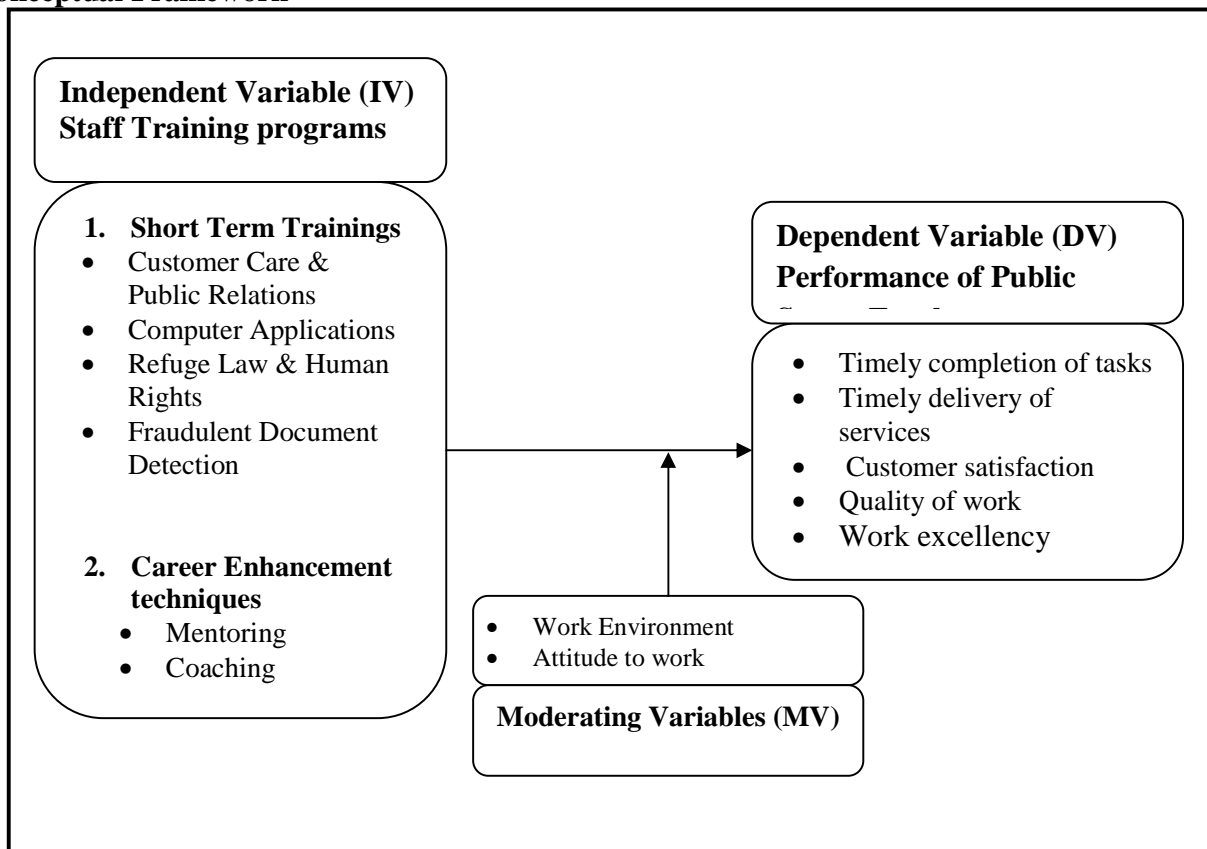
Conceptual Framework

Figure 1: Staff training programs and employee performance

As shown in the diagram preceding, the research conceptualized that the Dependent Variable (DV) which was the performance of public sector employees would was influenced by short term trainings which were identified as Customer Care & Public, public relations, Computer Applications (including training in PISCES), Refuge Law and Human Rights and Fraudulent Document Detection. As well as career enhancement techniques that included Mentoring, Coaching, Induction and Delegation. Staff training programs and career enhancement techniques formed the Independent Variables. (IV).

It was further conceptualized that work environment and staff attitude towards work formed the Moderating variables that influence the performance of public sector employees. The Dependent Variable (DV) was measured by timely completion of tasks, timely delivery of services, the Level of customer satisfaction (for both internal and external customers) quality of work performed, work excellency and staff innovation.

It should be noted that the effect of staff training programs on the performance of public sector employees may be significantly mitigated by the Moderating Variable (MV) which was identified by the study to constitute Work Environment and Proper equipment. For example training someone in computer application may not improve his performance unless he has regular access to using the computer. Equally so, training someone in human rights and refugee law without deploying where he has direct interface with refugees would not improve his performance in the area of managing refugees and may consequently render the training worthless.

Scope of the Study

Content Scope: The study sought to analyze the effect of training programs on the performance of public sector employees in the DCIC.

Geographical scope: The DCIC has over twenty five gazetted entry points and eleven regional offices spread all over Uganda. Because

of the large size of the Directorate, the study was limited to investigating the effect of training programs on the performance of public sector employees in two entry points (Entebbe, and Katuna); and the Immigration Headquarters (Kampala and Portbell). The target population included all staff in the selected offices. These included Commissioners, Assistant Commissioners (ACs), Principal Immigration Officers (PIOs), Senior Immigration Officers (SIOs), Immigration Officers (IOs), Assistant Immigration Officers (AIOs) and Immigration Assistants (IAs) and a few administrative staff who belong to the DCIC.

Time Scope: Constant training of employees in the DCIC began around the year 2000, when customer care and Public relations was identified as a major concern for the then Department of Immigration. The study therefore focused on the effect staff training programs that were conducted between the year 2000 and the year 2010 at DCIC.

Significance of the study: The findings of the study may provide useful information to the government, civil society organizations and the businesses community regarding the effect of staff training programs on the performance of employees at DCIC.

The findings of the research might also be used as a basis for remedial action to poor staff performance by employers in public sector organizations in Uganda.

The research was also intended to contribute to the existing body of knowledge in connection with the effect of training programs on employee job performance.

Justification of the study: Like many government Ministries, Departments and Authorities (MDAs), that seek to enhance their performance in service delivery by engaging in human capital enhancement activities, the DCIC embarked on conducting training programs in order to improve the performance of its employees. However, the effort did not seem to have produced the desired outcomes. For example some officers who underwent various

training were not deployed to duty stations where the training given was most applicable. Other staff members lacked the facilities like computers that would be used to improve their performance and the few who had computers, lacked the appropriate software that could make them maximize their output based on the relevant queries. This was evidenced by the fact that key operations of the DCIC like receiving and processing passport applications, delivery of the finished passports and management of passport records was predominantly manual and paper based. The same situation applies to visa issuance, work permits processing and issuance as well as the issuance of visitors' passes, special passes and students' passes. Generally, there was low level of customer satisfaction judged from the complaints of parliamentarians who are critical of the uncontrolled level of illegal immigration in Uganda. The parliamentarians were also concerned about wastages of passports during issuance due to what they termed as "human error" This shows that there was a lot that still needed to be done for the performance of employees to improve. The study was further justified by the fact that the researcher was an employee of the DCIC and had witnessed the challenges that were being faced by the DCIC despite all the various training that had taken place.

Literature Review: The literature was reviewed in light of the study objectives and the underlying theory that guided the study. The research objectives were: to determine the effect of short term training courses on the performance of public sector employees in the Directorate of Citizenship and Immigration Control (DCIC); to ascertain the effect of career enhancement programs on the performance of public sector employees in the Directorate of Citizenship and Immigration Control (DCIC) and to establish the effect of staff attitude and working environment on the performance of public sector employees in the Directorate of Citizenship and Immigration Control (DCIC).

Theoretical Review

The Resource Based View (RBV) Theory: This theory was advanced by Latham & Locke (2002) and it emphasizes the importance of identifying, developing and training key human resources to enhance the performance of an institution. The theory argues that the most important resource for an institution is its workforce (Armstrong, 2000). Therefore an institution should have a system for Identifying key human resources; retaining them and developing them to support the institution achieve her performance goals. To do this, it requires good human resources management practices including recruitment, sourcing and development skills. The theory says that an institution should have a system that attracts the right employees through its incentives management, develops its employees to grow into management positions within the institution, motivates them through involving them in decision making and retains them to ensure the effective implementation of organizational goals, business continuity and the survival of the organization and its members. According to (Armstrong, 2000) institutions have a responsibility to develop knowledge and skills of employees in areas such as the use of information and technology in order to increase their efficiency and effectiveness as they grow to higher positions of management. This benefits the institution as it raises the chances of the institution in meeting her mission and vision through these management team members.

Employee Performance: Employee performance is something a single person does for the institution (Campbell et.al, 1993). This definition differentiates it from more encompassing constructs such as organizational performance. This understanding also differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcomes than just an employee's behaviors and actions. Armstrong (2000) indicates that employee performance

goes hand in hand with performance management. Performance management is the systematic process of planning work, setting expectations, monitoring performance and developing the capacity of employees to perform. Performance management empowers staff with the necessary skills and attitude and thus helps them to achieve their objectives and is therefore a strong driving force for the enhancement of their performance, (Langdon and Osborne, 2001). Performance management is done through performance planning, monitoring and measurement.

Performance planning: Performance planning involves setting performance expectations and goals for the employees to channel their efforts toward achieving organizational objectives. Getting employees involved in the planning process is a good practice because it helps them understand the goals of the organization, what needs to be done, why it needs to be done, and how well it should be done. The elements and standards of their performance appraisal plans are also established. These should be measurable, understandable, verifiable, equitable, and achievable. Through critical elements, employees are held accountable as individuals for work assignments or responsibilities. The performance plans of public sector employees should be flexible so that they can be adjusted to enhance the employee's achievement of organizational objectives (Performance Management and Incentives Awards Division, 2001).

Performance Monitoring: According to the (Performance Management and Incentives Awards Division, 2001) it is necessary to continuously and consistently monitor performance by measuring performance and providing ongoing feedback to employees on their progress toward delivering the set targets. Performance review has become a common feature in most organizations and has increasingly relied on it to provide annual feed back to people who need it on a daily basis, (Charney, 2007). By monitoring continually,

supervisors can identify unacceptable performance at any time during the appraisal period and provide assistance to slack performance rather than wait until the end of the period when annual summary rating levels are assigned.

Performance measurement: Performance measurement is a strategic and integrated process that delivers sustained success to an institution by improving the performance of people who work in them and by developing the capabilities of individual contributors and teams (Hunt, 2009). Langdon and Osborne (2001) indicate that organizations measure performance by conducting performance ratings and reviews.

Rating staff performance: Rating means evaluating employee or group performance against the elements and standards in an employee's performance plan and assigning a summary rating of record. Rating systems rely on the ability of the manager to categorize the performance of public sector employees into a limited number of categories as described in the particular rating scale on the evaluation form. The number of categories usually ranges from three categories to seven, but regardless of the number, they are categorizations, and rarely get linked to specific behaviours of the employee, (Baskal, 2010). The rating is based on work performed during an entire appraisal period. There are three distinct types of appraisal, namely the top-down, the peer, and the 360 degree appraisals. The rating of record is assigned according to procedures included in the organization's appraisal program, (Landon and Osborne, 2001). Due to the need for organizations to know who their best performers are in the context of formal performance appraisal requirements, they find it useful to summarize and compare the performance of public sector employees over an agreed period. It is important that an organization agrees on one rating to avoid coming up with different and inconsistent scores for the same employee over time.

According to the (Performance Management and Incentives Awards Division, 2001), While employee ratings are the easiest method of coming up with some values that purport to represent employee performance, they are far from the most effective way to improve performance. Employee reviews can never be completely objective. That said, probably the least objective method of reviewing performance of employees involves the use of employee rating scales and systems. Clearly, when a manager indicates that an employee falls into the "excellent" category, or is "below average"; the manager is exercising a considerable degree of subjective judgment and discretion. Furthermore, the measurement and recognition of performance that results in the employee ratings should be based on accomplishments of the organization results rather than activities (Performance Management and Incentives Awards Division, 2001). Performance reviews are done at least annually, although quarterly and six monthly reviews are also common. Other organizations have a mini-review in between the formal annual review. An annual performance review (Performance Appraisal) involves a formal discussion about an employee's development and performance. The factors discussed can include work conduct, key performance indicators, work plans, roles and responsibilities, position descriptions, training/learning, and financial and non-financial compensation.

Performance of the DCIC: This section examined some of the common indicators of performance in public sector employees that are relevant to DCIC. They include timely completion of tasks, timely delivery of services and the level of customer satisfaction.

Timely Completion of Tasks and Delivery of Services: Supervisors and monitors always ask the progress made on targets as work gets done. Completion of one's tasks in time and timely delivery of services to both internal and external customers is one of the major indicators that are used to judge whether a given an employee is performing to the expectation of his job (Carney, 2007). It was imperative to assess whether the training programmes offered to employees at the Directorate of Citizenship and Immigration Control (DCIC) in Uganda contribute to the staff timely completion of tasks and delivery of services.

Level of Customer Satisfaction: Customer satisfaction is one of the most common tools used in measuring the performance of not only the employee but also that of the organization (Carney, 2007). However, a number of studies have attempted to quantify the level of satisfaction of the customers to the satisfaction of employees. Some of the early sets of hard data quantifying the links includes those that were conducted by (Reich, 1996) and (James Heskett et al, 1997). Both studies concluded that there are direct and quantifiable links between customer satisfaction and employee satisfaction in respect to the performance of the employee. The two studies further revealed that employees who satisfied their customers became enthusiastic, loyal and committed to their work, all of which combine to improve the delivery of quality services. In turn, the increased employee morale leads to quantifiable improvements in organizational performance.

However, it is also reported that while there are companies with the strongest financial performances often having high levels of employee satisfaction, there are companies with poor financial performance also having high levels of employee satisfaction (Grant, 1998). It is important that companies build their own models because customer satisfaction is only one variable in understanding the relationship between employee satisfaction, customer satisfaction, and financial performance of the organization. Moreover, each company must determine how it defines employee satisfaction and customer satisfaction, which can even differ between departments and business units within one company (Lockhard& Ellis, 1998). Therefore, the level of satisfaction of both the internal and the external customers is a direct

reflection of the performance of the organization which is an indicator that the organization's employees are doing a good job. Internal customers are the employees of the company and the external customers include the clients and other stake holders. In the case of the DCIC the external customers would include the public being served as well as the parliamentarians and other government organs while the internal customers includes fellow staff subordinate or superior to an employee.

The research sought to establish whether training programmes offered by DCIC had anything to do with the level of that organization's C customer satisfaction.

Employee Performance and Short Term Training: The fundamental aim of staff training is to help the organizations to achieve their goals and objectives through trained and skilled human resource (Armstrong, 2000). Organizations normally provide short-term training to their staff in order to increase their efficiency and effectiveness. Short term training is a learning process that involves acquisition of knowledge, skills, and abilities in a specific area in short period of time that does not exceed six months (Cole, 2002). Training employees involves teaching employees skills that can help them become more efficient and productive workers. Most careers include some type of on-the-job training, and a trained work force has benefits for employees and employers. Training is often conducted to familiarize new employees with the roles and responsibilities of their positions as well as company policies. Many companies offer continuing training opportunities for employees, focusing on skills that can improve efficiency. Continued training is usually topic-specific and may review skills that can improve the performance of public sector employees and confidence outside the office. Training is often required when company goals shift or new systems are introduced or when new leadership is recruited for voluntary organizations.

Many types of training programs exist, each intended to educate employees in different areas. Human resources training on sexual harassment, ethics or diversity can ensure that employees are aware of the company's position on these topics. Customer service training can teach employees new ways to work with customers to foster pleasant experiences and return business. Safety training can alert employees of hazards they may have overlooked and prepare them to stay safe on the job. Some companies also offer tuition reimbursement programs that allow company-paid employee training as part of a formal academic program.

Employees who are well-trained often have higher motivation and morale because they feel that the company has invested in their ability and development. This also results in lower turnover rates. Trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. Trained employees are also more confident in their performance and decision-making skills. In addition, employees who receive regular training are more likely to accept change and come up with new idea.

Employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information. Reliable, skilled employees can also be empowered to train their co-workers, which is an added advantage in that it reduces training costs. While employee training has many benefits, it also has setbacks. For example taking time for training also takes an employee away from job tasks, which can cause a short-term drop in productivity. Also, highly trained employees may also be recruited by competitor companies, who definitely benefit from another firm's training effort, should the retrained employee choose to switch companies. (www.dbperfman.com).

Effect of Short Term Training on employee performance: Some studies suggest that training directly enhances the performance of public sector employees and consequently the

effectiveness of the organization to provide services (Bartel, 1994 & d'Arcimoles 1999). Other scholars argue that training has more of a mediated rather than a direct effect to employee performance. This means that training is more effective when it is in unison with other management practices and that the combination of factors produces a greater effect than any one of them. Gee and Nystrom (1999) say that training raises specific skills of the employee that serves to increase their job performance. Cole (2002) says that short term training enhances professional development by increasing employee motivation and morale. It lowers the cost of production by reducing uncalled for wastage, enhances a sense of security thereby reducing labour turnover and facilitates change management through easy adaptability to new situations and techniques. Training also increases a sense of recognition and personal satisfaction as well as improving the general quality of staff that eventually satisfactorily perform their duties

Marrow (2001) argues that the experience gained through constant training allows the employees to gain stability in performing different tasks in such way that employees get loaded with high chances of removing any weaknesses or errors in their resultant performances. There is evidence to prove that employees who have passed more time in getting different trainings always exhibit better performance because the more the employees spend time trainings the more the chances of learning new things. However, in spite of the limited proof that training enhances employee performance, there is general agreement by researchers that training improves the job performance of employees, (Balaba, 2008). (Marrow, 2001) establishes that employees who are highly trained with their career development well managed show high level of commitment and performance.

However, it is important to note that in order to establish the exact effect of training on the

performance of public sector employees and to achieve value for money from trainings undertaken in public service institutions, each training program should be evaluated before, during and after the event by the respective Ministry, Department or Agency (MDA), Government of Uganda, the Public service Training Policy, (2006). While a lot of research has been done on the methods of training, little has been done in the area analysing the exact effect of training on the performance of public sector employees and according to (Massey, 2004), it was hard to establish the exact effect of training on the performance of employees, because the studies conducted had restricted generalizability and the researchers lacked adequate resources to carry out longitudinal studies, thereby ending up with no proof that training as intervention was working.

Training Programs conducted at the DCIC

Customer care, public relations and employee performance: Customer care refers to the perceived value of the customer that the service or the product provided offers a golden opportunity to interact with customers, enhancing service delivery and improving the customer's satisfaction (Morgan, 2004). To her it's cheaper and easier to keep existing customers than to gain new ones, and that is why organizations should never ignore poor customer interfaces that drive away clientele (Morgan, 2004).

To (Pophal, 2010), the most important people in an organization are the employees, with the customers coming second. Therefore, without qualified and well-trained employees committed to strong customer service all efforts to please customers would be fruitless. Customer service training is a popular way for service organizations to provide employees with the information they need to meet the needs of the customer (Pophal, 2010), further argues that customer care training should not, however, be considered a one-time or annual event, but an ongoing process that needs to be incorporated into the organization's culture and way of doing

business. To her, a number of factors influence appropriate levels of customer service at a competitive cost. These include: recruiting, training, and managing customer service personnel with the customer in mind; accurate and timely communication of product and policy updates; information systems that facilitate business growth and development as well as the readiness to handle the mass customization that may accrue from the organization's growing services. It is important for managers and staff to acquire the requisite knowledge and skills to be able to meet the ever increasing the challenges of needs of customers. They also need to continuously play a key role in shaping their organization's image and public perceptions and in the management of internal communications if their organizations are to continue delivering appropriate services (Uganda Management Institute, 2010).

Organizations should note that Customer care is more directly important in some roles than others. For receptionists, sales staff and other employees in customer facing roles, customer care should be a core element of their job description and training, and a core criterion when you're recruiting.

Organizations should however, avoid neglecting the importance of customer care in other areas of their businesses. For instance, the warehousing and dispatch departments may have minimal contact with customers - but their performance when fulfilling orders has a major impact on customers' satisfaction with your business. Customer care is judged by the level of satisfaction of both the internal and external customers. Whatever the case, while driving towards customer satisfaction it is important to seriously consider how well the product or service that you offer matches customer needs; the value for money you offer; your efficiency and reliability in fulfilling applications and requests; the professionalism, friendliness and expertise of your employees; how well you keep your customers informed and the after-sales services that you provide. (Business Link¸

http://www.businesslink.gov.uk). All in all Customer care is the act of responding to customer needs and expectations in a way that will make them have a memorable experience and motivate them to come back and tell others. Each interface with a customer, whether current or potential, is a great opportunity. Training courses may be useful for ensuring the highest possible levels of customer care and the performance of public sector employees at their jobs.

Training in computer applications and employee performance: DCIC staffs were trained in computer applications in Microsoft office programs such as Microsoft Word, Microsoft Excel, PowerPoint presentations and Microsoft access. In the same way, some officers underwent specialized training in PISCES (Personal Identification, Secure Comparison and Evaluation System), a program that was designed to trace and detect suspected criminals on the watch list which is stored in a computer database. The officers who were trained were given an opportunity to work more effectively and efficiently given that they were no longer solely depending on their biological senses and personal judgment in the detection of criminals, a key component of their job performance.

The current level of sophistication of cross border crime demands that organizations employ computerized systems and equipment and train their staff to use them in order to eliminate the menace of drug trafficking, illegal immigration, human smuggling and document fraud, and the ever increasing threat of terrorism,(Migrant News, Vol. 5, 2010). The use of computerization therefore helps to build security networks for exchange of information in the fight against illegal immigration and practices and document fraud, terrorism and money laundering. Training of officers in computer applications and the use of computers also facilitates their performance of their core deliverables such as the secure and expeditious issuance of visas, work permits and passports, (Migrant News, Vol. 5, 2010).

Training in refuge law and human rights - and employee performance: The large-scale and dramatic transformations in international migrations in recent times have increased the relevance to the formulation of foreign policy. The series of migration "crises" have had serious implications on the formulation and content of foreign policy. These relationships now present complex policy choices, involving deeply entwined concerns of foreign, domestic, and humanitarian complexion. Most states have found it important to deal coherently and humanely with international migrations as they relate to foreign policy (Teitelbaum, 1984). Refugees are the unwilling victims of circumstances beyond their control, a reality that tends to be overlooked and taken to be merely persons moving across borders for either as economic migration, voluntary abandonment of their own homes to earn a better wage, or as political refugees forced to leave for their own safety. Their fate is too often compromised by lukewarm observance of relevant international law.

The 1951 Refugee Convention defines refugees as people who have left their place of habitual residence, owing to well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinion. The 1967 Protocol goes ahead to entitle refugees to reside at least temporarily in one of the 147 countries which have signed the Convention. People who have applied for protection, but are awaiting confirmation of their refugee status, are termed as "asylum seekers". The legal framework itself attracts increasing attention for its exclusive protection of the rights of refugees, providing no answers for the escalating scale of internal displacement. (Parliament of Canada, 2001). In Canada, the Immigration and Refugee Protection Act (IRPA) which replaced their Immigration Act of 1976 as the primary instrument that regulates the activities of immigrants, and which, for the most part, came into force on June 28, 2002, failed to implement a component

of the legislation that would have implemented a Refugee Appeal Division as part of Canada's immigration system. Training Immigration Officials in Refugee Law and Human Rights enables them to understand and interpret immigration laws visa viz the rights of refugees.

In case of Charkaoui v. Canada (Citizenship and Immigration) (2007), Chief JusticeMcLachlin of the Supreme Court of Canada held that certain aspects of the scheme contained within the IRPA for the detention of permanent residents and foreign nationals on the grounds of national security violate s. 7 of the Canadian Charter of Rights and Freedoms by "allowing the issuance of a certificate of inadmissibility based on secret material without providing for an independent agent at the stage of judicial review to better protect the named person's interests." She also concluded that "some of the time limits in the provisions for continuing detention of a foreign national violate ss. 9 and 10(c) [of the Charter] because they are arbitrary." The Government of Canada responded by introducing a revised security certificate regime in the IRPA that includes the use of special advocates to review a summary of the evidence without being able to share this information with the accused. The bill to amend the IRPA was passed by Parliament with support from the Conservative and Liberal caucuses and received royal assent in 2008. Immigration and Refugee Protection Act, (http://en.wikipedia.org).

Training in fraudulent document detection and employee performance: Training of Immigration Officers has in fraudulent document detection been conducted for the staff of the DCIC with a view of building their skills in document examination, document fraud detection, researching and designing official documents, analysis of fraud trends and identifying of evidence in fraud prosecutions. This has been a significant contribution of Immigration officers to disrupt the activities of fraudsters and facilitators of illegal migration. The common fraud is practiced and evidenced

passports visas, births and death certificates and in work Permits.

According to the (Migrant News, Vol. 5, 2010), in order to counter efficiently, it is important that Immigration Officers do not consider only travel Documents, such as passports and visas but also primary source documents such as births and death certificates and as such they all need to have security features in order for them to be able to contribute to the prevention of fraud. (www.ghanamigration.org).

Short Term Training of employees is done by organizations because studies suggest that it directly enhances employee performance and consequently the effectiveness of the organization to provide services (Bartel 1994, d'Arcimoles 1999). It is argued that short term training raises specific skills and therefore increases the general level of employee skills (Gee and Nystrom, 1999). This implies that training can be an independent contributing factor to employee performance. Other scholars however, argue that training has more of a mediated rather than a direct effect to employee performance. This argument is premised on the fact that training could be more effective when it is combined with other management practices and that the combination between the factors produces a greater effect than any one of them. While there is an ongoing debate as to whether short-term training it can independently improve employee performance without the application of other staff development programs, it is certain that short-term training enables employees learn basic skills they need to perform their jobs through professional development;

The effect of staff training techniques on employees performance:

Mentoring and employee performance: Mentoring refers to a formal or informal relationship between two people, one being the senior or the mentor and the other a junior, (the protégé). Normally, the mentor is supposed to be outside the chain of supervision of the junior. The major function of mentoring within an organization is to promote the development of the junior in specific areas in order to facilitate successful completion of set objectives. (www.stfrancis.edu/assessment/Kirkpatrick).

Organizations devise the use of mentors in order to develop the employees by enabling them to have a smoother initiation and transition into the workforce; develop them professionally, enabling them to gain capacity to translate values and strategies into productive actions, and as a complementary to training and development program activities. Mentoring is a good avenue of career development, through demonstration of strengths and exploration of potential that increases the protégé's capacity to perform (Sosik & Lee, 2002). According to (D'Amico, 2007), mentoring employees has become a critical practice in organizations because many organizations are experiencing shortages of trained, high-level managers who can deal with the changing customer needs and technological applications. It becomes necessary to develop key individuals, and groom them for upper-management responsibilities. Since human assets are valued more highly than physical or capital assets. They are the source of innovative ways to serve customers' changing needs and therefore mentoring helps with the development of human assets. When employees are mentored properly, knowledge is passed from one group to another. It provides continuity as mentored employees are promoted. It also helps transfer 'tacit' knowledge from one generation to the next as valued employees retire. Tacit knowledge is knowledge that is difficult to codify and store in written or database form. It is the type of knowledge found in people's heads and nowhere else.

D'Amico (2007) argues that mentoring greatly contributes to employee satisfaction and retention. An effective effort sends a strong message that there is room for career growth at the company. It demonstrates that the organization regards him/her highly, and that it is interested in his forward movement. It tells the employee that he or she will not be left on a

going-nowhere job plateau. The mentor acts as the sponsor to the employee and provides him or her with constant feedback, build skills that will the employee will need in the long term, provides him/her with protection against political tests and pitfalls that usually arise among employees. The mentor thus acts as the role model in addition to providing the much needed exposure and visibility. This helps the employee to learn how to handle difficult decisions and therefore improves his performance as he learns the work habits and behaviour. It is important to note that not everyone benefits from mentoring. In general, the individuals who benefit the most are career-oriented, self-aware, eager to learn, and highly ambitious.

However, whereas these mentoring relationships can produce positive developmental and organizational outcomes, both mentoring programs and relationships sometimes fail due to a variety of reasons: Unwillingness by the mentors to participate, luck of leadership involvement, poor planning, unrealistic expectations are some of the reasons that can lead to the failure of the mentoring program. Successful mentoring programs require proper understanding, planning, implementation and evaluation. (Young & Perrine, 2004).

All in all employee mentoring is a form of training or employee development in which a trusted and respected person with a lot of experience called the mentor offers special guidance, encouragement and support to a less experienced employee with a sole purpose of enhancing the performance of the employee at his work.

Coaching and employee performance: Coaching is an on-going process designed to help the employee gain greater competence and overcome barriers to improving performance. It differs from training, which is a structured process to provide employees with the knowledge, attitude and skills necessary to perform job tasks. Although line managers are expected to coach their subordinates in order for

them to meet their job expectations, the increasing amount of span of control has made it increasingly difficult for the managers to effectively do so. This has created an opportunity for senior colleagues to take up the role of helping new and junior staff, showing them what the organization can offer employee (Charney, 2004).

Coaching is appropriate when the person has the ability and knowledge but performance has dropped and he or she has not met expectations. Coaching enables the coach to share technical knowledge with those around; facilitates the process of identification of training needs of employees with performance gaps; enhances the confidence levels of the employee, leads to improvement in skills and acts as a motivating force for regular feedback, which are key motivators of the performance of public sector employees (Charney, 2004).

Induction courses and employee performance: Induction is the formal and informal process through which a new employee is introduce not only to the job and the organization but also the workmates and the working environment. The process equips the new employee with the required information for them to settle down and start working normally in the organization, (Komunda, 2006). To her, the way an employee is socialized determines the employee's loyalty, commitment and performance and turnover, and thus the process of induction is a major contributory factor to the behaviour patterns necessary for effective performance. Recent suggestions to encourage the development of programs to assist new employees have tended to suggest that induction is a simple process which requires little more than providing general information needed by newcomers during the first few weeks in a new environment. John Daresh, Director of the Division of Educational Leadership and Policy Studies of the University of Northern Colorado, and Marsha Playko, Principal of Hazelwood Elementary School in Newark, Ohio, suggests that for an induction to be successful there must

be a comprehensive understanding of the multiple goals of such an induction, (Scholarios & Harley, 2000).

Delegation and employee performance: In order to have effective delegation, you need to hold your designees accountable, and to be successful in holding your subordinates accountable you must actually hold them accountable. According to Anderson (www.trainmetobeaceo.blogspot.com/) accountability is the acceptance of responsibility for their actions and the understanding that they are required to produce a certain defined level of results with clear goals which the delegate believes in, clearly measurable, which have been well communicated by the supervisor and which have an understandable means of evaluation.

To him a basic principle of effective management is that enough authority needs to be delegated to a subordinate so that he/she may take the actions he/she deems necessary to accomplish an objective that has been set. It is also necessary for the limits of that authority to be clearly defined. This means that the subordinate to whom the superior has delegated the task knows not only what they may be decide by him/her, but also what may not, and therefore, to hold your people accountable you must delegate the required authority. Anderson (www.trainmetobeaceo.blogspot.com) argues that, the main reason managers fail at delegation is holding their people accountable. He further asserts that they cannot entrust authority to their employees simply because of the fear for the delegates to make mistakes and the need to know what is going on all the time. If the supervisor cannot overcome these fears, then he/she is still the one doing the job.

The best managers are those who have the extra sense to pick and select good people. And with increased teamwork, different employees are called upon to share the workload. To (Charney, 2004) the manager cannot simply be everywhere, do everything and control all decisions. It is necessary to document all the work for the week and categorize the tasks into those that can be delegated and those that cannot be delegated; but there is a need to clear any ideas about the tasks to be delegated with the delegate beforehand. Setting of clear performance expectations help delegates to develop accountable, meaningful, and productive participatory teamwork.

Factors moderating performance of Public sector employees: This section examines some of the factors that may moderate between the independent variable and the dependent variable in the course of the study. For purposes of this study, work environment and staff attitude to work has been identified to have considerable influence on the performance of public sector employees in the DCIC.

Work Environment and performance of public sector employees: Performance of public sector employees may be affect by the environment within the organization where the employee finds himself employed. Organizational environment refers to the assorted policies, procedures and expectations of the people working in an organization, which affect the performance of employees (Franklin, H 1997: 149). The working environment affects both individual and organizational performance by the extent to which it affects each or both the employee and the organization. A number of key decisions made by the leadership on the basis of their expectations may affect the performance of public sector organizations (Jjumba, 2002).

According to (Nowier, M (2009), working environment is composed of factors that are driven by procedures, protocols and management requirements (work environment) the factors that arise from premises, office or factory design (office design). The first set of factors includes definition of processes, performance feedback, goal setting, job aides and clear rules, supervisor support and workplace incentives which he describes as constituting the on the job behavior that is significantly impacts on the performance of the employee; and the latter constitutes office design composed of furniture, noise, flexibility,

comfort, communication, lighting, temperature and air quality.

To him, the workplace environment of an employee is a key determinant of his/her level of their level of motivation to perform. This then influences that employee's productivity because it influences the employee's error rate level of innovation, collaboration with other employees as well as absenteeism and the ultimate, length of stay in the job.

Attitude to work and performance of public sector employees: Attitude is one of the major driving forces to employee performance. To Lwanga, (2010), for majority of functions in an organization are performed by employees with attitude other than those with aptitude. He further describes employees with attitude as having: *"…that fire in the belly and a culture of stick- to- it less, stand in the gap, rise to the occasion, take the bullet and external optimism in the face of crushing adversity"* (Lwanga, 2010)

All in all, the role of moderating variables such as workplace environment and staff attitude to work is so important that the act as the finishing instinct of a football striker in front of the goal post.

Methodology

Research design: The study used a case study research design. An intensive and in depth investigation of the effect of staff training programs on the performance of public sector employees was carried out in the Directorate of Citizenship and Immigration Control (DCIC).

Both qualitative and quantitative methods of data collection and analysis were used. Qualitative data was derived from the interviews the researcher conducted in order to get more in-depth information from the respondents based on their experience that was not necessarily be reflected in the questionnaires. This was obtained from selected samples of internal and external customers. The internal customers from whom qualitative data was collected were the senior management and the external customers constituted the people who were leaving the

DCIC after having sought a service. Qualitative data collection methods help us to interpret and better understand the complex reality of a given situation and the implications of quantitative data when used along with quantitative methods (Natasha, Woodson, Kathleen, Guest, & Name, 2005)

Quantitative data was obtained through the self administered questionnaires because the study population was generally literate, and helps to explain, predict and control phenomenon of interest and the data collected was be analyzed using the Statistical Package for Social Scientists (SPSS). The two research assistants also helped some customers who had come to seek services at the DCIC but could not understand English (or the questions in some cases).

Study population: The population included employees who work at the DCIC and Some customers. DCIC human resources records (2012) show that the institution has a total of 228 staff between the ranks of Director for Immigration and Immigration Assistant. The study population therefore, constituted 228 officers of the DCIC who are spread across the country, respondents included Immigration Assistants (IAs), Assistant Immigration Officers (AIOs), Immigration Officers (IOs), Senior Immigration Officers (SIOs), Principal Immigration Officers (PIOs), Assistant Commissioners, Commissioners and the Director. Two key service points (Passport Delivery Office and Work Permits Delivery Office) were purposively selected to provide customers who participated in the interview.

From the available records at the DCIC 150 clients in a day are served by the two offices. The Passport Delivery Office was delivering 100 passports daily and 50 Work Permits were being issued by the Work permits Delivery Office in a day. Hence 108 out of the 150 customers were targeted of which 86 customer participated in the interviews.

Sample size and selection: The Krejcie and Morgan (1970) guide was used to determine sample size of employees who were targeted. For a population totaling 248, Krejcie and Morgan (1970) suggest a sample of 205 respondents. Therefore, the targeted sample was 205. A total of 205 respondents were selected from DCIC. This sample constituted key informants and employees. Proportionate sampling was used to determine the number of key informants and main respondents who participated in the study. 6.8% (n=14) of the sample were selected as key-informants while 93.2 % (n= 196) were the main respondents. Key informants were selected from employees who had managerial positions. These included the director, Assistant Commissioners and Commissioners. Employees were selected from lower cadre positions which included Immigration Assistants, Immigration Officers, Senior Immigration Officers and Principal Immigration Officers. Key informants were purposely selected. While employees were selected using stratified random sampling, according to their ranks to ensure that all categories of the population were fairly represented. Some customers were also conveniently selected to participate in the study. They were included to provide some data on the performance of employees. A total of 108 customers were targeted. A summary of the category of respondents is presented below.

Table 1: Category of respondents

Category	Population	Target Sample size	Actual sample	Method of Selection
Key Informants	20	14	9	Purposive
Employees	208	126	110	Stratified Random Sampling
Sub Total	**228**	**140**	**119**	
Customers	**150**	**108**	**86**	Convenience
Total	**378**	**248**	**205**	

Source: Primary data

As indicated in the preceding table the target sample was 248 respondents, but the actual sample was 205 respondents. This included 110 employees, 9 key informants and 86 customers. With regard to employees 126 questionnaires were distributed but 16 were incomplete and could not be usable. As far as key informants are concerned, 14 had been targeted but 9 were available to provide the needed information. The nine included three (3) Commissioners (heads of departments), five (5) Assistant Commissioners and one (1) Public Relations Officer. With regard to customers, 108 were contacted, but 86 accepted to participate in the study.

Data collection methods: Data for the study was collected using a survey. A large number of respondents were questioned using self-administered questionnaires and some interviewed using interview guides. The questionnaires had mostly open ended questions and a few both closed ended questions. The tools gathered relevant data on the effect of staff development programs on the performance of public sector employees in the DCIC. The researcher also carried out interviews using the interview guide to gather in-depth data from highly informative respondents.

Instruments of data collection

Questionnaire: A questionnaire was developed and distributed to the employees by the researchers. One set was filled by the staff and the other was filled by the customers of the DCIC. The researchers opted for a self administered questionnaire because the sample was quite literate and was able to provide specific information during their own time. Besides the questionnaire also ensured confidentiality that most respondents prefer, and

there was limited chance of interview bias (Kombo & Tromp, 2006). The questionnaire had mainly close- ended questions with a few open ended questions for purposes of triangulation. **Interview guides:** Two interview guides were used to collect data from key informants who were more resourceful and customers. The interview guide for key informants collected information on the performance level of DCIC and the effect of short-term training and staff development on the performance of employees. The interview guide collected views of customers on the performance of DCIC. The interview guide also allowed the researcher to probe and get clarification on key issues of the study and to analyze and interpret the body language of the respondents since the researcher was accorded a face to face interview with the respondents during the interviews. Appointments were further made with some key respondents and followed up some more explanations on issues that were not clear in the main meeting.

Reliability and validity of data: Reliability refers to the extent to which results from a given test show consistency and validity determines whether the research actually measures what it was intended to measure (Joppe, 2000). According to (Johnson, 1997), Maximizing the validity or trustworthiness and producing credible and defensible findings may led to generalizability which according to (Stenbacka, 2001) is one of the concepts that suggests high quality qualitative research, thereby increasing

its validity or trustworthiness (Joppe, 2000). To strengthen the study control and reduce the biases, the researcher employed triangulation which according to (Patton, 2001), involves using a combination of data collection instruments (Interviews guides and questionnaires) so that both qualitative and quantitative data is collected (Kombo and Tromp 2006) also share a similar view. Therefore the researcher used three instruments namely: a questionnaire for the staff, a customer feedback questionnaire and an interview schedule for key informants. The validity and reliability of the instruments is indicated below. **Validity:** Research instruments were developed and presented to the supervisor and another member of the department who is an expert in organizational development to test its content validity. This was done to avoid key errors/weaknesses and remove ambiguous statements that would affect the quality of data. This action ensured that all the instruments were valid. In the content validity test, the validity of each item was evaluated on a scale for which 1 = relevant, 2 = quite relevant 3 = somehow relevant and 4 = not relevant. The validity of the instrument was tested using the Content Validity Index (CVI). The CVI was measured using the formula:

Content Validity Index (CVI)

$$= \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

The findings are as shown in the table below:

Table 2: Content validity index (CVI)

Evaluator	Content Validity Index		
	Employee Questionnaire	**Interview guide**	**Customer Feedback Questionnaire**
Expert	0.79	0.76	0.8
Supervisor	0.81	0.84	0.83
Average	**0.80**	**0.81**	**0.81**

Source: Pilot data

As indicated in the above Table, all CVIs for the three instruments were 0.80 and above, indicating that the items in the instruments actually measured the study variables. On average, the content validity index for the

questionnaire was 0.80, while that of the interview guide was 0.81. The validity of the customer feedback questionnaire was also 0.81 These values were in agreement with Mugenda (2003), who recommended that for an

instrument to be valid for research purposes, its content validity index has to be 0.8 and above.

Reliability: Reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials (Mugenda, 2003). The researcher conducted a pilot study using 15 employees that were selected from the three departments of DCIC to pre-test the reliability of the questionnaire. Data was entered in the Statistical Package for Social Sciences (SPSS) version 17. A Cronbach Alpha Coefficient test of reliability was calculated (Amin, 2005). The findings are presented below.

Table 3: Reliability of the Employee Questionnaire

Variable	Alpha Coefficient
Short term training	0.724
Staff development	0.816
Moderating factors	0.762
Employee performance	0.812
Average	**0.779**

Source: Pilot data

Findings in the preceding table indicate that the alpha coefficients of the independent variables were; short term training = 0.724 and staff development = 0.816 .The alpha coefficient for the moderating factors = 0.762 and that of the dependent variable, employee performance was 0.812. All Cronbach Alpha Coefficients were above 0.70 which indicated that the questionnaire was reliable enough to be used as a research instrument (Amin, 2005).

Data Analysis

Quantitative Data Analysis: After data was collected, it was edited, cleaned and coded and entered in SPSS version 17.0. Descriptive statistics, means, standard deviation, frequency tables were used to present and analyse descriptive and qualitative data. Inferential analysis, correlation and liner regression was also done. Since variables were measured on a continuous scale, the Pearson's correlation coefficient was the most suitable measure of magnitude and nature of relationship between short-term training, staff development programs and employee performance. The correlation coefficient was calculated using the formula;

$$r = \frac{\sum_i (x_i - \overline{x})(y_i - \overline{y})}{\sqrt{\sum_i (x_i - \overline{x})^2}\sqrt{\sum_i (y_i - \overline{y})^2}}$$

In the above formula, 'r', was the correlation coefficient, 'x' (independent variable) represented scores on both short-terms training and staff development programs and 'y' (dependent variable) was employee performance. Descriptive analysis was done on objective one. Correlation analysis was done on objectives two and three. In order to examine the influence or contribution of the independent variables on the dependent variable, bivariate dependence analysis technique for predicting the dependent variable on the basis of one or more independent variables was done using linear regression. The resultant equation indicated the specific contribution (deterministic relationship) of the independent variable to the dependent variable. This was done for objective two and three.

Qualitative Data Analysis: Qualitative data was analyzed using the procedure recommended by Trochim (2006) that is pragmatic content analysis. The content of interview data from key informants and customers was examined, analyzed, summaries and classified under themes derived from the objectives. Then the relationships among data structures were explored. Data was broken down into component parts and examined, compared and categorized. Explanations and conclusions were finally made in relation to the objectives of the study.

Presentation, Analysis And Interpretation Of Findings: This chapter presents the findings of the study that sought to determine the effect of training programs on the performance of public sector employees in Uganda and at the DCIC as a representative Unit. Both quantitative and qualitative findings were presented objective by

objective after the results of the background characteristics.

Background Characteristics of the Respondents

Response Rate and Respondents' Gender
Respondents were asked to indicate their gender. The findings are indicated below.

Table 4: Response Rate and Respondents' Gender (N=205)

Gender	Employees		Key informants		Customers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Male	99	48.1	6	66.6	65	75.0
Female	106	51.9	3	33.4	21	25.0
Total	**205**	**100.0**	**9**	**100.0**	**86**	**100.0**

(Source: Primary Data)

According to the findings in the abobe table majority of employees (51.9 %) were female while the rest (48.1 %) were male. With regard to the key informants, 66.6 % were male while 33.4 % were male. As far as the customers were concerned, 75% were male while 25% were female. There was a fair distribution of gender among the respondents, both genders were well presented and the findings reflect the views of both gender.

Education of Respondents: Respondents were asked to indicate their highest education attainment. The findings are shown in the table below.

Table 5: Education of Respondents (N=205)

Education	Frequency	Percent
Certificate	20	10.0
Diploma	30	14.5
First degree	84	40.9
Masters degree	52	25.4
Other (Post Graduate Diplomas)	19	9.2
Total	**205**	**100.0**

(Source: Primary Data)

The findings in the table above show that employees at DCIC had high academic qualifications. The majority (40.9%) had a first degree followed by 25.4% who had masters' degree, then by 14.5% who had diplomas. Other respondents had certificates (10.0%) and other qualifications such as postgraduate Diplomas were (9.2%). The level of education possessed by respondents was sufficient and well distributed across gender. It was however, critically noticed that there were more people at higher levels of education (Degree and above) than lower levels of education (Diploma and below). This discrepancy in academic qualification could have a moderating effect on the performance of the employees in a public sector organization such as the DCIC since it shows that that there could be inadequate or limited operational staff numbers to facilitate the implementation of the technical and strategic levels of management at the DCIC.

Ranks of Respondents
The job ranks of respondents were also explored. This was done in order to establish their level of knowledge on the research problem.
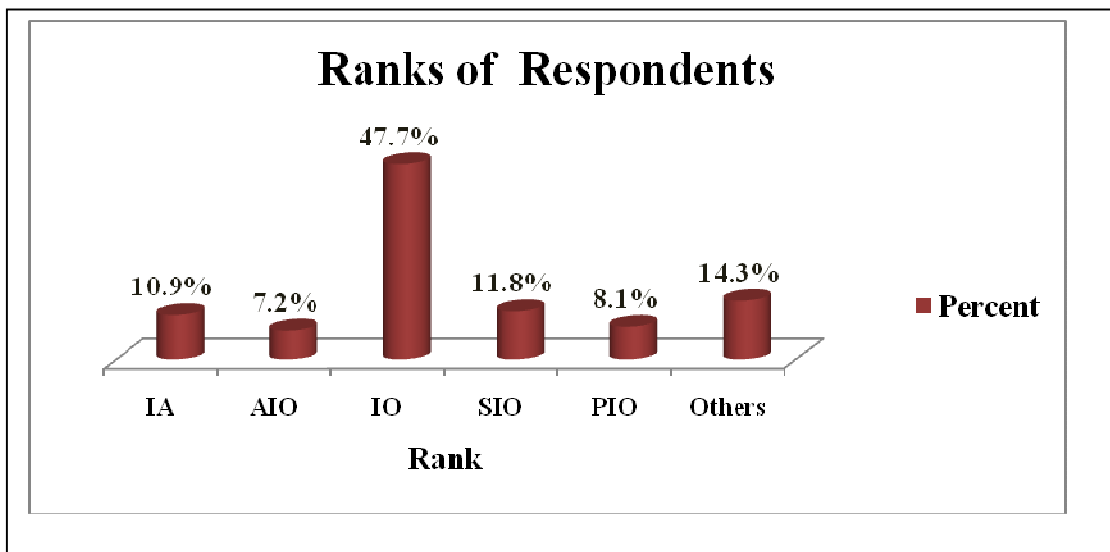The findings are presented in the table below.

Figure 2: Ranks of Respondents (N=205)

The findings in the figure above show that the majority (47.7%) of the employees of the DCIC were at the rank of Immigration Officer. Other employees were serving as Senior Immigration Officers (11.8%), Immigrations assistants (10.9%), Principle Immigration Officers (8.1%), Assistant Immigration Officers (7.2%) and those who served in other capacities were 14.3%. These findings show that the majority of respondents were in the ranks that actually carried out actual work at DCIC and had experienced the issues that were being investigated, so the responses they provided could be relied on.

Length of Service at DCIC: Respondents also indicated the number years they had worked at DCIC. The findings are shown below.

Table 6: Length of Service at (N=205)

Tenure	Frequency	Percent
Below 5 yrs	71	34.7
5-10 yrs	50	24.5
10-15 yrs	30	14.5
15-20 yrs	33	16.3
20 and above	21	10.0
Total	**205**	**100.0**

(Source: Primary Data)

The table above shows that majority of the respondents (34.7 %) had served the institution for 5 years and below , followed by respondents who had served for 5-10 years (24.5 %) and 16.3% who had worked in the institution for 15 to 20 years. Other respondents had worked in the institution for 10-15 years (14.5%) and 10.0 % who had worked for 20 years and above. Overall the respondents had worked in the institutions for a time long enough to deeply understand its working environment, vision and mission. So they were able to provide reliable responses.

Level of Performance of Public Sector Employees in the DCIC: The study assessed the level of performance of DCIC employees. To achieve this objective, quantitative responses from employees were examined using frequency analysis. Qualitative responses from key informants and customers were also examined. The findings are presented below.

Table 7: Level of performance of public sector employees at the DCIC (N= 205)

Aspects indicating level of employee performance	% response			
	Disagree		Agree	
	f	%	f	%
DCIC staff deliver services in a timely manner	67	61.0	43	39.0
DCIC staff exhibit excellent customer care	51	46.4	59	53.6
The quality of services provided by the DCIC staff is of high quality and of international standard.	59	53.7	51	46.3
DCIC staff expeditiously and conveniently issue visas, Special Passes and other documents to clients	68	61.9	42	38.1
Processing Passports , work permit and other documents is expeditious and convenient for the clients	56	51.0	54	49.0
DCIC staff effective use ICT to provide services quickly and conveniently to clients	45	40.9	65	59.1
Process of registration of aliens is smooth and does not inconvenience customers	47	42.8	63	57.2

(Source: Primary Data)

Timely delivery of services is one of the main indicators of staff performance. With regard to timely delivery of services, the findings in the table above indicate that 39.0%, of the employees who participated in the study agreed that they deliver services on time, 61.0% did not agree. With regard to customer care, 53.6% of employees agreed that exhibit adequate customer care skills and 46.4% disagreed. On the quality of services provided only 46.3 % agreed that their services were of high quality and of international standard, while the majority (53.7%) felt their services are still substandard. With regard to expeditiously and conveniently issuing visas,   Special Passes and other documents 38.1% agreed that they do it while 61.9% disagreed. As far as Processes of applying for a Passport, work permit and other documents is concerned 49.0% of staff agreed that it is expeditious and convenient, while 51% disagreed. Those who disagreed accused the manual processes for being prone to frequent misplacements of physical files which were the main cause of delays. Other accusations were rallied by key informants on the lengthy process which starts with the Local Councils (LCs), up to the Residents District Commissioner (RDCs) who represent the president in the District. With regard to using ICT to provide services quickly and   conveniently to clients 59.1 % agreed it is done and 40.9% disagreed. As far as the Process of registration of aliens is concerned, 57.2% of employees agreed that it is smooth and does not inconvenience customers, while 42.8% disagreed.

Employees were also asked to indicate the major causes of delay in service delivery. These findings from employees indicate that some aspects of service delivery are satisfactory such as customer care, use of ICT to provide services and smooth registration of aliens. However, at the time of the study some core services such as issuance of Visas,   Special Passes Passports, Work Permits was below average. This, points to just average performance of   DCIC. However, Key informants attributed the delays to limited supervision, low staff motivation and the absence of a Governing Board. This conclusion was further explored by analyzing

the qualitative responses of key informants and customers.

Both customers and staff consented that the level of technical application in the DCIC is totally poor with a big margin of 38.6% out 88 customers interviewed and 29.1% out 74 staff interviewed. However, the staff confessed that they know how to you use different technologies but there are not available and where they exist, it was reported they are not installed with appropriate software to enhance their exhaustive utilization and most of the time reports have to be generated manually.

However, the majority of customers (57/86) interviewed indicated that timely delivery of services by staff at the DCIC is poor. One customer commented that this scenario is caused by *"Low level of technical application and negative attitude towards work by employees"*. In terms of time taken to get services, key informants (7/9) indicated that they take a maximum of two weeks to provide any documents needed by clients. However, this comment was rejected by customers, because the majority (72/86) who were interviewed reported that they had taken more than the appointed 2 weeks (10 working days) after submission of their applications, yet they had undergone all the necessary vetting from the local authorities and the passport office itself. One of the customers remarked that staff at the DCIC is *"slow in responding to customers queries and giving immediate feedback to their customers"*. On the quality of services provided, majority of key informants interviewed (6/9) indicated that they have indeed improved their customer care and time of service delivery. One key informant from Entebbe International Airport said:

"Effective use of ICT by deploying a border management system called Personal identification Secure Comparison and Evaluation System (PISCES) has enabled us to clear passengers (clients) passing through the airport quickly and conveniently"

This comment corroborates the statement of the respondents who responded that *"DCIC is not fully automated thus most of the key processes at the DCIC are largely manual and paper based"* hindering the fast flow of work processes and causing unnecessary delays in the delivery of services. Entebbe is one of the automated borders. However, the customers interviewed (7/12) reported that the quality of services provided by the DCIC is poor. One customer pointed to the waiting facilities. He explained that the outside tent which only had benches had a holding capacity of about 100 clients and it is full most of the time. The sight of 100 waiting clients alone can out rightly inspire anyone to believe that there is service delivery crisis at the DCIC. There is also a possibility of attracting idlers, middlemen (agents) and conmen. Some clients who waited for services until the closing time was herd complaining that, '*they should have told us that they are not going to serve us instead of waiting 2 hours and then they tell us to come back tomorrow*'. A comment below by one of the customers who was seeking an immigration facility further confirms the above findings:

"it was unusual for a special pass to be issued in the appointed time, and worse still getting hold of it after submission, just in case you need to leave the country before it's done, is a "a nightmare".

Customers also reported that some staff are unnecessarily too slow and others are indecisive and would need close supervision to produce timely results, and yet others could not communicate in Kiswahili which is one of the official languages.

Customers indicated that the process of issuing visas is predominantly manual and most of the clients lack the requisite information on the application process since the website is rarely updated and Uganda does not have embassies in every country leaving the clients with no option but to use their friends as the source of information.

The key informants intimated that one of the core services provided by the DCIC is the issuance of work permits to foreigners who intend to work in Uganda. The majority (6/9) agreed that it is fairly done. With regard to issuing Special Passes, even the key informants agreed that it is still poor. The above sentiments were also shared by customers. As indicated by the comment below by one of the customers.

The illegal immigrants are all over town cutting hair and selling chips and Kabalagala (pancakes) but you are just seated in your offices and now you are asking us tell you how we feel about it . Why don't you tell your bosses to ask us to tell them where they are if you cannot see them yourself.

The key informants revealed that the processes of registering aliens are still poor. This sentiment was also shared by customers. One customer intimated that, I do not fully understand the process of registering aliens. The comment below from a dissatisfied customer confirms the responses of the key informants. Most of the clients did not have information at all on whether the DCIC is doing anything about the surging numbers of illegal immigrants. One of the customers rudely accused the researcher for doing nothing about the surging numbers of illegal immigrants and asked the researcher to inform the management of the DCIC to involve the citizens in reporting illegal immigrants. The comment below by one of the customers confirms this conclusion.

The comments of both key informants and customers about the level of performance of DCIC, show that despite the training and staff development programs that employee has had, DCIC has not significantly improved on the quality of service delivery especially in its core functions. For example, long queues, delays, repeated journeys for a service and complaints are still rampant especially under the department ofDepartment of Citizenship and Passport Control. The process of providing services does not yet   suit the best interests of the people being served. Especially if the service provided

does not have an immediate alternative like a passport of person in a foreign country. Majority of Key informants confessed that they had never discussed their performance with their subordinates, even when the public service standing orders demand that employees are appraised at least twice a year (for officers on probation) and at least once a year for permanent and pensionable Officers.

The Effect of Short-Term Training on the Performance of DCIC Employees: The first objective of the study was to determine the effect of short term training courses on the performance of public sector employees in the Directorate of Citizenship and Immigration Control (DCIC). This objective was answered using qualitative data from key informants and quantitative data from employees. The findings are presented below.

Key informants were asked about the existence of short term training programs at DCIC. The majority (7/9) of the key informants indicated that short-term training was priority in the improvement of service delivery in the institution. Key informants agreed that almost all employees from all the departments had benefited from some form of short term training. Key informants further revealed that the department of "Immigration Control had more people trained and in different courses"**.** Key informants mentioned specific training programs from which employees had benefited. The findings are presented in the data matrix below.

Table 8: Data matrix showing the Specific Short Term Training administered to employees at DCIC (N= 9)

Interview responses	(n = 9)
Customer care and public Relations	5/9
Fraudulent Document Detection	3/9
Refugee law and Human Rights	4/9
Effective service delivery	2/9
ICT usage	2/9

The findings in the data matrix above show that public sector employees at the DCIC were mainly trained in Customer Care and Public Relations (5/9), closely followed by Refugee

law and Human Rights (4/9), Fraudulent Document Detection (3/9) then by training in Computer usage (2/9) and Effective Service Delivery (2/9). The interview findings reveal that training courses were relevant to their jobs, but the invitations did not have a deliberate positive consideration for officers currently positioned at relevant positioned. A key informant revealed that only two (2) of the nine (9) staff at the Passport Front Office were trained in Customer Care and Public Relations yet they needed the training more than the other units benefited more.

One key informant also said that some employees had "*undertaken training courses on their own*". Only 24% (18 respondents) did not undergo any further training. Another key informant intimated that most of the "short term trainings were not related to the current jobs occupied by staff". The DCIC needs to facilitate more of their staffs who wish to undertake further studies in fields that are totally related to their core functions.

In order to establish the effect of short term training courses on the performance of employees, scores on short term training were regressed with scores on performance of employees. Regression analysis was done to establish the effect of Effect of Short-Term Training on the Performance of Employees .The findings are shown in the table below.

Table 9: Regression Results showing the relationship between Short Term Training and Performance of Public Sector Employees

R	R square	Adjusted R square	B	Beta	Sig.
0.58*	.336	.335	21.96	.58	.02*

*Values significant at 0.05 level (2-tailed).
Predictor: Short term training, Dependent variable: Employee performance
Source: Primary Data

From the regression model summary in the preceding Table, the correlation (linear relationship) between employee performance (dependent variable) and short-term training is indicated by r= 0.58. The relationship was significant at p-value < 0.05. This implies that, short term training is positively, though moderately related to employee performance. Having relevant short- training geared at increasing employee performance can lead to better employee performance among employees. The results of the regression model indicated an R-square of 33.6 percent. This implies that on average, relevant short term training could lead to an improvement in employee performance of 33.6 %.

The Effect of Career enhancement Programs on the Performance of Public Sector Employees in DCIC: The second objective of the study was to ascertain the effect of career enhancement programs on the performance of public sector employees in DCIC. Key informants were first asked about the existence of staff development programs in DCIC. They confirmed that it exits and indicated the nature of Career enhancement programs commonly used as presented in the data matrix below.

Table 10: Data matrix showing the Specific Career Enhancement techniques used at DCIC (N= 9

Interview Responses (n)	(n=9)
DCIC uses induction to enhance employee performance	6/9
DCIC uses mentoring to enhance employee performance	2/9
DCIC widely employs coaching to enhance employee performance	4/9
DCIC counsels its staff to help them identify future career advancement opportunities	4/9
The DCIC funds trainings for its staff who wish to undertake further studies to enhance their performance	3/9
Senior officers at the DCIC often ask their subordinates to act and take decisions on their behalf while they are away	2/9

The findings in the data matrix above shows some Specific Career Enhancement techniques used at DCIC. Induction is the most common (6/9), followed by mentoring (4/9) and coaching (4/9). Some training also existed ((3/9) and delegation (2/9). Low delegation by supervisors to enhance the capability of their juniors could have a negative effect on their performance despite the various trainings undertaken.

Scores on career enhancement programs were regressed on employee performance. The findings are shown in the table below.

Table 11: Regression Results the relationship between Career Enhancement techniques and Performance of Public Sector Employees

R	R square	Adjusted R square	B	Beta	Sig.
0.43*	.184	.181	3.030	.43	.03

Values significant at 0.05 level (2-tailed)
Predictor: Career enhancement, Dependent variable: Employee Performance
Source*:* Primary Data

The regression model summary in the preceding Table shows that the correlation between career enhancement programs and performance of public sector employee was r= 0.43. This implies that career enhancement is moderately and positively related to employee performance. The relationship was significant at p-value < 0.05. This means that providing staff development through mentoring; inductions, coaching, and career counseling can significantly improve employee performance. The results of the regression model indicated an R-square of 18.4 percent. This implies that on average, if staff development is done effectively, can cause an 18.4 percent increase in employee performance.

The Effect of Moderating Factors on Employee Performance: The last objective of the study was to establish the effect of staff attitude and working environment on the performance of employees at the Directorate of Citizenship and Immigration Control in Uganda. As indicated by literature, it had been anticipated that a supportive work environment and positive attitudes towards work at the organization would increase the positive effect of short training and career enhancement programs on the performance of DCIC employees. This moderating effect was explored using regression analysis and interview responses from the key informants. Scores on moderating factors were regressed on employee performance. The findings are presented in the table below.

Table 12: Showing Regression Results of moderating factors and Employee performance

R	R square	Adjusted R square	B	Beta	Sig.
0.69*	.476	.474	3.020	.69	.002

Values significant at 0.05 level (2-tailed)
Predictor: Moderating factors, Dependent variable: Employee Performance
Source: Primary Data

From the regression model summary in the above Table, the correlation (linear relationship) between moderating factors and performance of public sector employees is indicated by R= 0.69. This implies that, generally, work environment and staff attitude are highly and positively related to the performance of public sector employees. The relationship was significant at p-value < 0.05. The results of the regression model indicated an adjusted R-square of 47.4% percent. This implies that work environment significantly contributes to employee performance. This implies that for staff development to effectively contribute to employee performance, the organization has to ensure that the work environment is supportive to employees in using their new acquired skills. For example employees who serve the public like those at DCIC need to have modern and efficient working resources such as computers, internet connectivity and well updated data bases. In addition, employees need to have good attitude towards their work and the organization if they are to use the resources to serve their clients satisfactorily.

Interviews with key informants revealed that in some departments of DCIC, the work environment was not supportive enough. While all the sections of the DCIC had got staff development programs, only some departments were able to transform this into better service delivery. A Key informant from Immigrations revealed that departments that benefited had and I quote:

"good supervision, reasonable levels of technological application and a generally conducive working environment".

Another key informant from the legal department said that these departments attracted a lot of public interest so were given a lot of scrutiny by other stakeholders such as parliament and other Government authorities, which resulted into a high concern for good performance among employees and timely decision making among supervisors. In addition, yet another key informant at the rank of head of department made the comment below revealed that DCIC still had a long way to harness staff attitude. To quote him verbatim,:

"If our staff had the right attitude, we would go a long way in improving our services to the public. It is the attitude that does most of the work".

"Our work is too repetitive, the working conditions are harsh the clients are too many yet we are few. You cannot work under these conditions and still be smiling at 5:00 PM".

The above findings from key informants also point to the importance of positive attitude among employees towards the role of training and staff development in individual and organizational performance. The comment below by a key informant from the Department of Citizenship and Passport Control points to poor attitude towards work by some employees which they attribute to unfavourable working conditions such as limited staff, and working for long hours:

Summary, Discussion, Conclusions And Recommendations

Level of Performance of DCIC Employees:
The study sought to establish the level of performance of employees at DCIC, to consolidate the findings. The findings have revealed that the two important indicators of good performance , timely and quality service delivery and customers satisfaction with services have not been achieve. Employees and key informants agreed that they have not been able to offer services expeditiously and conveniently. Customers complained of long queues, delays and repeated journeys for a service. The institution has not been able to provide quality, timely and efficient services that satisfy customers. Service delivery in the most important departments of DCIC such as the Department of Citizenship and Passport Control is still below international standard.   The process of providing services does not yet   suit the best interests of the people being served. This is absurd, given the fact that most of the services being provided by DCIC do not have an immediate alternative like a passport of person in a foreign country. This scenario has likely resulted from lack of clear performance management and monitoring strategies. This conclusion agrees with Armstrong (2000) who advises that employee performance goes hand in hand with performance management. Performance management includes planning work, setting expectations, monitoring performance and developing the capacity of employees to perform. These were not clearly available in DCIC. As pointed out by Langdon and Osborne (2001), employees did have a driving force to achieve their objectives and enhance their performance.

Short term training and employee performance: The first objective of the study was to determine the effect of Short term training on the performance of public sector employees. The findings had indicated that DCIC carries out short-term training for her employees epically in the areas of Customer care, public Relations and fraud detection. The findings have shown that Short term training has

a moderate, positive and significant effect on employee performance. This finding agrees with Bartel (1994) and d'Arcimoles (1999) who said that employee training directly enhances their performance which consequently results into effectiveness of the organization in providing services. However, in the case of DCIC short term training had only a moderate effect. This implies that stills acquired by employees in shorter training did not directly translate into effective performance. The escalating number of customer complaints about slow and unsatisfactory service delivery confirms this conclusion. This shows that the short term trainings alone without giving due consideration to a combination of other contributory factors to staff performance may not be totally enough to correct staff performance gaps. Armstrong (2000) and Langdon and Osborne (2001) for training to have a significant effect on employee performance, there should be work planning, setting expectations, monitoring performance so as that employee can have a driving force to use the acquired skills to enhance their performance.

Career Enhancement Techniques and Employee Performance: The second objective of the study was to establish the effect of Career Enhancement techniques on employee performance. The findings revealed that Career Enhancement Programs have a significant, but weaker positive effect on employee performance. This means that providing staff development through mentoring; inductions, coaching, and career counseling can to some extent improve employee performance. The findings indicated that DCIC implements all the four Career Enhancement Programs. However the programs are not fully benefiting the staff. For example while induction training should be mandatory for all newly recruited staff few reported participating and benefiting from it. There was lack of uniformity and consistency in their implementation. This is likely the reason why they did not significantly affect employee performance for staff development programs to have an effect on staff performance Reich

(1996) and Heskettet al, (1997) advice that they have to make an impression on their relevance for staff needs. In spite of majority of the staff having reported that there is a positive relationship it is important that all the staff need to be involved in the staff development programs for the organization to maximize the benefits that come along with the implementation of staff development programs. **Moderating variables and employee performance:** The last objective was to establish the effect of staff attitude and working environment on the performance of employees at the Directorate of Citizenship and Immigration Control in Uganda. The findings indicated that work environment and staff attitude at DCIC had a positive and significant($R= 0.69$, $adr^2=47.4\%$) effect on the influence of short-term training and career enhancement programs on the performance of employees. Literature (Jjumba, 2002; Nowier, 2009) had indicated that this effect results from availability and use of modern information and communication technology in running the operations of various departments. However, in case of DCIC respondents revealed that insufficient equipment; non supportive working environment, limited automation and poor facilitation were the main causes of delays in the DCIC. These moderating factors (work environment and staff attitude) were jointly identified by both employees and key informants. Both groups' respondents reported existence of delays in service due to lack of resources, poor supervision and lack of performance targets. Key informants also revealed something unique about the DCIC staff. They said that the attitude of some employees towards their current jobs did not constitute what they would confidently call total commitment. This agrees with Lwanga (2010) who emphasized that the employee with the right attitude is the one who gets going when situations get difficult. Lacking the right attitude could seriously affect the performance of the staff of the DCIC.

Conclusion: The study revealed that staff training programs have a moderate influence on the performance of public sector employees. The moderate results, according to the qualitative findings were most likely due to absence of a sound organisational policy that is capable of helping in the identification of training needs. Findings further revealed that staff attitude and a conducive work environment were significantly related to employee performance in the public sector. The two factors play an important role in motivating employees to perform effectively. Lastly, techniques such as effective supervision and performance management should be instituted to assist in the improvement of staff performance in public organizations in Uganda

Recommendations for Action

Staff Training and Employee Performance: Public sector organizations seeking to equip their staff with necessary skills, knowledge and attitudes to deliver quality and timely services should take time to systematically identify the training needs of the key stakeholders (the organization and the employees). In this case the organizational performance gaps may be defused by clearly identifying the training requirements of specific employees which should be done by the line managers through a continuous performance assessment process. All the staff doubts about the trainings to the performance of staff could be cleared by carrying out a Training Needs Assessment.

Employees had interest in formal education. Public sector organizations could put mechanisms to encourage staff to undergo formal training but always endure that the courses which are supported are totally related to their jobs in order to be sure that it could translate into better performance by the employees. Inability to support and sponsor employees may result in high levels of qualification which does not necessarily support the improvement of services delivered by the employees.

In order to keep their relationship with the customers burning, in situations where customer complaints are as rampart as was revealed by the study, public sector organizations should take all the necessary measures within their means to analyze the regular complaints, find appropriate solutions and put in place mechanisms for regular feed back to the customers.

Career enhancement techniques and public sector employees performance: Career enhancement programs may provide a rich ground for enhancement of the performance of employees but this to require the commitment of management to their implementation. Management should show interest in the progress made in staff counseling, mentoring, coaching and delegation. Constant progress assessment of staff performance should be followed with corresponding review and follow ups of the staff development process to establish the best matches between staffs and their mentors, their counselors and their coaches. Management should encourage line managers to delegate their subordinates, identify their potentials and constantly report.

Like all human beings, staffs have individual responsibility for their own future. Management of public sector organizations should take time to provide adequate and beneficial information on the career aspirations of their staff. Clarity about the future may leave enough memory space on the minds of employees to concentrate on improving their own performance.

If well managed, the performance management process can go a long way in improving the performance of individual employees. Public sector organizations should encourage line managers to constantly plan for individual contributions of each employee by way of setting achievable time and quality targets, (even if the service provided is routine and unpredictable), constantly monitor staff performance, develop the staff to be able to handle greater tasks and reward staff according to their performance.

Moderating variables and employee performance: The level of technological application can be a major impediment to the performance of public sector employees and a restriction to timely delivery of services. Evidence shows that both staff and customers overwhelmingly revealed that there is limited application of technology at the DCIC. There is need for automation of all processes at the DCIC in order to facilitate the staff to enhance system transparency and accountability and to boost staff performance.

As a form of care for customers, the quality and management of waiting facilities can make the clients to judge the staff as not doing a good job even if the employees are doing their very best. Clients are particularly angered by the disclosure that they would not receive a service if they have been in the queue for some time. In instances where during working time the number of customers exceed the handling capacity of the public sector, there is need to give clients an appointed date and time when such a client could come and be served without necessarily waiting for a long time.

A database of addresses (email, telephones, and postal addresses) could be maintained so that clients are informed electronically when the services they need (Passports, Work Permits, Special Passes Certificates of Residence etc) are ready or if there is a query to avoid frequent visits to the DCIC. The same database could be useful for informing customers of any changes in service delivery such as changes in procedures, increments in fees and warning clients of any incidences of fraud.

While the staff believe they are doing their best to deliver services to the customers on time, the customer believe the contrary There is need for the DCIC to reach out to the customers and bridge the information gap by carrying out public sensitization through the mass media, constantly update the website and the embassies and establish properly equipped and operational information desks in the regions.

Areas of further research: The study was restricted to the effect of staff training programs on the performance of public sector employees. Due to limitations in scope, the study could not exhaust all the performance issues. The researcher therefore wishes to recommend the following emerging issues for further research:

The researchers suggest that further research may be conducted to establish why in spite of the high qualifications of officers at the DCIC there still exists performance poor service delivery.

The customer responses from service centers that have close supervision are relatively positive. A research could be carried out to establish the relationship between close supervision and employee performance in the public sector.

Since 39 % of the respondents in this study reported they have never discussed their performance with their supervisors at all, there is need to conduct a study to establish the role public sector staff performance appraisal system in improving employee performance.

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