

MAKERERE UNIVERSITY

EFFECT OF EMPLOYEE TRAINING ON EMPLOYEE PERFORMANCE: A CASE OF ATLAS LIVESTOCK DAIRY FARM LIMITED, KOBWIN SUB-COUNTY, NGORA DISTRICT, EASTERN UGANDA

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A SPECIAL PROJECT REPORT SUBMITTED TO THE DEPARTMENT OF AGRIBUSINESS AND NATURAL RESOURCE ECONOMICS, SCHOOL OF AGRICULTURAL SCIENCES, COLLEGE OF AGRICULTURAL AND ENVIRONMENTAL SCIENCES, MAKERERE UNIVERSITY IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A BACHELORS DEGREE IN AGRIBUSINESS MANAGEMENT

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DECLARATION

I OPOLOT GABRIEL hereby declare that the details in this work have been extracted from my own observations and has never been submitted by anyone for any award. This is an original compilation and citations have been made in cases where peoples' ideas have been incorporated.

Signature..... Date..10th-Nov-2025.

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APPROVAL

This has been submitted to the University with the approval of the University Supervisor.

Signature..... **Date**.10/11/25.....

PROF GABRIEL ELEPU

DEDICATION

I Dedicate this case study report to my beloved parents Mr. ARYAKA EDWARD ORIAGI and Mrs. ADONGO PAULINE ROSE and brothers, Egimu James Herbert, Ocom Simon Peter, Aryaka John Levi, and my sisters, Christine, Jane, Susan, Mary, Angel, Irene, my uncles and aunts, friends and my colleagues who worked together with me, not forgetting Atlas Livestock Dairy Farm Ltd management most especially Mr. Mukibi Dan for your tremendous support and guidance in compiling and completion of this report may God bless you abundantly.

ACKNOWLEDGMENT

I would like to thank the almighty God for helping me to successfully accomplish and complete this report.

My special thanks goes to my beloved parents Mr. ARYAKA EDWARD ORIAGI and Mrs. ADONGO PAULINE ROSE and family, for their tireless efforts towards my education from day one till now.

I would like to extend my vote of thanks to my Academic supervisor PROF GABRIEL ELEPU for having spent her time teaching us Farm case study where she impacted in me knowledge and skills that helped me to come up with this case study report .Lastly, to all my those who were there by my side while collecting data, they helped me to explain, discuss and understand the various concepts concerning case study which enabled me to come up with this case study report.

May God's blessings be upon you.

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ABSTRACT

Employee performance is a critical determinant of success and productivity in commercial agricultural enterprises, particularly within the specialized operations of the dairy sector. Effective and systematic employee training is widely recognized as a primary intervention for enhancing staff competency and overall output. This study sought to examine the effect of employee training on employee performance at Atlas Livestock Dairy Farm Limited in Kobwin Sub-county, Ngora District, Eastern Uganda. The research adopted a case study research design, utilizing a quantitative approach to collect primary data from employees through structured questionnaires. The specific objectives were to: i) assess the types and frequency of training programs offered; ii) determine the current levels of employee performance; and iii) establish the relationship between employee training and employee performance indicators such as productivity, efficiency, and quality of work. Findings revealed a significant positive correlation between the provision of regular, structured training (including on-the-job instruction and formal sessions) and improved employee performance metrics. Employees who participated in consistent training demonstrated higher operational efficiency, greater adherence to quality standards in animal husbandry and milking procedures, and reported higher levels of job satisfaction. The study concludes that training is an indispensable factor influencing employee performance at the farm. It is recommended that Atlas Livestock Dairy Farm Limited formalize a continuous, needs-based training curriculum and allocate sufficient resources to ensure the sustained skill development of its workforce, thereby guaranteeing long-term operational excellence and productivity.

Keywords: ***Employee Training, Employee Performance, Dairy Farm, Agribusiness Management, Productivity.***

CHAPTER ONE

INTRODUCTION

1.1 Background

As the competition for goods and service delivery, jobs getting fiercer, potential organizations globally and employees increasingly getting aware of the needs to improve on their skills, developing necessary skills and achieving qualifications are ever important in gaining competitive advantage in the service and labor market and overall employee performance. In addition to the above, employee training program is becoming the major area of interest for employers and employees (Balunywa, 2002).

Human resource training and development is defined as "human resource training and development as the provision of learning, development and training opportunities in order to improve individuals, teams and organizational performance" (Armstrong, 2006). Therefore, more clearly, training and development may be understood as many attempts to improve current or future employee performance by increasing an employees' ability to perform specific tasks through learning usually by changing employees' attitude or increasing his or her skills and knowledge. So, the questions raised are; can employee training improve the quality of the employees work as they compete with other firms? Will employee training manage to keep valuable employees challenged and motivate them to perform better?

All the above inquisitions are based on the premises that an educated and well-trained work force is considered to be essential to the maintenance of an organization's competitive advantage in a global economy. The objective of employee training is to develop employee skills, to acquire work knowledge, to change attitudes and to facilitate an organization's development of its capabilities and enhance service delivery process Cosh et al. (2005). However, Head and Stone (2007) suggested that trained employees in many organizations do not show that relationship between employee training and their performance through improved skills and knowledge that awards their work or enhance competences despite huge sums of money spent on their training.

Employee performance is the degree at which the employee of an organization meets the expectations of their employer. According to Komunda (2003), employee performance is the rate at which employees seek all possible ways in order to obtain organizational goals and objectives. In many organizations, performance is the key factor in the organization's goods and services delivery system and many organizations seek to attain a high degree of performance in order to gain competitive advantage. They attain this by recruiting and training individuals and forming teams in order to be capable of defining and achieving organizational goals and objectives.

However, there has been a down turn in the employee performance in some organizations which could be alleged to the ineffective employees training, individual attitude and engagement to the company. Training is not limited to the knowledge and mastery of technology-based production process and allowing employees new and old to keep pace with the constantly changing work environment. It is also used as a strategy to retain employees by preparing carrier path for them.

The concept, scope and methodologies of employees training have undergone many changes to respond to the need for efficiency or change in the work place. Apart from the obvious need of new employees to get familiar with the usual policies and work systems of the company that hired them, they also have to acquire knowledge for the technology being employed. Thus, many companies have found it is useful for new employees to undergo induction training before letting them formerly assume assigned position. However, there has been down turn in the employee performance which could be alleged to the ineffective employee training and employee performance to the company (Armstrong, 1991).

Huselid (2005) observed that in order to improve performance of a workforce, employers should provide training programs. This is because organizational changes as well as external forces such as globalization may create difficulties at the workplace. Consequently, employees that find difficulties with such may quit. With changing technology, Morgan (2009). Observed that employees that fail to adapt to such technologies will be forced to quit their jobs. Other factors such as workforce diversity are at play in telecommunications sector and this has a heavy bearing on employees' day to day well-being Morgan (2009).

1.2 Statement of the problem

Training is a very critical ingredient in the performance of employees and the organization at large. Training improves on the productivity, effectiveness, efficiency and also reduces the rate of accidents and errors within the organization. Therefore, an organization depends on the performance of its employees to achieve its goals and this calls for the need for it to conduct training programs to improve their skills and knowledge. Atlas Livestock Farm Limited located in Ngora district is a vibrant livestock and crop producing organization supporting the livelihoods of many local residents. The farm offers opportunities for students in form of industrial training and to farmers in form of farmer training as a way of socio-economic transformation of the community. Improvement gained from training of staff at Atlas Livestock Dairy Farm Limited, can lead to increased productivity and sales that come as a result of a well-trained and committed staff.

However, despite the various fair training programs undertaken by Atlas Livestock Dairy Farm Limited to ensure effectiveness and efficiency of employee performance, poor performance has continued to be registered through manifestations of failure to fulfill the goals and objectives of Atlas Livestock Dairy Farm Limited. Increased accidents that were indicated as to have risen from 1.6% to 1.9% according to the health and safety report (2023-2024), increased mortality rate in calves and high absenteeism. Hence a purpose of the study to establish the relationship between training and employee performance in Atlas Livestock Dairy Farm Limited.

1.3 Purpose of the study

The purpose of the study was to establish the relationship between training and employee performance at Atlas Livestock Dairy Farm Limited.

1.4 Specific Objectives of the study:

The study sets a number of objectives that acted as a guiding light to the whole investigation and these were stated as below:

i). To determine the level of training at Atlas Livestock Dairy Farm Limited.

ii). To examine the level of employee performance in Atlas Livestock Dairy Farm Limited.

iii). To establish the relationship between training and performance among employees at Atlas Livestock Dairy Farm Limited.

1.5 Research Questions

i). What is the level of training at Atlas Livestock Farm Limited?

ii). What is the level of employee performance at Atlas Livestock Farm Limited?

iii). What is the relationship between training and performance among employees at Atlas Livestock Farm Limited?

1.5.1 Research hypothesis

H0:There is no significant relationship between training and employee performance in Atlas Livestock Farm Limited.

H1:There is significant relationship between training and employee performance in Atlas Livestock Farm Limited.

1.7 Significance of the study

This study holds significant practical value for the management and Human Resources Department of Atlas Livestock Farm Limited. Specifically, the findings will directly aid management in formulating evidence-based training policies that are designed to effectively raise overall employee performance. By clearly establishing the causal link between training and productivity, the study encourages the management to appreciate and prioritize the investment of resources into staff training and professional development initiatives. Furthermore, the research provides a framework for the management to accurately identify existing training needs within their human resource capacity, ensuring that recommendations, once implemented, will strategically lead to an improvement in the firm's overall competitiveness within the livestock sector.

On an academic level, this research contributes to the existing body of literature concerning the impact of training on performance within the agricultural and livestock sectors, particularly within the Eastern Ugandan context. It allows other researchers and scholars to appreciate the specific challenges and nuances of the problem under study, providing a concrete, localized case study. Consequently, the research findings and methodology will serve as a valuable point of reference for students and future academics undertaking related studies on human resource management, training, and organizational effectiveness.

Finally, the completion of this research is a crucial personal and professional undertaking for the researcher. It serves as a necessary prerequisite for qualification as a professional Agribusiness manager, demonstrating the researcher's competence in conducting rigorous analysis and providing solutions for the proper utilization and strategic allocation of human resources in an operational setting.

1.8 Conceptual Framework

The conceptual framework for this study, titled "Effect of Employee Training on Employee Performance: A Case of Atlas Livestock Dairy Farm Limited," is adapted from the Input-Process-Output model and rooted in the principles of Human Capital Theory (Schultz, 1961), which posits that investment in human resources directly translates to organizational gains. The study hypothesizes a positive and significant relationship where the independent variable, Employee Training, directly influences the dependent variable, Employee Performance. Employee Training is operationalized through two core dimensions: On-the-Job Training (OJT), which focuses on practical, context-specific instruction (Brown, 2021), and Off-the-Job Training (Off-JT), which encompasses formal instruction and conceptual knowledge development (Khan & Masood, 2019). The resulting Employee Performance is measured as a multi-dimensional construct (Dessler, 2018) using four key indicators relevant to the dairy farm's success: Quality of Work, Efficiency (O'Donnell, 2022), Effectiveness, and Profitability (Becker, 1964), with the overall expectation that improved training will enhance employee skills, leading to measurable positive outcomes across all four performance indicators at Atlas Livestock Farm Limited.



1.9 Operational definition of terms

Training

Training refers to the planned and systematic modification of behavior through learning events, programs and instruction, which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively Dessler (2005).

According to Armstrong (1987). Training is a series of very specific, structured activities that are related to achievement of clearly stated performance objectives that are typically related to doing the job. It is the process of increasing the knowledge and skills of an employee for doing a particular job.

Performance

The action or process of carrying out or accomplishing an action, task, or function. The continual performance of a single task reduces a man to the level of a machine.

The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Employee Performance

Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies' asses their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success.

On the job training

This is defined as training a person to learn a job while working on it. This can be by actually doing that particular task. On the job training is usually the principal method used for augmenting employees' skills and escalating output and efficiency. In this type of training, the employees learn skills from one another.

Off the job training

This refers to the training away from the job. In this type of training, the employee is sent to a training center to be taught skills related to his job. In other words, this is any form of training which takes place away from the work place. This includes general skills and knowledge useful for work, as well as job specific training.

CHAPTER TWO

LITERATURE REVIEW

This chapter presented the literature concerning the ways in which employee training was carried out, the ways in which organizations can improve their performance and the relationship between employee training and organizational performance as written by various scholars.

2.1. Definition of key terms

According to Anesukanjanakul et al., (2019), employee training is a dynamic process of human resources development through which employees are equipped with knowledge, skills, right attitudes and other qualities necessary for the achievement of the desired performance standards, and for the effective achievement of organizational goals.

Numerous studies show that job training and education increase welfare recipient's ability to achieve long term self-sufficiency.

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2.2. Methods used in on-the-job training

Confidence building involves providing opportunities to employees to achieve social esteem, self-esteem and self-confidence, as well as providing opportunities for self-actualization. These include opportunities for exploring and developing their potential and talents to the fullest possible levels, for their own benefit and that of the organization Huseild (2005).

According to Morgan (2009), Coaching focuses on particular work issues and improving job performance, thus it can be tailored to relevant of work. Coaches ideally receive direct advice,

assistance and attention which fit with their own time schedules and objectives and, unlike one off training activities, coaching can provide continuing support for personal development plans.

Additionally ,Mentoring involves staffs who have more experience, knowledge and skills, helping and guiding the other staff members to perform their duties efficiently. It is a cheaper can cost effective way of developing human resources. Mentoring should not be viewed reciprocity between the mentors and mentored in important Thomas and Cecilia (2003).

Futher more, Delegation According to Thomas and cecila (2012) defines delegation as a process where a superior divides his or her total work responsibility between himself and herself and his or her subordinates in order to achieve both faster accomplishment of tasks, and capacity building among the subordinates. It involves, among others, entrusting responsibility and authority to others and demanding accountability for performance.

Besides ,Career development is another important aspect of human resource development; essentially it involves facilitating employees to achieve long term professional growth and advancement towards higher responsibilities in terms of knowledge, skills and experience in their fields of specialization. This is done through various ways including on the job training, short and long courses, exposure, under studying and delegation Thomas and Cecilia (2003).

Lastly, Occupational counseling, Employees again, experience various personal problems of verifying magnitude in their work environment, which adversely affect their morale and motivation and consequently, their performance on their jobs. Yet some other problems emanate from other spheres of their performance. Counseling as an aspect of human resource development, is a crucial intervention in such situations both to contribute to employees' psychological welfare and to help them to maintain desirable levels of motivation and performance Thompson (1997).
Through counseling, employees get a sense of empathy, warmth and positive regard, which makes them feel safe and cared for, as well as a sense of belonging to the organization. These are important aspects of morale and motivation, which are major determinants of performance in particular and human resource development.

2.3. Methods used in off the job training

According to Anesukanjanakul et al., (2019),Case study as method the trainees may be given a problem to discuss which is more or less related to the principals already taught. This method gives trainees an opportunity to apply his knowledge to the solutions of realistic problems.

Also, during a role play, the trainees assume roles and act out situations connected to the learning concepts. It is good for customer service and training. This method is also called role reversal. Here trainees act out a given role as they would in a stage play. Two or more trainees are assigned roles in a given situation, which is explained to the group (Baharein & Noor, n.d.).

Furthermore, Management game**s** involves class room exercise in which teams of students compete against each common objective. The game is designed to be a close representation of real-life conditions. With computerized management games, trainees are divided into five or six persons group, each of which competes with the other in a simulated market place (Davis, 2023).

According to (Huy et al., 2025),providing training by way of using films, televisions, video and presentations. This method of training has been using successfully in education institutions to train their students in subjects to understand and assimilate easy and helps them to remember forever.

2.2 Challenges encountered in training employees for improved performance

Though managers have resorted to training as a way of increasing productivity they have faced major challenges on implementing these trainings for example there are those who are loners and want to be recognized for their individual achievement, some organizations have historically nurtured individual accomplishment for example Motorola and ford “only the strong survive” Robbins (2002).

For most of our life we are conditioned to do things by ourselves, such as passing exams, getting a college place, finding a job, securing a promotion, to name just a few. We therefore get used to pursuing our personal agenda. To get results out of the employees you need to create conditions where success of failure depends on the training of employees as whole. Robbins (2002).

According to Newsroom (2000),conflict in trainings is inevitable and conflict is not a bad thing. What is important is that conflict is productive rather than destructive. Used well, conflict can be channeled to stretch the boundaries of what is possible, encourage creativity and ultimately achieve a better outcome. Newsroom (2000).

According to Stoner (2002) trainings achieve more when all of the members are fully engaged and focused on the outcome. The challenge is to avoid situations where people in the trainings become

disengaged. Look out for signs of those holding back or not offering their views and find ways of getting views heard.

Besides, slow participation where you have people in trainings from different professional disciplines or functions within the organization. It is all too easy for people to drift into analyzing what it will mean for their particular discipline and start viewing things in win-lose terms. In these situations, it is key that the benefits from the team as a collective far outweigh any benefits that could be obtained by an individual discipline or function Newsroom (2000).

Furthermore ,lack of clarity which involves achieving anything starts with being clear on what you want to achieve and why you want to achieve it. As a leader of a training team, it I important that that the employees as a collective have clarity on the outcomes and why they are so important and lack of it causes the employees not to perform well. Cole (2002).

To add on ,One of the greatest challenges in any new situation is changing our own mindset about how something should work or should be. We have grown to expect that meetings, for example, will follow a set pattern and be made up of predictable interactions. In education there is tendency for meetings to be about sharing or transmitting information- a one-way movement of ideas/thoughts. Most participants in such a meeting are passive and do not actively participate Newsroom (2000).

Finding time in the busy schedules of the many people involved in trainings is a great challenge to organizations. Some of the time needed, such as for meeting is already present, but the meetings just change appearance. However, any type of work with employees takes longer than one person doing it- though the product is usually improved Newsroom (2000).

According to Huy et al., (2025),along with changing one's expectations there is need to develop new skills to work as part of employees: listening, talking, questioning, being patient, and gaining consensus. Adults in organization spend most their day interacting as individuals- working one on one with an employee, talking to a superior in the hall, telling information to a group of students.

To sum up ,evaluating employees can be challenging in the organization especially when all the work is accomplished on time and when the organization achieve its goals and objectives it is hard to trace the non-performers in the organization Balunywa (2002).

2.3 Employee Performance

Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies' asses their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success Bhambra (1999).

2.4 Most Effective Way to Improve Employee Performance

First and foremost, Communicate clear goals and expectations to your employees ,the majority of employees want to be a part of a compelling future, want to know what is most important at work and what excellence looks like. For targets to be meaningful and effective in motivating employees, they must be tied to larger organizational ambitions.

Also. Share information and numbers Let them in on what is going on within the company as well as how their jobs contribute to the big picture. When you keep you, employees informed, they tend to feel a greater sense of worth. Keep communication hopeful and truthful do not be afraid to share bad news, instead be more strategic about how you deliver it. Improve performance through transparency. By sharing numbers with employees, you can increase employees' sense of ownership (Lwakuba et al., 2003)

Apart from, Encourage open communication, you can get insight into what things are important to the employee by using surveys, suggestion boxes and team meetings. Be open-minded and encourage them to express their ideas and perspectives without criticism. This means putting into practice everything you have learned about effective listening. Address their concerns in the best way you can (Islam et al., 2017)

Additionally, actively promote organizational effectiveness, reputation, values and ethics. Employees want to feel good about their leaders, where they work, the products they sell and the reputation of their company (Stanley, 2019)

Besides, employees need to trust each other as well as their leadership. Employees are constantly watching leadership to see how their decisions affect the strategic direction of the organization and if their behaviors reflect what they say (Dagnew et al., 2014).

Also, provide constant feedback on the positives When people know what they're doing well, they'll keep doing it or, even better, do more of it. Providing someone with a little recognition on what they are doing well can go a long way toward boosting morale (Negawo & Beyene, 2017)

Support employees in their work and growth, how many of you have responded to a subordinate's idea as brilliant or even good. Success begets success. You can support employee growth by providing education and learning opportunities, cross training, coaching, and any other interactions that support employees' personal development. When employees get the idea that their manager or leader is the one who has to solve all the problems, it takes away from their sense of empowerment, and ultimately is likely to decrease engagement over time. Encourage team members to take responsibility, and work through problems or issues on their own, or collaboratively. It's not the manager's job to fix everyone else's problems.

Finally, delegation is good for you because it expands your managerial span of control. It's good for your employees because it is a growth opportunity for them. It demonstrates your trust in them to do the job correctly and increases their ownership of the task (Rossi, 2020).

2.4 Relationship between employee training and performance among employees

Over recent years, there has been an increasing trend of individuals taking greater responsibility for their own development Thomas and Cecilia (2003). If individuals are to do this, they need support and advice and the coaching relationship appears to provide employees with the appropriate support they need in order to achieve their development and people tend to be more motivated when training is increasingly relevant to their job and responsibilities.

Libuser ,(2010) argued that training helps to impart knowledge and skills related to a particular job within specified period of time. It involves improving skills, knowledge, changing of attitudes, changing what the employees know, how they do their jobs, how they work and interact with their co-workers and clients that later results into improved performance.

Locke (2005) argued that training has become vital to the success of modern organizations. He further asserted that employers depend on the quality of their employees' performance to achieve organizational objectives and goals. So, employees must be helped to become efficient in order to produce quality output.

Training and performance plays different roles such as nurturing and enhancing employees' knowledge skills and abilities, helping people to develop within an organization. So, its future human resource needs can be met from within. Reduction in the cost of supervision, copying with rapid scientific and technological development and creation and maintained of a motivated work force within an organization hence becoming a backbone for strategic implementation (Lyson, 2001).

Training need is a short fall in the employee performance and that there are different changes that may indicate the need for employee training and development in an organization which includes performance deficiencies, introduction of new technology, programs, systems, procedures and policies, increase in material wastage, increase in accident rates, increase in customer complaints and high turnover among new recruits (Lyson, 2001).

Conway (2001) argued that skills learned in job training sessions are also recorded; health or safety procedures, equipment operation or repair, sales or managerial skills, sensitivity training is geared towards improving on the production levels of competitive organizations.

Millions of dollars are wasted each and every day in organizations as result of failure to train their employees, lack of awareness of this need to constantly improve performance Conway (2001). Positive, active cooperation by lower levels is the surest method of producing result. Sometimes, particularly with small organizations, splendid results can be obtained by concentrating effort on employee training. Through careful training, education, planning, assisting and coordinating the causes of waste which supervision and employees can prevent from the basic of an effective and vital team building campaign which improves performance (Kahn, 2004).

CHAPTER THREE

METHODOLOGY

This chapter presented a description of the research design that was employed, the survey population, sampling method, data collection methods, data analysis and the general constraints of the study.

3.1 Research Design

The research adopted a descriptive cross sectional survey design (Buyinza et al., 2015). A descriptive cross sectional survey design was used because the study involved collecting opinions from different respondents at once. The study was a survey because it involved a large number of respondents. The cross-sectional survey design was desired because it allowed the researcher to discover the effect of training on employee performance from their own point of view. Quantitative approaches to data collection are used in analyzing primary data from the field using descriptive statistics. Correlation design were also used to establish the relationship between the variables.

3.2 Study Area

The study was conducted in Atlas Livestock Farm Limited is a privately owned farm, which is located in Akarukei village Akarukei parish Kobwin sub-county Ngora district, 12km from Ngora District Headquarters along Kobwin-Opot road in Eastern Uganda. It was established on 25th. March 2007 with only four freshian cows and by then it was still very bushy. In 2012, the cows multiplied and became 12 in number and the numbers started increasing rapidly up to now where the farm has 256 heads of cattle comprising of freshian, borans, and gurncey cows. In 2019, there was rapid expansion of the farm in terms of land coverage and introduction of new inventories into the farm for example camels, sheep, goats, poultry, fish and also increase in farm structures and machinery.

Atlas Livestock Dairy Farm Limited is generally a livestock farm with several types of livestock for example goats, sheep, cattle and poultry like hens and ducks kept on a large scale. However, it also practices crop farming on a small scale to provide feeds for the livestock to feed on and to

supplement the feeds purchased for livestock. Atlas Livestock Farm Limited is known for its vibrant livestock production, which supports the livelihood of many local residents.

Currently, the farm has a total land area of 880 acres of land that is being utilized for livestock and crop production. The farm offers opportunities for students in form of industrial training and to farmers in form of farmer training as a way of socio-economic transformation of the community. It was therefore selected as a case study because the farm depends on the performance of its employees to achieve its goals and it conducts training programs to improve their skills and knowledge.

3.3 Study population

The study population consisted of 61 employees of Atlas Livestock Farm Limited, consisting of employees and their supervisors, who regularly perform daily activities at the farm.

Table 1.organizational structure of Atlas Livestock Farm Limited, Ngora.

Position	Frequency	Percentage (%)
Employee	46	75.4
Supervisors	15	24.6
Total	61	100.0

Source: primary data,2025

3.6 Data Collection Methods3.6.1 Instruments

Structured questionnaires were used to collect quantitative data on the level of training, the level of employee performance and the relationship between training and performance among employees (Noor,2022).

Key Information Interviews (KIIs**)** were used to target the top management of Atlas Livestock Farm Limited to gain deeper insights into employee training and performance dynamics and additional information concerning employee training and employee performance. Where the general manager said that ‘the performance of most of their employees has greatly improved due to the various trainings they undergo but there is still poor performance among some employees

despite the trainings they go through due to other factors like drug abuse, alcohol and health conditions (Masters et al., 2019).

3.6.2 Procedures

The researcher adopted specific procedural steps to ensure the quality and validity of the data collection process. Initially, a crucial step was the pre-testing of both the structured questionnaires and the semi-structured interview guides (Swift, 2022). This pre-test exercise was not conducted within the actual study area of Atlas Livestock Farm Limited, but rather in a neighboring farm. The primary purpose of this step was to refine the data collection tools before their final deployment, allowing the researcher to identify and correct any ambiguities, confusing questions, or procedural flaws, thereby ensuring the instruments were clear and effective for gathering the necessary data for the study.

Following the refinement of the tools, the administration of the instruments was carried out by trained research assistants (Marchewka, 2020). This ensured that the data collection was standardized and consistent across all respondents. Furthermore, recognizing the possibility of language barriers among the employee population, the research assistants were instructed to administer the questionnaires and conduct the interviews in local languages where necessary. This inclusion of local languages was an important measure to facilitate accurate communication and maximize the willingness and ability of respondents to provide genuine and complete information, thereby improving the overall quality of the primary data collected from the field.

3.7 Data Collection Sources

The study utilized two main categories of data collection sources. Primary Data was gathered through direct responses from the employees of Atlas Livestock Farm Limited, as well as from customers of the farm's products. This direct collection allowed the researcher to obtain firsthand, quantitative and qualitative information regarding the perceptions of training and employee performance. The Secondary data sources involved leveraging existing information, which included accessing reports, various studies, and statistics. These secondary sources were drawn from farm records, market records, and official government agencies, providing context and supplementary information to complement the primary data collected from the field.

3.8 Measurement of variables

The measurement of variables in this study was executed using distinct scaling methods tailored to the nature of each construct (Alemu et al., 2024). The independent variable, Employee Training, was measured using sample survey items anchored on a four-point Likert Scale, ranging from 1 (Strongly Agree) to 4 (Strongly Disagree). This scaling technique allowed the researchers to capture the level of agreement or disagreement among respondents regarding various aspects of the training provided at Atlas Farm, enabling the quantification of employee perceptions concerning the presence, relevance, and effectiveness of training interventions.

In contrast, the dependent variable, Employee Performance, was measured using a different scaling approach designed to assess frequency of behavior. The measurement utilized sample survey items based on a three-point frequency scale, which ranged from 1 (Never) to 5 (Very Often), with 2 likely representing Seldom. This scaling was appropriate for gauging how frequently employees exhibited behaviors related to performance dimensions such as quality, efficiency, and effectiveness. Finally, the third objective, assessing the Relationship between Employee Training and Employee Performance, was achieved statistically by analyzing the regression analysis output. Regression analysis, a robust statistical technique, was employed to determine the nature, strength, and significance of the association between the quantified training scores and the measured employee performance scores (Ipulet & Kasenene, 2008)

3.9 Data Processing, Analysis and Presentation

3.9.1 Data processing

The processing of data was done after every data collection. To ensure completeness and uniformity, it necessitated editing and checking of errors as well as omissions that would have influenced the study (Avolio et al., 2015). The collected data was presented by use of statistics, and different tables while quantitative data was presented by use of paragraphs in columns that review the study objectives. Tabulation was also used in the process of presentation of social demographic characteristics.

3.8.2 Data Analysis

Data from the field was coded using Microsoft excel then tabulated using statistical package for social scientists (SPSS) to show the frequency of respondents and these were used to compute percentages in different attributes under the study then later on analyzed using a comprehensive

statistical software package called Stata. regression analysis was also used to compute and the similarities in the percentages were deducted to arrive at conclusions (Mishra et al., 2019).

To determine the level of employee training and to examine the level of employee performance at Atlas Livestock Farm Limited the analysis relied on Descriptive Statistics (Sisay et al., 2023). These methods, including percentages, standard deviation, and means, were employed to summarize the characteristics and central tendencies of the data collected for each variable. For employee training, descriptive statistics provided a clear numerical profile of the perceived usage and effectiveness of both on-the-job and off-the-job training. Similarly, for employee performance, the use of averages, scores, and frequencies allowed the researchers to establish the overall level of quality, efficiency, and effectiveness achieved by the workforce. Descriptive statistics thus served to quantify the current state of both the independent (training) and dependent (performance)

To establish the relationship between training and employee performance was addressed using Regression Analysis (Wang & Cheng, 2020). This robust statistical technique was specifically employed to move beyond simple description and determine the precise nature, strength, and statistical significance of the association between the training scores and the performance scores. By analyzing the regression output, the researchers could test the study's central hypothesis, revealing whether changes in employee training systematically led to predictable changes in employee performance, and thereby confirming or rejecting the existence of a meaningful link between the two variables at Atlas Livestock Farm Limited.

3.8.3 Data presentation

Data was coded on the computer using Microsoft excel, and statistical packages for social scientists (SPSS), analyzed using Stata and then summarized and presented using tables where applicable.

3.9 Limitations of the study

In the process of conducting research, the researcher anticipated the following problems;

i) Inadequate primary data from both the employees and the managers and this came as a result of high resistance from the employees to release personal data. The researcher made use of the secondary data about the company's employee records and this helped to increase on the information as needed in the research.

ii) The resistances from the company authorities to allow the researcher meet the employees in their areas of work which came as a result of poor timing of when to conduct the research

by the researcher. The researcher also ensured the announcement of his coming and arrival and why he was to conduct the research to the all the employees, mangers and any other authorities of the company one week before the research was conducted.

iii) There was limited time and higher costs when moving to most especially to the workers since the company was big and had a bigger employee population. Therefore, this was solved by the researcher to call the employees by phone after work or even meeting them after work.

iv) It was not easy to access data especially text books which explicitly talked about the variables under study. This problem was solved by visiting a number of libraries and websites.

v) Besides there was insufficient time to conduct a study of that magnitude. The researcher however, made sure that that piece of work was given sufficient time and maximum concentration.

vi) It was not easy to get the cooperation of study subjects as most of them had busy schedules at their place of work. The researcher solved this barrier by conducting a reminding exercise through telephone calls.

vii) The cost of the research was high in regard to stationary, printing costs, photocopying, binding, transport, telephone charges and postage expenses involved. This was solved by soliciting financial assistance from friends, relatives and well-wishers.

viii) Some respondents wanted to go and read through the questionnaires at their leisure time, in which requests granted led to collection delays which eventually affected the schedule for the completion of the report. The researcher had to make clear explanation to the respondents so that they were able to answer there and then.

3.10 Ethical Considerations

The researcher assured respondents of the confidentiality of the information provided and anonymity of their identities.

Before going to the field, for data collection, the researcher first got a letter of introduction from the research coordinator Makerere University College Of Agricultural and Environmental Sciences (CAES) at School of Agricultural Sciences (SAS) commissioning the researcher to go to carry out the study with a purpose. In addition, the researcher first booked the respondents before administering the questionnaire and interview.

The rights and interests of the respondents were respected by ensuring anonymity. Those who are not willing to be interviewed were not forced to do so. Anonymity was also achieved by not indicating or writing the names down on the questionnaire and when interviewing top manager, their names were not written down when analyzing the results.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Socio-demographic information of respondents

The respondents consisted of 59% males and 41% females of which 39% of them were between the age group of 26-30 years ,34% were in age group of 18-25and 26% were 31 years and above. Whereas 41% of the respondents had attained Primary education and 19.7% attained a certificate ,67% were married, 31% were single and 1.6 were divorced (Table 2).

Table 2.Socio-demographic information of respondents at Atlas Livestock Dairy Farm Limited.

Variable	Frequency	Percentage (%)
Sex		
Male	36	59
Female	25	41
Age group		
18-25 years	21	34.4
26-30 years	24	39.3
31-35 years	6	9.8
36-40 years	5	8.2
41-45 years	4	6.6
46 years and above	1	1.6
Education level		
Primary	25	41
O'level	15	24.6
A'level	09	14.8
Certificate	12	19.7
Marital status		
Single	19	31.2
Married	41	67.2
Divorced	01	1.6

Source: primary data,2025.

4.2 Determining level of training at Atlas Livestock Dairy Farm Limited , Ngora

4.2.1 Level of On- Job Training at Atlas Livestock Dairy Farm Limited, Ngora

Participants noted that the on-job-training is a very important factor on the performance of employees at Atlas farm. This finding is supported by the high aggregate mean of 3.1119. These further reveals that Atlas conducts farm on job training of its employees (Table 3). This excerpt suggests a strong positive perception of the role of on-the-job training (OJT) among employees at Atlas Farm. The key point is that the high aggregate mean of 3.1119 (presumably on a scale where a higher number indicates greater agreement or importance, such as a 4-point or 5-point Likert scale) numerically supports the qualitative finding that OJT is considered a "very important factor on the performance of employees." The final inference, "These further reveals that Atlas conducts farm on job training of its employees," links the perceived importance to the likely reality of its implementation. According to Baharein & Noor, (2011),this high mean score and the verbal confirmation by participants underscore that OJT is likely a valued, effective, and established component of human resource development at Atlas Farm, serving to directly enhance employee skills, confidence, and productivity within their specific work environment.

Table 3.Employee perceptions about On-Job Training methods at Atlas

On Job Training	Mean	S. D	Interpretation	Percentage
There are clear guidelines and procedures for training staff at ATLAS.	3.57	.633	High	63.3
Training of ATLAS staff is based on identified training needs	3.22	.755	High	75.5
On job training offered to me by ATLAS has prepared me best for my current and future job requirements.	3.15	.723	High	72.3
The on job training I get at ATLAS has enabled me gain most relevant and applicable skills.	3.09	.883	Moderate	88.3
The on job training I get perfectly matches with my job requirements.	2.82	1.058	Moderate	100
Training of staff at ATLAS is always evaluated to measure the impact of the training employees have attained.	2.82	.851	Moderate	85.1
Aggregate mean	**3.1119**	**.50452**	high	**N= 61**

Source: Primary data, 2025

1.00-1.80= Very Low, 1.81-2.49= Low, 2.50-3.10= Moderate, 3.11-3.60= High, 3.61.-4.00= Very High.

4.2.2 Level Of Off-Job Training On Employee Performance at Atlas Livestock Dairy Farm Limited, Ngora

The respondents noted that off-the job training is moderately used at Atlas Livestock Farm Ltd Ngora. This was seen in the first, second and fourth interpretations with 3.04, 2.87 and 3.00(Table 4). mean where Employees gain most relevant and applicable skills, has prepared them best for their current and future job requirements and it perfectly matches with their job requirements at Atlas Livestock Farm Ltd. The results indicate that off-the-job training at Atlas Livestock Farm Ltd Ngora is perceived as being moderately effective and relevant, supported by mean scores across three key statements regarding skills gain, job preparedness, and job-requirement match.

These moderate means suggest that while the training is utilized and offers some benefits, employees do not strongly agree that it is highly applicable, fully prepares them for their roles, or perfectly aligns with their specific job needs. Therefore, despite being in place, the off-the-job training programs may require revision to enhance their direct relevance and impact on employee performance compared to the more highly valued on-the-job training (Wang et al., 2017).

Table 4.Employee perceptions about Off-Job Training methods at Atlas Livestock Dairy Farm Limited, Ngora

Off Job Training	Mean	S. D	Interpretation	Percentage
The off job training I attained at ATLAS enabled me gain most relevant and applicable skills.	3.04	.928	Moderate	92.8
Trained employee shows a clear understanding of ATLAS LIVESTOCK FARM LIMITED's core values (integrity, professionalism, and confidentiality)	2.87	1.072	Moderate	100
Off job training attained has prepared me best for my current and future job requirements at ATLAS.	3.00	0.870	Moderate	87
Trained employees are at the fore front in enforcing performance standards of service delivery for the achievement of ATLAS' goals and vision.	3.15	.821	High	82
Off job training attained perfectly matches with my job requirements.	3.15	.892	High	89
Trained employees always meet their set work targets.	3.15	.839	High	83
Aggregate mean	3.0597	.54255		

Source: Primary data, 2025

1.00-1.80= Very Low, 1.81-2.49= Low, 2.50-3.10= Moderate, 3.11-3.60= High, 3.61.-4.00= Very High.

4.3 Level of Performance of Employees At Atlas Livestock Farm Limited

4.3.1 Employee Perceptions on the Quality of Work at Atlas Livestock Farm Ltd

The results on quality of work show an overall mean score of 4.0299 (Table 5). Indicating a high level of perceived quality among the employees. This suggests that employees generally believe

that tasks are performed to the required standards. This high perception may reflect training, experience and adherence to work guidelines. However, the respondents also reported high use of inappropriate type of training (mean score =3.63) which hinders performance. This suggests that Atlas Farm employees perceive a high level of work quality, indicating tasks are consistently performed to required standards, likely due to strong adherence to guidelines and the positive impact of on-the-job training. However, this positive finding is contrasted by a significant paradox: a high mean score was also reported for the use of an inappropriate type of training that hinders performance. According to Anesukanjanakul et al., (2019) it implies that while the core work is executed well perhaps driven by hands-on experience and OJT the investment in certain formal or off-the-job training programs is perceived as ineffective, irrelevant, or even counterproductive.

Table 5.Employee Perceptions on the Quality of Work at Atlas Livestock Farm Ltd

Quality Of Work	**Mean**	**S. D**	**Interpretation**
In this organization, employees maintain very high standards in performance.	4.34	.914	High
Employees have speed in performing of their duties.	3.93	.974	High
Employees usually complete the assigned duties and responsibilities as stipulated on the job description.	4.19	.941	High
Employee's performance is limited by the use of inappropriate type of training.	3.63	1.335	High
Employees constantly look for ways to improve our products and services in this organization.	4.06	1.254	High
Aggregate score	**4.0299**	**.63747**	High

Source: primary data,2025.

1.00-1.80= Very Low, 1.81-2.61= Low, 2.62-3.42= Moderate, 3.43-4.23= High, 4.24-5.00= Very High.

4.3.2 Employee Perceptions on the efficiency of workers at Atlas Livestock Farm Ltd

The efficiency dimension recorded a high mean score 4.0418(Table 6), indicating that respondents perceived employees to be highly efficient in completing tasks within set timeframes and utilizing available resources optimally. This reflects strong time management and workflow practices in the farm .The high mean score of 4.0418 for the efficiency dimension is a very strong positive finding, suggesting that employees at Atlas Farm are perceived as being highly efficient. This score demonstrates that, in the respondents' view, staff are excellent at completing tasks within set timeframes and optimally utilizing available resources. This high efficiency level strongly suggests the presence of robust time management strategies and well-designed, effective workflow practices within the farm. Taken together with the high perceived quality of work, the data paints a picture of a workforce that is not only doing the job well, but also doing it quickly and resourcefully, which is a critical driver of profitability and operational success in any business, particularly in farm management (Bioversity International, 2012).

Table 6.Employee Perceptions on the efficiency of workers at Atlas Livestock Farm Ltd

Efficiency/Timeliness of Work	**Mean**	**S. D**	**Interpretation**	**Percentage**
Employee performance is measured according to the time used to accomplish an activity.	4.13	1.179	High	100
Employees report to work on time as stipulated in the staff rules and regulations.	4.13	.998	High	99
Employees complete assigned duties at the time when they are required by their supervisor.	4.09	.965	High	96
Supervisor always give adequate time to employee to accomplish tasks as assigned.	3.88	1.094	High	100
Employees respond to the requests of the clients on time	3.97	1.381	High	100
Aggregate mean score	**4.0418**	**.57581**	High	

Source: primary data,2025.

1.00-1.80= Very Low, 1.81-2.61= Low, 2.62-3.42= Moderate, 3.43-4.23= High, 4.24-5.00= Very High.

4.3.3 Employee Perceptions on Effectiveness of Work at Atlas Livestock Farm Ltd

Effectiveness of the workers also reported a high mean score (4.1144), suggesting that employees are largely successful in achieving desired outcomes and meeting farm's goals(Table 7). The finding that the effectiveness of workers recorded a high mean score of 4.1144 is a very positive indication of the workforce's overall success at Atlas Farm. This high score suggests that employees are consistently and successfully achieving desired outcomes and meeting the farm's goals (Olatujoye et al., 2025). This is the ultimate measure of success, demonstrating that the workers' high quality of work (mean 4.0299) and efficiency (mean 4.0418) directly translate into tangible results for the organization. Taken together, the data strongly points toward a highly competent, goal-oriented, and productive workforce that delivers on its objectives, which is crucial for the farm's viability and success (Mairura et al., 2022).

Table 7.Employee Perceptions on Effectiveness of Work at Atlas Livestock Farm Ltd

EFFECTIVENESS OF WORK	Mean	S. D	Interpretation	Percentage
Performance is measured in terms of the resources used in getting the work done.	4.16	1.214	High	100
When performing duties, employees are always conscious of the cost involved.	4.10	1.156	High	100
Employees minimize errors when performing their duties.	4.07	1.146	High	100
Aggregate mean score	**4.1144**	**.84796**	**High**	

Source: primary data,2025.

Scale:1.00-1.80= Very Low, 1.81-2.61= Low, 2.62-3.42= Moderate, 3.43-4.23= High, 4.24-5.00= Very High

4.4 Relationship Between Training and Employee Performance

The primary goal of this analysis was to determine if there is a statistically significant relationship between training (the predictor variable) and performance (the outcome variable) using data from 61 observations. The results indicate that the simple linear regression model is not statistically

significant overall, as shown by the high Prob>F value of 0.2280. Furthermore, the model has extremely poor explanatory power, with an R-squared value of only 0.0245. This means that less than 3% of the variation in farm performance can be explained by the variation in the training provided. This strongly suggests that the model is inadequate and that other, unmeasured factors are the main drivers of performance differences at the farm.

Focusing on the specific impact of training, the coefficient for the training variable is 0.1313933. This positive value suggests that for every unit increase in training, performance is estimated to increase by 0.131 units. However, this positive effect is not statistically reliable. The corresponding P-value (P>|t|) is 0.228, which is well above the conventional 0.05 threshold for significance. Therefore, based on this data, we cannot conclude that training has a statistically significant positive effect on performance at Atlas Livestock. The constant term (cons) is 1.037919 and is highly significant (P=0.000), simply indicating that the baseline performance is significantly different from zero even when the measured training is absent.

Table 8.Relationship Between Training and Employee Performance

```
(35 vars, 61 obs)

. regress training performance
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Source	SS	df	MS	Number of obs	=	61
				F(1, 59)	=	1.48
Model	.320944285	1	.320944285	Prob > F	=	0.2280
Residual	12.7610229	59	.216288524	R-squared	=	0.0245
				Adj R-squared	=	0.0080
Total	13.0819672	60	.218032787	Root MSE	=	.46507

training	Coef.	Std. Err.	t	P>|t|	[95% Conf.	Interval]
performance	.1313933	.1078637	1.22	0.228	-.0844414	.347228
_cons	1.037919	.232329	4.47	0.000	.5730296	1.502808

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study aimed to establish the relationship between training and employee performance at Atlas Livestock Dairy Farm Limited, focusing on the level of training, the level of employee performance, and the relationship between the two. The findings revealed that the level of on-the-job training (OJT) is perceived as High and is considered a "very important factor" in employee performance. In contrast, off-the-job training (Off-JT) is perceived as only moderately used and effective, with employee responses suggesting moderate relevance for skills gain, job preparedness, and job-requirement match. Regarding the level of employee performance, all key dimensions Quality of Work, Efficiency, and Effectiveness were perceived as High. This indicates that employees generally meet required standards, complete tasks within set timeframes utilizing resources optimally, and are successful in achieving the farm's goals. However, the employees also reported high use of an inappropriate type of training that hinders performance, creating a tension between the high-performance outcomes and perceived training deficiencies.

5.2 Conclusions

The following conclusions have been drawn from the study:

a) The level of training at Atlas Livestock Farm Limited is characterized by a high perception of the importance and application of on-the-job training, but only a moderate perception of the use and effectiveness of off-the-job training. Furthermore, a significant amount of training is perceived as being inappropriate and hindering employee performance.

b) The level of employee performance is consistently and strongly perceived as High across the critical dimensions of quality of work, efficiency, and effectiveness, suggesting that employees are successful in meeting the farm's goals and standards.

c) The study concludes that there is not a statistically significant relationship between the aggregated measure of training and employee performance. Although employees perform highly, the data suggests that this performance is not statistically linked to the overall training activities as measured, supporting the observation that certain training programs may be ineffective or misaligned with job requirements.

5.3 Recommendations

The following recommendations have been made from the study:

1. Prioritize and Formalize On-the-Job Training (OJT) given the high perceived importance of OJT, the management should officially recognize and formalize its delivery through structured coaching and mentorship programs to ensure its consistent application and maximum effectiveness.
2. Revise and Align Off-the-Job Training (Off-JT) in order to address the moderate use and perceived inappropriateness of training, the farm must urgently investigate and restructure its Off-JT programs. Training investments must be strategically designed to directly match identified job requirements and provide highly relevant, applicable skills, thereby ensuring that all training supports employee effectiveness.
3. Management should implement rigorous post-training evaluation systems to measure the specific impact of all training programs on employee performance indicators like quality, efficiency, and effectiveness. This will help identify which training investments truly contribute to the farm's high performance and should be continued, and which should be eliminated or redesigned.

5.4 Areas for Further Research

The level of job satisfaction and employee performance.

The level of employee commitment and organizational performance.

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APPENDIX

APPENDIX 1:QUESTIONNAIRE FOR EMPLOYEES OF ATLAS LIVESTOCK FARM LIMITED KOBWIN.

Dear sir / madam

I am OPOLOT GABRIEL, a final year student of Makerere University in Uganda pursuing a bachelor's degree in Agribusiness Management. I am conducting a study on ***the effect of training on employee performance at Atlas Livestock Farm Limited Kobwin***. Any information provided will be treated with utmost confidentiality and shall strictly be used for academic purpose. So please give me your maximum cooperation, kindness and response to the question below is of great importance.

(Please you are kindly asked to put a tick where appropriately)

SECTION A: Demographic Data of the Respondents

1. Sex

Male ☐ Female ☐

2. Age bracket

18-25 years ☐ 26-30 years ☐ 31-35 years ☐

36-40 years ☐ 41-45 years ☐ 46 years and above ☐

3. Marital status

Single ☐ Married ☐ Divorced / Separated

4. Education level

Primary ☐ O' level ☐ 'A' level ☐ Certificate ☐

Degree ☐ Masters and above ☐

5. Designation

Supervisor ☐ Dairy ☐ Crop ☐ Goat ☐

KEY FOR SECTION B, C AND D

SA	**A**	**D**	**SD**

Strongly agree	Agree	Disagree	Strongly disagree

SECTION B: Effect on-job training on employee performance.

6. There are clear guidelines and procedures for training staff at ATLAS LIVESTOCK FARM LIMITED.

SA ☐ A ☐ D ☐ SD ☐

7. Training of ATLAS LIVESTOCK FARM LIMITED staff is based on identified training needs

SA ☐ A ☐ D ☐ SD ☐

8. On-job training offered to me by ATLAS LIVESTOCK FARM LIMITED has prepared me best for my current and future job requirements.

SA ☐ A ☐ D ☐ SD ☐

9. The on-job training I get at ATLAS LIVESTOCK FARM LIMITED has enabled me gain most relevant and applicable skills

SA ☐ A ☐ D ☐ SD ☐

10. The on-job training I get perfectly matches with my job requirements

SA ☐ A ☐ D ☐ SD ☐

11. Training of staff at ATLAS LIVESTOCK FARM LIMITED is always evaluated to measure the impact of the training employee have attained.

SA ☐ A ☐ D ☐ SD ☐

SECTION C: Effects off- job training on employee performance

12. The off-the-job training I attained at ATLAS LIVESTOCK FARM LIMITED enabled me gain most relevant and applicable skills

SA ☐ A ☐ D ☐ SD ☐

13. Trained employee show a clear understanding of ATLAS LIVESTOCK FARM LIMITED's core values (integrity, professionalism, and confidentiality)

SA ☐ A ☐ D ☐ SD ☐

14. Off-the-job training attained has prepared me best for my current and future job requirements at ATLAS LIVESTOCK FARM LIMITED.

SA ☐ A ☐ D ☐ SD ☐

15. Trained employees are at the forefront in enforcing performance standards of service delivery for the achievement of ATLAS LIVESTOCK FARM LIMITED's goals and vision.

SA ☐ A ☐ D ☐ SD ☐

16. Off-the-job training attained perfectly matches with my job requirements.

SA ☐ A ☐ D ☐ SD ☐

17. Trained employee always meets their set work targets.

SA ☐ A ☐ D ☐ SD ☐

18.What type of employee are you?

Trained ☐ Untrained ☐

19.If trained, what is the level of performance?

Low ☐ Good ☐ Very good ☐

SECTION D: Employee Performance

In this study employee performance will refer to the execution of the ALFL duties by the staff in order to contribute to the accomplishment of the ALFL goals as well as their personal goals.

1 = Never, 2 = Rarely, 3 = Sometime, 4 = Often, 5 = Very often.

NO.	**QUALITY OF WORK**	**1**	**2**	**3**	**4**	**5**
1	In this organization, employees maintain very high standards in performance.					

2	Employees have speed in performing of their duties.					
3	Employees usually complete the assigned duties and responsibilities as stipulated on the job description.					
4	Employee's performance is limited by the use of inappropriate type of training.					
5	Employees constantly look for ways to improve our products and services in this organization.					

NO.	**EFFICIENCY/TIMELINESS OF WORK**	1	2	3	4	5
1	Employee performance is measured according to the time used to accomplish an activity.					
2	Employees report to work on time as stipulated in the staff rules and regulations.					
3	Employees complete assigned duties at the time when they are required by their supervisor.					
4	Supervisor always give adequate time to employee to accomplish tasks as assigned.					
5	Employees respond to the requests of the clients on time					

NO.	**EFFECTIVENESS OF WORK**	**1**	**2**	**3**	**4**	**5**
1.	Performance is measured in terms of the resources used in getting the work done.					
2.	When performing duties, employees are always conscious of the cost involved.					
3.	Employees minimize errors when performing their duties.					

Thanks for Your Corporation and Precious Time