



**The Impact of Training on Employee Performance at the Mahikeng Local
Municipality: North West Province**

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DECLARATION

I Thabeng Patience, hereby declare that the dissertation entitled “The Impact of Training on employee performance at Mahikeng Local Municipality: North West Province “submitted to the North West University Mafikeng Campus, for Master’s Degree in Public Administration is my own work and that all the sources consulted therein have been duly acknowledged by means of reference.

Signature_____

Date_____

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ACRONYMS AND ABBREVIATIONS

HRM – Human Resource Management

HRD – Human Resource Development

HR – Human Resource

SMART – Specific, Measurable, Achievable, Realistic and Timely

SDA - Skills Development Act

US – United States

KPI – Key Performance Indicator

MSA –Municipal Structures Act

MLM - Mahikeng Local Municipality

IDP - Integrated Development Plan

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ABSTRACT

The main focus of this study was to investigate the influence of training on employee quality performance in the Mahikeng Local Municipality (North West Province). The problem statement involves the challenges that comes along with the incompetency of employees caused by lack of skill and development. The study aimed at finding out the nature of training implementation in the Municipality, the role of training on the employee performance, procedures and processes that can be suggested to enhance individual's skills and development. Lastly, the challenges that comes along with training of employees that have in the past affected their performance.

The researcher adopted the quantitative research method, which constituted of the distribution of the questionnaires to the Mahikeng Local Municipality employees and documentations. Quantitative method involved questionnaires that were distributed to 100 employees out of 817 populations from all different levels, in different structures of the Municipality.

The Municipality is comprised of 817 employees. A sample was drawn from the employees who are office based, however, only 100 employees were selected by the researcher to participate. Out of the 100 questionnaires that were distributed to employees, only 87 employees managed to participate. The selection of participative employees involved both males and females and included section 57 managers.

The study has revealed that even though the Municipal's structure indicates that the municipality has training unit as one of its core component of HRM, training of employees is still regarded ineffective. It is revealed by the study that the implementation of training in the Mahikeng Local Municipality is still unplanned, unsystematic and haphazard – not every employee is taken for training and skills development programmes at least twice a year. It was also discovered that the current training practices, methods and processes are inconsistent with the provisions of the policy, also, the budgetary allocation for training was discovered to be the key challenge in implementing training. The study in all aspects have tried to recommend all the solutions that might not have been applied before by the municipality, to better their performance.

CHAPTER 1: INTRODUCTION AND ORIENTATION OF THE STUDY

1.1 INTRODUCTION

Training is a method which an organization uses as a systematic process to transform knowledge, skills and behavior of employees in such a way that can fulfill its objectives. It is more task-orientated because it concentrates on the work done in an organization. The requirements of a particular task determine the standard of training needed for a specific job. Skills development, therefore, aims to enhance the performance of the workers in the workplace. Normally the performance is too poor due to the shortage of appropriate knowledge and skills, or poor attitude amongst individuals or collectives in the workplace (Erasmus & Van Dyk, 2003:2). Franklin (2014:76) also believes that skill development training can only be conducted when the workers who are in need of it have been identified, also what their levels of competence or capabilities are currently. Furthermore, this implies that the assessment of the individual employee will show the type of skills and knowledge that is needed for the employees.

Training of employees is a vitally important and necessary tool for the success and survival of every organization. Traditionally, it is viewed as an ongoing process of equipping employees with relevant skills for their work fields. It is often seen as a way of improving employees' performance by improving skills, attitude and the exponential benefits that come along with the unique features, since employees are normally viewed as major assets of the organizations, be it private or public sector. Hen (2005:2) believes that it is always vital for organizations to denote the planned activities to improve the current employee situation of work skills and behavior. Armstrong (1995:22) further highlights that training has the capability to grow employees either through learning experiences or through self-directed experience.

This study seeks to explore the impact of training on employee performance in the Mahikeng Local Municipality. The data will be collected from the Municipality, to reveal the influence that this function "Training" has on the performance of the Mahikeng Local Municipality employees. The following subjects will be discussed: background to the study, statement of the problem, significance of the study, aims and objectives of the study, research questions, research design and methodology, scope of the study, organization of the study and conclusion.

1.2.BACKGROUND OF THE STUDY

Ever since 1994, South African Government has adopted laws and policies which enable the government to develop structures, strategies and processes to ensure that the citizens are able to obtain resources in an effective and excessive manner. However, for these resources to be acquired effectively and efficiently in local government, employees have to be trained continuously since technology is fast improving and as it is known it improves and makes the lives of people easier. South African government structure is apportioned into three arms of the government, namely: National, Provincial and Local Government and each has its own responsibility, however these arms of the government share responsibilities amongst themselves (Public Sector Education Authority, 2012:5).

The role of National Government is public policy making. Provincial and Local Government are responsible for delivering basic services (Public Sector Education Authority, 2012:5). Therefore, the respective roles and responsibilities in the public services give rise to a broad variety of skills needed in the sector (Public Sector Education Authority, 2012:5), however the study focuses on the local sphere of the government's training of employee to ensure the effective service delivery. The Training Unit in Municipalities was established in June 2011 to conduct training courses to enhance employee skills within municipalities according to current and future local government needs. The unit collaborates with other units, with the main aim being to coordinate and maximize the use of its own resources in developing a training programmes for employees (Malta Foreign Policy and Government Guide, 2013: 124).

The study is conducted in the Mahikeng Local Municipality situated in the North West province of South Africa. It is the Municipality that was developed by the new Local Government Transformation that plays an important role in ensuring that the needs of the communities are met. Mahikeng Local Municipality is a big local municipality as compared to other four local municipalities located within the area of jurisdiction of Ngaka Modiri Molema District Municipality. Those neighboring local municipalities which border the Ngaka Modiri Molema District Municipality are: Ramotshere Moiloa Local Municipality, Tswaing Local Municipality, Ditsobotla Local Municipality, Dr Ruth Segomotsi Mompati and Ratlou Local Municipality (Mahikeng Local Municipality Annual Report, 2015:10).

The total area of the Mahikeng Local Municipality is approximately 3703 km². It is divided into 32 wards, consisting of 102 Villages and suburbs. The population of the municipality is estimated at 305 291 people. Mafikeng Local Municipality is a Category B Municipality established in terms of section 12 of the Municipal Structures Act (MSA). It is a municipality that has adopted the Executive Mayoral System which consists of executive authority in the hands of the Executive Mayor. It is an organization wherein the Executive Mayor is assisted by the Mayoral Committee and its Administration, led by the Municipal Manager. It implements its mandates of Council and the electorate, however, this research focuses on the effect of training on the employee performance of the Mahikeng Local Municipalities' employees. It has been documented that (Mahikeng Local Municipality Annual Report, 2015:10) this municipality consists of 817 employees apportioned into contractors, field workers and Expanded Public Works Program (EPWP).

Many skills development programs were previously offered in government organizations, specifically in Local Government in some evolving nations, including South Africa, but were very ineffective and limited to employees in the way that they were very theoretical, too wide, and were not aiming towards achieving any specific goal. These training and development programs are said to have not responded to the needs of the employees as their needs or weaknesses were not identified (Healy, 2001: 2). Local government in South Africa is currently Faced with intricate dilemmas with regards to their performance, maximizing the satisfactory of customers, retention, as well as enhancing productivity and efficiency, while rationalizing processes of businesses and driving towards greater service delivery.

With the aid of Government Employees Training Act of 1958, the National Government recognized that employees' skills quickly become obsolete, hence this Act created training and development programs for national, provincial and local government. However, in the Mahikeng Local Municipality, training of employees is more or less unplanned and unsystematic. It seems like the majority of the workers are not trained upon their appointment, as a result, administrative employees' skills and abilities have over the years not been improved to accord them effectiveness and efficiency in work performance. Implementation of training plans has therefore been based on precedence. The Local Government Act should then have the major role in the training of Local

Authorities – regardless of the circumstances in the country, because it is the closest to and most responsive to the local officials and it can best ensure that contents and opinions taught are in the interest of local government (Network of Associations of Local Authorities of South East Europe, 2009:10).

1.3 SIGNIFICANCE OF THE STUDY

The Mafikeng Local Municipality will gain from the study and it will be able to:

- Point out training means that can be implemented to enhance employee performance in the Municipality.
- Provide with insight into how Mahikeng Local Municipality can effectively streamline its training to improve the employee performance for operative and efficient service delivery.
- Assist the management of the Municipality to urge quality work within the Municipality.
- Ensure that employees have more understanding of what employee training entails and how they can relate to it in the workplace.

The findings of the study will also contribute to the existing knowledge on the role of training on employee performance.

1.4 PROBLEM STATEMENT

In spite of the Municipality being committed to contribute towards building the achievement of all outcomes effectively, efficiently, responsively and accountably, there is still a need for an increased quality performance and productivity among its employees. It appears that employee training in Mahikeng Local Municipality is haphazard, unplanned and has a limited budget stipulated for training schedules (Mahikeng Local Municipality Financial year 2016/17:162). The staff development is not effective in the municipality. The research problem of the study is that, with the existing challenge and incompetency of employees in the municipality, who are bound to underperform, there is a gap between targets and work standards, which as a results lead to a decline in productivity. It is indicated in the Mahikeng Local Municipality Financial year (2016/17:162) that the Human Resource unit had many challenges, especially in training department. There was a minimal performance achievement for that financial year. Government employees Training Act of 1958 suggests that employees should repetitively be trained in

organizations furthermore, the National Government has added that employees' skills quickly become obsolete if training is not conducted.

1.5 AIM AND OBJECTIVES OF THE STUDY

The study is conducted with the aim of providing the results from a perceived and an investigated predicament. Dalcher and Brodie (2007:51) assert that an aim puts forth what the study seeks to accomplish and objectives are set to help in completion of the purpose of the study, not forgetting that they should both be SMART.

1.5.1 Overall aim of the study:

The aim of the study is to assess the impact of training on employee performance in the Mahikeng Local Municipality.

1.5.2 Research questions

Research questions when responded to, drive the researcher to solving the research problem. Research questions provide the researcher with a framework and ensures that the researcher does not derail from the main problem. Furthermore, Cohen (2013:110) adds that a research question plays an imperative role and guides the researcher in conducting the study.

Linking to the above research questions, the following research objectives were posed:

- What is the role of training on employee performance at the Mahikeng local municipality?
- What strategies can be suggested on how training procedures can be successfully implemented to improve the employee performance in the municipality?
- What challenges of training that affect the employee performance have been explored in the Municipality?
- How often is the employee performance evaluated in the Municipality?

1.5.3 Objectives of the study

The objectives of the study are to:

- determine the role of training on the performance of the workers.

- suggest strategies on how training procedures can be successfully implemented to improve the employee performance
- explore training challenges that affect the employee performance.
- examine how often the employee performance is evaluated in the municipality.

1.6 RESEARCH DESIGN AND METHODOLOGY

There are two main research approaches used to conduct the study and they are known to be qualitative and quantitative research approach. The research design encompasses the type of study undertaken; its main focus is the end result of the research, while, research methodology involves procedures undertaken, as well as the tools that are used to execute the study. The quantitative research approach is employed in the study and it is defined as the method of research approach that consists of numerical and can be presented through questionnaires (Willems, 2004:3).

1.6.1 Research Design

According to Mouton (2012:12) a research design can be referred to as a strategic framework for action that serves as a bridge between research question and the implementation of the research. Terre Blanche *et al* (2006), cited in Jowan study (2014:34) defines research design as a planned framework for action that functions as a link between research questions and the conveyance of the research. This study was being based on observation and distribution of questionnaires to the Mahikeng Local Municipality employees to measure the effect of training on the employee.

1.6.2 Research Methodology

Research methodology can be referred to as measures that a researcher wishes to use for data gathering for their study. For the purpose of this study, the researcher went through the process of selecting the best research approach of collecting and analyzing data. With regards to the research methodology, quantitative method of research was employed. Quantitative method research is referred to as the numerical and can be acquired through the conveyance of questionnaires by the researcher to the Municipal employees (Williams, 2004:3).

1.6.3 Population

According to Willems (2004:9) population refers to a complete collection of elements sharing specified characteristics of interest, the properties of which are to be analyzed. For this study, the population included both male and female employees selected in Mafikeng Local Municipality. The population for this particular study is the Mahikeng Local Municipality, which consists of 817 officials.

1.6.4 Sampling design

A sample is collected from the population. Employees within the Mahikeng Local Municipality are participants of the study. A probability sampling of design which provides various sampling techniques the researcher can employ will be selected.

Chambis and Schutt (2012:86) emphasize that a sample is when a researcher splits the population to be able to progress with the research. This study comprised of random sampling. The sample size of 100 was drawn because it is believed by the researcher that the more the bigger number of participants, the more the employees have participated in the study.

1.6.5 Data Collection

The researcher employs the quantitative research design which tags along with its data collection methods. The researcher will use the questionnaire and direct observation as the data collection to assess the level of understanding of employees on the impact of training on worker's performance and how it is executed.

A questionnaire is a document that consists of questions that are to be followed accordingly associated with specific responses, while research observation makes reference to the method of collecting data that enables the researcher to observe the participants in the workplace. Ary (2009, 216) proclaims that when the researcher walks in the workplace of participants, however, the researcher will only observe certain behaviors in question.

1.6.6 Data Analysis

Data analysis refers to the process of transforming raw information into useful information. Data analysis and interpretation allows the researcher to examine the data collected further in the study.

The data is going to be collected and analyzed statistically, using the Ms Excel tool. This method is comprised of graphs, tables and charts to interpret and analyze data gathered.

1.7 SCOPE OF THE STUDY

The research study is conducted in the Mahikeng Local Municipality. The findings and recommendations will not be generalized to any other municipality but the mentioned one. The study is conducted in such a way that it should be manageable in order for the researcher to be able to focus on a specific area, considering time frame and other abilities or disadvantages of the researcher when collecting data.

1.8 DEFINITION OF CONCEPTS

- **Training**

Training refers to a deliberate and organized effort to modify or develop knowledge, skills and attitude through knowledge involvement, to achieve effective performance in an activity or range of activities, (Buckley and Caple, 2007:5). Similarly, Deb (2006: 223) also defines training as the process by which instructions and guided learning, necessary for job performance, is given and its effectiveness is assessed. The writer equally defines training as one major component of HRM by which the capacity, skills and abilities of employees to perform specific jobs are improved.

- **Performance**

Buckley and Caple (2007:21) explain performance management as a strategic and integrated approach to delivering sustained success to organizations, by improving the enactment of employee's work and by developing the capabilities of teams' and individuals' contributions. Axson (2010:25) equally defines performance as the process and system used by managers to set strategies and it is often done to develop organizational plans, monitor and evaluate the work completed by employees.

1.9 ORGANIZATION OF CHAPTERS

CHAPTER ONE: INTRODUCTION AND ORIENTATION OF THE STUDY

Chapter one covers the introduction, background of the study, definition of concepts, the statement of the problem, aim and objectives of the study, research questions, and the significance of the study, research design and methods, scope of the study and organization of the study.

CHAPTER TWO: LITERATURE REVIEW

This chapter incorporates the literature review on training of employees to enhance their performance. The theoretical information for the literature will be intensively examined, with what different authors have to say with regards to training, as well as diagrams relating to training in general.

CHAPTER THREE: RESEARCH METHODS AND DESIGNS

Chapter three plans the research approaches and designs of the study undertaken. It explains the rationale behind the methodology employed and how the study is conducted.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter, data presentation and findings of the study are presented. This entails giving details of the questionnaires distributed and further interpreting the data and presenting it in the form of tables and pie charts and analyze it quantitatively.

CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

The chapter will summarize the findings briefly; it will be introduced and all the chapters will be summarized; conclusions will be presented. The researcher in this chapter will offer the recommendations to the problems of training faced in the Mahikeng Local Municipality.

1.10 CONCLUSION

Training of employees has a positive impact in such a way that it assists employees to be able to perform well in their areas of expertise. The following features were touched in chapter one: introduction and orientation of the study, the background of the study, problem statement, significance of the study, problem statement, aim and objectives of the study, research design and methodology, scope of the study and definition of concepts. The next chapter focuses on the literature review of the study.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Skills development within organizations is one of the most vital aspects which contributes to the success of any organization, be it in a public or a private sector. It helps employees to comprehend and carry out their tasks in a capable and skillful manner. This chapter provides a literature review of the study of training of employees as well as its impact on their performance in the Mahikeng Local Municipality. This chapter highlights the importance of employees being trained in municipalities. Lastly, this chapter includes the literature of training by different authors that are most beneficial to the Mahikeng Local Municipality and other institutions, and what these skills development activities contribute to the performance of the employees.

The literature is reviewed from working papers, journals and books. This chapter focuses in two sections. The first section consists of the locus of training and how it became amongst the main elements of human resource management and the second section consists firstly of the establishment of the skills development on the performance of the employees, secondly, training techniques to be implemented in the Municipality, and lastly, the correlation between training and employee performance and the challenges that comes with it.

It is crucial for employees in organizations to always know when there is a need for improvement in employee's performance. This knowledge will enable the employee to go through training which will result in the organization expanding and performing to the best of its ability. Rao (2009:3) believes that even though training assists employee performance in their current employment, the benefits may go through to their next employment and entire career. Makamu (2015: 20) in his study further states that factors such as training and development, monitoring and coaching of workers help them in achieving the desired outcomes of planned strategies. This further indicates that success is something that does not happen instantly, irrespective of the effectiveness undertaken by performance management.

2.2 THE LOCUS OF TRAINING AS AN HRM COMPONENT

Skills Development is the manner which an organization uses to organize processes to transform the information, skills and behavior of workers in a way that it can reach its objectives. It is mostly task-orientated as its main focus lies on the tasks performed in an organization. The task requirements will determine standard of training for a specific task. Skills development thus aims to enhance or boost the performance of employees in the workplace, especially if the performance standards of an employee are too poor due to a lack of knowledge, lack of training or poor attitude among individual employee or in an organization. Srivastava (2005: 97) further emphasizes that training allows organizations to ensure that people grow in performance and are frequently updated with the required competencies for managing a given organization. Training helps in initiating change and absorbing improved technologies.

Every organization which aims to achieve its goals and objectives has to have Human Resource Management amongst its main functional areas. Human Resource Management helps the organization to be able to select, place and coordinate its employees in relevant structures. Yawson (2009:23) emphasizes on the fact that Human Resource Management (HRM) consists of the activities that are specifically designed to provide for and bring people of the organization in place. The above mentioned activities consists of determining the HR needs. These activities also assist in the work system by means of selecting, recruiting, training and developing, to list a few. Training is one major area of relevance to HRM function for the successful use of human resources. Skills development of employees in any organization is known to be assured among staff members.

One major area of Human Resource Management function of particular relevance to the effective use of human resources is training. Training of employees in any modern organization is known to be inevitable among staff. It is indeed an imperative tool for the survival of every organization. Armstrong (2009) mentions that there is training and development, however he further argues that even though training and development are two different terms that can be used in the same continuum, ultimately they do not have the same meaning. Armstrong (2009) further differentiates these two terms by highlighting that training is only imparting a specific skill to do a specific job,

while development entails general enhancement and growth of individual skill as well as the abilities through conscious and unconscious learning. Their main purpose is to improve the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets.

According to Deb (2009:13) Human Resource Management (HRM) can be regarded as an approach or a tool that manages the human resources of organizations, which often perceives the importance of the organization in contributing towards its set goals and objectives and how it makes use of its functions and activities as to ensure that effectiveness and fairness of the benefit for the organization is achieved. However, there are three core perspectives perceived to be the key resource to sustain competitive advantage that HRM Managers should always be aware of and are outlined as follows:

- People can make the difference as human capability and commitment distinguish successful organizations, and people need to be treated as assets and not costs within the organization,
- Having to manage Human Resource is the most important strategic matter in organizations,
- Line Management should take part in managing human resources and the key levels must be internally integrated with each other and externally integrated with the organizational strategy.

The idea of Human Resource Management differs from one country to the other, and should not be overlooked by HR Managers to adopt what is beneficial to other countries, because it may be beneficial to their country.

2.3 THE FUNCTIONS OF HRM

According to Deb (2009:14), there are primary functions of Human Resource Management that are normally carried out in almost every existing organization. The researcher finds the following very applicable for the study:

- **Human Resource Planning**
This function entails prediction. It begins with recognizing the demand for workers and supply of workers in the organization. It often entails collecting of data about the job, analyze it and present it where it is needed.

- Recruitment and selection

Every existing organization has a recruiting and selection unit as one of the core element in human resource management. This entails recruiting and selecting employees and placing them in their relevant field of expertise in the workplace. It often focuses on the job advertisement. The recruitment and selection of employees may be from either within the workplace or outside the organization.

- Social

It is most vital for the organization to always welcome their new employees in the organizations with warm hearts. This helps employees to be able to adapt easily to the culture of the organization as well as not feeling left out in the organization. Employees in organizations are expected to work together. This component also makes it easy for the workers to share duties amongst themselves.

- Training and development

In order for employees to be able to accomplish their jobs effectively and get them prepared for future assignments, there is a need for training and development as one of the functions of HRM. This develops and improves human resources for assessing the training needs of employees, which is then follows performance appraisals.

- Performance Assessments and employee performance feedback

This function serves as tool that encourages managers to communicate feedback thoroughly with the workers, as well as appraising them if need be. This function identifies the skill and potential, as well as weaknesses of the employees to assist them if needed to.

2.4 THE ADVANTAGE OF TRAINING EMPLOYEES IN AN ORGANISATION

It is important for an organization to take care of first things first – to understand why an organization exists, and to examine how an organisation can continue to survive against calamities that are frequently occurring in a modern world, hence the need for an organisation to train its employees. For the Municipality to be considered successful, training should be compulsory to employees, for its viability and hence efficiency.

There is a repetitive environmental demand for competence, and if the organisation does not act quickly to train its employees, it might continuously discover itself failing to accomplish its orientated goals and objectives.

Training conveys skills and knowledge of employee in order for them to contribute towards the organization's efficiency and the ability to cope with the pressure of the constantly changing environments and advancing technology. Training conveys employees with adequate skills, it is often regarded as one of the HRM component that contains input which allows employees to benefit skills, learn theoretical concepts and help acquire vision to look into the far future.

Aswathappa, (2005:200) declares that training employees have been perceived to be the key factor that contributes towards employee steadiness in at least two ways. Workers become operative after going through training. Thus, efficient workers take part in the growth of the organization. Growth provides consistency to the workforce, further skill imparted employees tend to remain with the organization, and they rarely leave the organization and therefore flexibility is encountered. Contrary to this, the researcher argues that it is not always the case that, if the organization trains its employees, it is an assurance that the very same employees will not leave the organization, however, it is still important for the organization to enhance their skills in all aspects, as it is beneficial to the organization as well as to the employee.

Adding to the above discussion on the general benefits from employee training, Mac Namara (2008) cited in Yawson (2009:17) also suggested numerous benefits of training namely:

- Maximized job satisfaction and self-esteem among employees
- Maximized worker's drive
- Maximized competence in procedures, subsequent in monetary benefit
- Maximized competence to approve fresh technologies and growths
- Maximized development in plans
- Minimized worker income
- Discrepancies management.

The writer further emphasizes that employee training and skill development play an extensive part in that it helps employees of an organization to easily adapt to any change, as well as to increase

their competency levels. Employees of any organization going through change, find themselves faced with the issue of adapting. A huge number of employees find it very difficult to adapt to change, which is why some even resist change. It is for the same reason Mihm (2003: 11) states that senior executives can provide employees with necessary training and constant development opportunities to carry out their job more effectively. The writer highlights that it is also important for the senior executives at all times to notice when there is inadequacy of skills in the workplace.

Srivastava (2005: 98) mentions that the following are objectives of training:

- To maintain high performance of managers throughout their careers
- To encourage employees to grow as resources and become capable of accepting higher responsibilities in the organization.
- To provide managers and workmen with knowledge and skills required to meet the expected future necessities of business
- To constantly improve the performance of managers at all levels.

There is a more stability, flexibility and capacity encountered in employees being trained for growth in an organization. Aswathaapa (2005:195) further states that organizations obtain competitive advantage from training its workers. These training programs and sessions often assist to eliminate performance deficiencies in workers. This is particularly true when the inadequacy is the result of incompetence, rather than of lack enthusiasm to perform.

It is the goal of every organization to survive and succeed, and by looking closely to how the employees in Municipalities have in the past, and still are encountering challenges with recognizing the importance and relevance of effective training of employees in organizations, Saks *et al* (2010:7) highlight the fewer aspects that should be taken into consideration by the Municipal participants regarding the impact which training has on the performance of employees and are delineated as follows: Well skilled workers can be more productive in their field of work, commit fewer mistakes, require minimum supervision, have more positive attitudes, and have lower rates of attrition. They tend to generate high quality products and services.

2.5 THEORIES OF EMPLOYEE TRAINING

There are different theories introduced by Falola *et al* (2014:3) that elaborate more on the significance and prominence of training needs in any organization that is aimed at achieving its set goals and are thus elaborated as follows:

2.5.1 Social Learning Theory

This is the theory that is said to entail acquiring new abilities and knowledge by perceiving other members of workers whom they have self-assurance in and as well trust to be credible and more knowledgeable. This theory speculated that training and learning is influenced by person's self-efficacy and his ability to be able to effectively learn new abilities which can be influenced by reassurance, oral persuasion, logical validation and reflection of others (Falola *et al*, 2014: 3).

2.5.2 Reinforcement Theory

According to this theory, training is a tool that normally makes the jobs of employees very interesting and easy to do. This theory allows the employees to learn new skills which employees might be interested in knowing. It often culminates performance of the employees. This forces the organization to gain economical advantage by attracting and retaining capable human resource management. The effectiveness of training and development is thus dependent on the perceived relevant training for them, which at the end allows the employees' abilities to be improved for their optimal performance. However, these training programs begins when the managers identify which employees need training for greater performance (Falola *et al*, 2014:3).

2.6 TRAINING METHODS

There are generally two types of training methods available to both public and private sectors; namely: on-the-job and off-the-job technique. Individual's circumstances and the "who", "what" and "why" of your training program determine which method to use. Yawson (2009: 25) outlines the difference between these two types of training methods below:

On-the-job type of training is the type that is delivered to the employees while they perform their regular jobs. In that way, the employees do not lose time while learning. Once the plan for what should be carried out has been developed, employees are informed of the details.

There is an establishment of a timetable with periodic evaluations to inform employees about their progress. This type of training also includes, orientations, job instruction training, internships and assistantships, job rotation and coaching, while Off-the-job technique include lectures, special study, films, television, conferences or discussion, case studies, role playing, stimulation, programmed instruction and laboratory training. Most of these techniques can be used by small organizations, although, some may be too costly.

Lectures or rather trainers prefer to train employees verbally especially when the goal is to present a great deal of material to many people. It is more cost effective to lecture to a group of people than to train people individually.

Role playing and stimulation are training technique that attempt to bring realistic decision making situations to the trainee Yawson (2009:27). Problems and alternative solutions are often presented here. There is no better trainer than experience. Experience is exemplified with this type of training. Experienced employees can describe real world experiences, and can help in problem solving and learn from developing the solutions to these problems. The method is cost effective and often used in management training.

Televisions involves audiovisual methods such as videotapes and films, and are the most effective means of providing real world conditions and situations in a short time. Its advantage is that, it can be played several times and still remains the same thing which means training can be repeated until the trainee understand what is required of him or her, but its major flow is that it does not allow questions and interactions with the speaker.

Job orientation involves moving employees around to different fields of work. The employee learns a little about everything. Apprenticeships develop employees who can perform many different tasks. Apprenticeships are especially appropriate for jobs requiring production skills. Internships and assistance-ship are usually a combination of classroom and the on-job-training.

2.7 THE PROCESS OF EVALUATING TRAINING

For one to know whether training is effective or not, there are four levels of systematic training evaluation introduced by Furjanic and Trotman (2000:81), which were introduced to be able to depict if the training is conveyed as anticipated and are outlined as follows:

- Reaction
- Knowledge
- Application
- Organization results

Turning training into learning gives one the opportunity to explore all four levels of evaluation, and be able to see how important part of learning process is. Reaction and Knowledge together are referred to as program evaluation because they help one to assess the effectiveness of training program during and immediately after the presentation. One would learn to tune in to the needs of the participants while the session is still in progress, so, you can make the adjustments necessary to keep the participants actively involved. One learns how to design, administer, tabulate and interpret the end of the course evaluation. For one to gauge the amount of knowledge, the participants are able to retain in long-term memory, it is important to learn how to design and track pretests and post course knowledge checks (Furjanic and Trotman, 2000:81).

When evaluating your training efforts, you are probably most interested in finding out if the participants actually attained the learning objectives established for the course. You can use the reaction evaluation to ask them if they learned, and you can test their knowledge in the second level of evaluation.

There are four basic steps to planning the post course evaluation:

- Decide specifically what you want to measure
- Identify the evaluation tool you want to use
- Decide how you will calculate the results
- Decide what you will do with the evaluation results

Training program evaluation allows you to gauge how useful the course process was in terms of the length of the course, the materials provided, and the effectiveness of the instructor. Another major benefit of this evaluation level is that trainers have the opportunity to poll participants for new program suggestions. These data can be captured and analyzed to determine future broad-based course offerings. (Trotman and Furjanic, 2000:86).

2.7 THE ROLE OF TRAINING ON EMPLOYEE PERFORMANCE

The question that is asked in many cases is why human resources are important, bearing in mind that human resources are intellectual property of the organization, employees are certain to be a good source of ongoing competitive advantage (Houger, 2006) cited in Naizzons, 2013:11). Training and development is the only way of developing organizational intellectual property, through building employee's competencies. In order to succeed, organizations have to obtain and utilize human resource effectively.

It is every organization's accountability to enhance the job performance of employees and certainly the establishment of training and development. As is apparent that workers are a vital resource, it is also important to enhance the contribution of employees to the organization's aim and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent, and capable of developing careers into specialist departments or management positions (Afshan et al, 2012) cited in (Naissazis, 2013:11).

Appraising for an intelligible and lucid training strategy is the important first step that training managers need to take into consideration while designing a training strategy. The planning should begin with the thorough understanding of the objectives and reasons as to why an organization wishes to assign in training and development. Identifying the needs of the employees should be clearly indicated in the training strategy as the first pillar, (Beastead, 1979).

It is further emphasized by Jowan (2014:33) that training improves the efficiency and effectiveness of provision of employee's deliverance to customers of various organizations. Most of the benefits attained from training are easily benefited when training is planned. This means that organization, trainers and trainees are prepared for the training well in advance. According to Kenny and Reid (1986) cited in Nassazi (2013:30) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance.

Kenny and Reid (1986:115) further suggested training and development steps that could be beneficial to the performance of the employee in every origination and will be outlined as follows:

- Identify and define training needs
- Define the learning required in terms of what skills and knowledge have to be learnt and what attitude needs to be changed.
- Define the objectives of the training
- Plan training programs to meet the needs and objectives by using right combination for training techniques and locations
- Decide who provides the training
- Evaluate training
- Amend and extend training as necessary.

2.8 THE PROCESS OF MEASURING EMPLOYEE PERFORMANCE

The researcher defines measuring employee performance as the process of determining the outcome or the feedback depicted after the employees have performed their work, that in turn determine as to whether the employees have performed their duties as anticipated or not. Besides focusing on the impact of training on organizational performance, it is possible to explore other approach by studying the organization and management of training.

There are two major elements of training effectiveness; first is the “output benefit”; this is referred to as traditional approach of measuring training effectiveness, by this, the individual performance improvement is measured on how well a training function delivered its services to the organization irrespective of the type of individuals who attended the training. The organization might have recruited high quality employee to perform training functions, however, despite huge investment commitment to training, not much has been achieved in terms of desired outcome (Mohammed *et al*, 2014:21).

It presupposes that the quality of employee that attends the training determines the effectiveness of training. In such situation, the training management has little or no control over the issue of selecting participants to attend the training. Thus, the difference between two extreme scenarios

previously described lies on the manner in which training is managed, not only in training department, but in the organization as a whole. This is often referred to as training process (Mohammed, 2014:21).

The performance management process begins when the senior management team develop corporate objectives and an organizational strategy which supports the organisation's mission statement. These said objectives are cascaded down the organisation and reflected in individual performance plans agreed upon between job holders and their line managers.

The attitude adopted by a number of line managers towards training is reflected in their failure to appreciate the limitations of training and the complexities of the learning process in general. These managers see training as some kind of panacea for all the performance deficiencies of their staff. They often abrogate their responsibility for thoroughly analyzing the causes of these deficiencies (Buckley and Caple, 2007:13).

The selection of design and development training content is no longer a guarantee for success; training programmes have to be delivered properly in municipalities. Everyone appreciates the need to have technically competent facilitators to present training material. However, the skills which are needed by the trainer to present the training are often overlooked. Technical competence is not sufficient in itself, trainers themselves must be trained to use a range of teaching techniques, particularly by those involved in one on one training, where a common misbelieve has been that by observing an expert doing the job, learning will take place by some form of psychological osmosis (Nizzani, 2014: 35).

Conte and Landy (2010:320) further indicate that it is important to note that effective training methods are most effective and are created around four basic principles, namely:

- They present relevant information and content to be learned
- They demonstrate KSAO's (knowledge, skills, stabilities and other characteristics) to be learned
- They create opportunities for trainees to practice the required skills.

Elnaga and Imran (2014:140) indicate that employee performance in an organization is normally higher when the employees are satisfied with their jobs and when the employees feel that they are competent enough with their jobs. The researcher further affirms that this is why training should at all times be offered to the employees to yield productive results as their competency and satisfaction of their job may dwindle.

Recognizing the importance of training by the top executives also enables them to engage employees in advancing their skills and professionals. This, as a result, makes it easy for the organization to know when there is a need for training and why there is a need for its existence.

2.9 FACTORS CONTRIBUTING TO POOR PERFORMANCE

According to Pulako (2009:6), employee performance management is set to achieve important organization's outcomes through driving towards effective employee results and behavior. However, even though the organization is set to achieve its orientated goals, there are still challenges encountered throughout that can be rectified. According to the researchers' perception, factors such as budgetary challenges, general lack of commitment to training, the poor state of facilities of training employees and lack of suitable accommodation for trainees are the main reasons for to employee performance in the institutions.

According to Yawson (2009, 67), training challenges faced by employees in organizations regarding training are as follows:

- Lack of insufficient finances
- Not enough services of training
- Favoritism and imbalances of employee's selection
- Inadequate time and poor training
- Lack of management commitment as well as the staff involvement.

2.10 TECHNIQUES TO IMPROVE EMPLOYEE PERFORMANCE

2.11.1 Ability

This technique entail employers assessing and ensuring that workers are in correct positions to perform the duties that are expected of them before they can be placed in their positions. Their

past experiences are also taken into consideration in terms of the job performed to check if the employees are capable to work or not (Elnaga, 2013:143).

2.11.2 Standards

Workers' knowledge and comprehension of what their job description entails, is executed through this technique. This technique ensures that the information in the organization is communicated thoroughly between the manager and the worker. Strategic plans of the organization are presented to the workers as well (Elnaga, 2013:143).

2.11.3 Knowledge and skills

Seeing if the employees' past work experiences are in line with their current job occupation can sometimes be beneficial to the organization, as this can enable them to carry out their duties effectively and operatively. This technique also enables the managers and workers to see if there is a need for skills development amongst themselves or not (Elnaga, 2013:143).

2.11.4 Measurement

It is an instrument by which managers or human resource managers evaluate worker's outcome in terms of tasks performance or if it is based on assessing the worker (Elnaga, 2013:143).

2.11.5 Feedback

This entail the evaluation of workers on the extent to which they receive the feedback of their performance from the managers. It ensures that the employees regularly receive feedback from their supervisors regarding his or her job. There is an incentive for that (Elnaga, 2013:143).

2.11.6 Environment

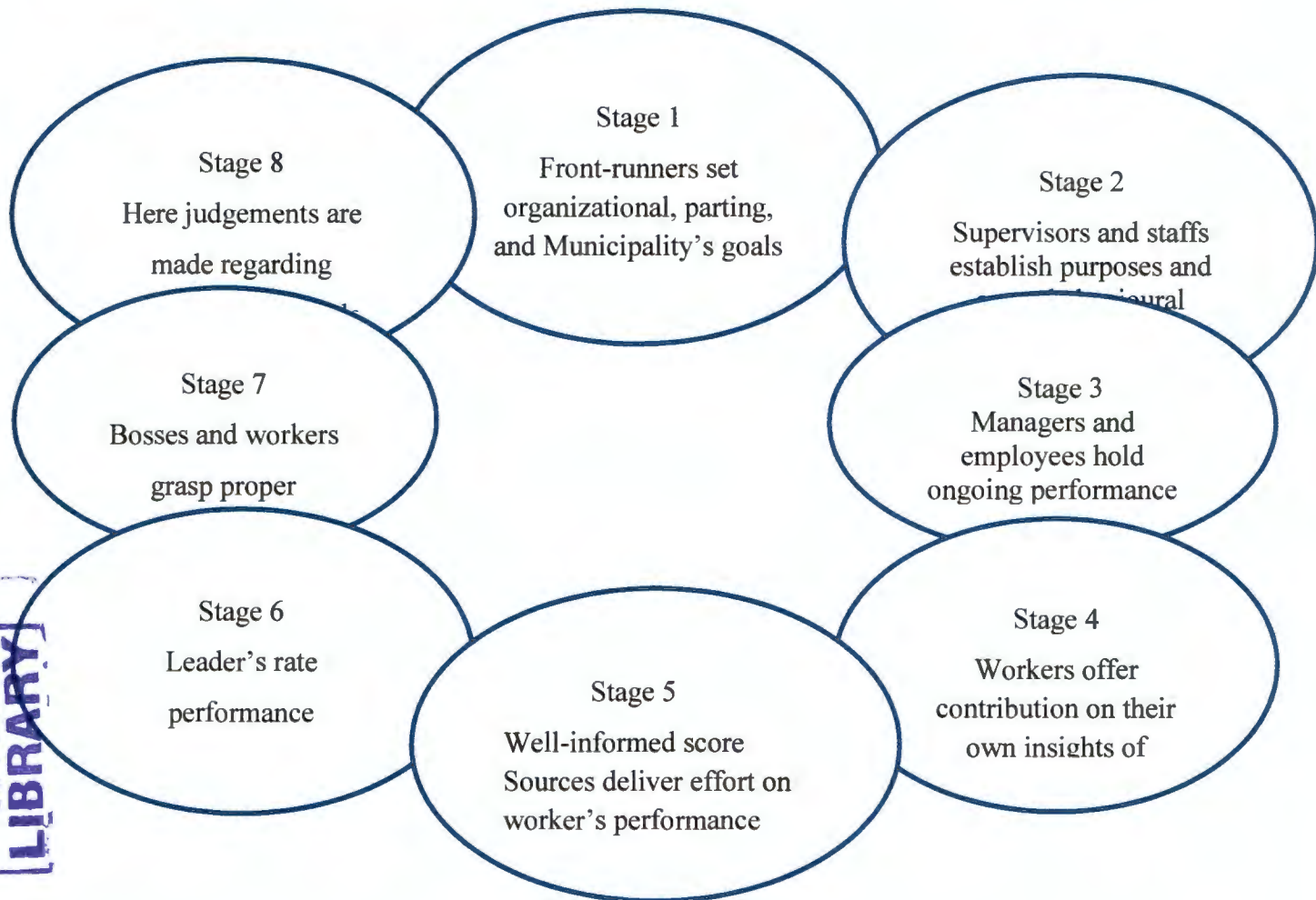
Ensuring that the employees are operating in an environment that is conducive for them is vital. The job gets completed once the employees are in a working environment that has all the equipment that are needed for the completion of tasks (Elgana, 2013:143).

2.11.7 Motivation

Working with enthusiastic and motivated employees is vital and beneficial for the organization. For workers to perform well and carry out their duties with confidence they must first be

encouraged and motivated to work, although there are still environments which are considered not best for workers to work in (Elgana, 2013:143).

2.12 Diagram 1: EMPLOYEE PERFORMANCE MANAGEMENT MODEL



Source Pulakos, 2009: 38

Performance organization process shifts from one organization to another, yet its best practice studies and expert productions demonstrates that basically all structures contain variety of eight stages of the execution administration process. One of the basic components of successful frameworks is that they contain very much enunciated procedures and parts for fulfilling execution administration with clear accountabilities for supervisors and representatives. This, however, aids

guarantee that the representatives are dealt with in behavior that are reasonable and fair, which is vital when execution administration is utilized to achieve a choice. There are however sure imperative properties or admonitions in connection to the acknowledgment of this procedure.

Polakos (2009) explains the process as follows:

2.12.1 Front-runners set organization, divisions and development objectives

This process entail employees being trained to share tasks amongst themselves within the workplace. It is regarded as the best practice since it adopts the hierarchy goals, where the employees from different structures and levels within the organization share duties. Everyone work in position with the intention of meeting the aims and purposes of the organization Pulakos (2009). It is typical in many organizations to have many levels of goals even though there can be more, or nevertheless as not every goal applies to all levels, for example, certain organizations' goals may apply to administration divisions or maybe have two of the administration divisions goals apply to human resource management.

2.12.2 Goals and Objectives set by the employer and employees for greater expectations

The performance organization process typically begins with a discussion of what is expected of workers in term of outcomes and behavior. This phase is crucial as it assists workers to comprehend what they need to do, and requires expressing evaluation values, which maximizes the prominence and equality of the process. What is anticipated of employees by the organizations requires optimal behavior as it requires the employer and employees to link it to the set objectives of the organization for better performance. The importance of the manager communicating the expectations with the executors before the work is implemented is very crucial.

2.12.3 Leaders and workers hold ongoing performance discussions

When the leader and workers hold a conversation about the outcomes of the organization, there should first be meeting with managers together with the implementers to communicate thoroughly the reason behind the existence of the performance planning process. Employees encounter challenges regarding their work and fail to perform, however, employees who are well performing should be accredited, using rating scales to be compensated if due. However, there should also be a regulation followed which necessitates all these processes. Feedback given by the manager and

the employees can be effective if the feedback is addressed, to touch factors such as to whether employees are able to adapt to the organizational culture and the extent to which they perceive the existence of tasks in the organization. Employees who lack participation must also be assisted and motivated (Pulakos, 2009).

2.12.4 Workers make available their input on their own observations of performance

Once workers are granted the opportunity to express their opinions or inputs in the organization, the work becomes easily performed. This assists the managers to understand their employees better and be able to work well. This process often requires employers to provide self-rating and compare theirs with of the manager to be discussed.

Workers offer self-rating on whatever rating scale is being adopted which are then associated to the leader's ratings of the workers and discussed. One other caution is that if the importance of the assessment is severely growth, self-ratings can be informative and are also doubtful to result in long term negative feelings even if some primary defensiveness or discrepancy is produced (Pulakos, 2009).

Evaluation of achievement reports must reveal some common difficulties instead of writing about a specific contribution or result, as employees sometimes discuss general work behaviors that they regularly perform on the job. The bottom line however is that accomplishment reports can be a very useful and effective way to collect employee input, but it takes training and commitment of time and effort to produce good accomplishment statements.

2.12.5 Understanding rating sources provide input on worker's performance

Gaining performance information from leaders, peers, direct reports, and customers is often referred to as a 360 grade response. One major importance of applying this feature of an employee's rating source besides the employers' is that, managers often view employees differently according to how they perform and carry themselves in the workplace. For an instance, it is possible that the manager might not be aware of how the supervisors within the organization work or delegate work to other workers but the performance would still come out perfect.

2.12.6. Leaders Score Performance

Performance rating done by the leaders makes it easy for the workers to understand their work easily. It becomes easy for the employees to know what is expected of them and what is not. This also allows the leaders to exercise fairness to workers in the organization in terms of rating their performance.

2.12.7 Managers and employees hold formal reviews sessions

During review sessions, there should not be an extra work or information provided, as shortcomings and calamities must have been discussed in the meeting prior to this by the leaders and workers. However, in this stage, leaders and workers should focus on how they are going to achieve what they have failed to achieve previously (Pulako, 2009).

2.12.8 Human resource choices are made-pay, promotion and termination

Human resource entail human skills and competencies in the organization, hence the leader's focus is on working towards joining the stated strategic plans with the human resource skill, because the work is done by human. Since the strategic plans are executed by workers, that makes sense for the leader to link them. With regards to employees being promoted, performance appraisal is seldom considered as an adopted tool to measure.

2.13 LEGISLATIVE FRAMEWORK GOVERNING TRAINING IN THE MUNICIPALITY

There is Legislative Framework for Training in public sectors as authorized by various statutory documentations, which are:

2.13.1 Constitution of the Republic of South Africa of 1996

The constitution guides all actions that must be taken in South Africa, be it in workplaces or in life in general. However, in this context, it is used as a legislative framework that governs training in the organizations. This provides the effectiveness of training in the municipalities.

2.13.2 Skills Development Act 37 of 2008

Skills development was substantially amended by the Skills Development Amendment Act 37 of 2008 (SAD of 2008) which contained new definitions to describe new structures introduced by the

amendment. The overall purpose of the SDA is to develop a skilled and productive Labor force to meet the requirements of the economy. Emerging abilities of the workers is considered essential, not only for the economic growth and international competitiveness, but also to redress poverty and disadvantage. By implementing Skills Development initiatives at the workplace, those already in work will have their career prospects enhanced, especially those employees who are from previously disadvantaged groups.

2.13.3 Municipal Structures Act 117 of 1998

This is the act that provides a framework for the establishment of different types of municipalities. It impacts on skills development in municipalities in the sense that skills development within municipalities takes place within the structures defined by the Act.

2.13.4 National Qualification Framework Act 67 of 2008

National Qualification Framework is the act that locates all education and training interventions, especially nationally recognized programs. This framework also makes the provision of formalization of previously non-formal learning programs that demands the need to meet certain design and quality specifications. Whenever these nationally recognized programs were acknowledged, the organization is referred to and the required outcomes are done on a modular format (Skills Development Handbook, 2007:13).

The NQF also provides for the formalization of previously non-formal learning programs, by requiring that they meet certain design and quality specifications. When these nationally recognized training programs are designed, industry is consulted and the outcomes required at the end of training programs are written in a modular format (Skills Development Handbook, 2007: 13).

2.13.5 Municipal Finance Management Act

This is the act that introduces provisions for the management of finances in local government institutions. It impacts on skills development in municipalities in that its new statute and staff may require training in its provisions and implementation.

In realization to all the above mentioned, the writer establishes that the policy put in place for training as is guided and informed by the Public Service Act, indicated that the Department of

Service and Administration's vision which is a professional, productive and responsive public service and administration for all citizens of South Africa. The researcher asserts that the implementation of all the above mentioned frameworks are there to assist the employees of the Mahikeng Local Municipality to better the standards of their job and to better the service delivery standards.

2.14 CONCLUSION

It is important for every organization to inform its employees of what is expected of them and ensure that it equips them with relevant needed skills from them. This chapter reviewed literature on training and its impact on employee performance in the Mahikeng Local Municipality. Employees implement what can be measured and as a result, this means that the municipality should have appropriate systems in place to reinforce the behaviors it wants to see on its employees. The next chapter incorporates the research methodology and designs undertaken in the study.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The previous chapter focused on the literature available on the impact of training on employee performance in the Mahikeng Local Municipality. This chapter focuses on the research methodology used to conduct the study. It contains the research design, population, sampling method, data collection procedures, and data analysis techniques undertaken in the study. The chapter also explains why the researcher had to follow certain procedures in the study.

3.2 RESEARCH DESIGN

A research design portrays the steps to be pursued by the researcher to undertake the study. According to Babbie (2007:112), research design refers to a set of decisions that compose the research methods concerning the topic studied. Higson and Kagee (2006:71) further, by contrast, define research design as the determinations of the most satisfactory operations to be performed, keeping in mind the end goal to be best particular theory under given conditions. The researcher however, agrees with both the authors that research design is the overall plan for collecting data in order to answer the research questions. The research design method adopted in the study is the survey research method.

3.2.1 Characteristics' of a research design

Singh and Sahu (2015:30) outline the following as the characteristics that constitute a good research design:

- **Objectivity:** the design shows no proclivity towards any side and resultant data collected under this design would be free from bias.
- **Reliability:** a good design would deliver consistent results each time the research is repeated under the design. The response given by the respondent will be genuine and would be the same.
- **Validity:** the design would deliver accurate and correct results. It also collects and measures what it is supposed to do and does nothing else.
- **Generalization:** Generalization means that the results collected under this design, which holds true for a sample must hold true for the entire population.

The researcher has three research designs to choose from, namely, qualitative research design, quantitative research design and a mixed method design, however, the method employed in the study is the quantitative research design as it is believed by the researcher that, the more employees are in the organization, there more the employees find interest in participating in the study. Quantitative method is often regarded when the number of participants is made up of a large amount of officials to make it easy for the researcher to collect and analyze data.

3.3 QUANTITATIVE RESEARCH DESIGN

The researcher uses the quantitative research design. Quantitative research tends to be guided by a strict set of rule and formal processes. It consists of numbers. Berndt and Petzer (2011:348) pen that a quantitative research design seeks to describe the relationship between two variables. Furthermore, Van der Walt and Rensburg (2006:92) highlight that the quantitative research design can be partitioned into two types of designs, namely experimental and non- experimental designs.

3.3.1 Characteristics of quantitative research

Fox and Bayat (2008:77) identify the characteristics of quantitative research as follows:

- Data should be in the form of figures.
- Information should be acquired through structured mechanisms. An example of such is a structured questionnaire.
- Outcomes are based on a bigger pool of the size of a sample that is a representative of a population.
- Analysis of results is more objective.
- Concepts are in the form of distinct variables.
- Knowledge is based on the relationship between cause and effect.
- Hypothesis may be tested.

3.3.2 Comparison between quantitative and qualitative approaches in social research

Table 1: Differences between the quantitative and qualitative approach.

QUANTITATIVE APPROACH	QUALITATIVE APPROACH
Epistemology roots in positivism	Epistemological roots in phenomenology
Purpose is testing predictive and cause-effect hypothesis about social reality	Purpose is constructing detailed descriptions of social reality
Method utilize deductive logic	Method utilize inductive logic
Suitable for a study of phenomena which are conceptually and theoretically well developed; seeks to control phenomena	Suitable for a study of a relatively unknown terrain; seeks to understand phenomena
Concepts are converted into operational definitions; results appear in numeric form and are eventually reported in statistical language	Participants' natural language is used in order to come to a genuine understanding of their world
The research design is standardized according to a fixed procedure and can be replicated	The research design is flexible and unique and evolves throughout the research process
Data are obtained systematically and in a standardized manner	Data sources are determined by information and richness of settings; types of observation is modified to enrich understanding
The unit of analysis is variables which are atomistic	The unit of analysis is holistic, concentrating on the relationships between elements, contexts, etc. the whole is always more than the sum

Source: De Vos et al, (2011:66)

3.4 DATA COLLECTION METHODS

The method made available in the study is the quantitative data collection method. The researcher did not use observation and established documents. This method comprises of a random distribution of questionnaires in the organization to collect data, collecting data through the officials of Mahikeng Local Municipality.

3.4.1 Questionnaire

A questionnaire consists of questions that are to be followed accordingly and are associated with specific responses. Pearson Education India (2011:71) submits that the questions in a questionnaire are set in a way that they are formalized and pre-specific. They constitute the research objective of the investigation. A questionnaire is set to equip the researcher with information that is necessary. A questionnaire does not provide new information.

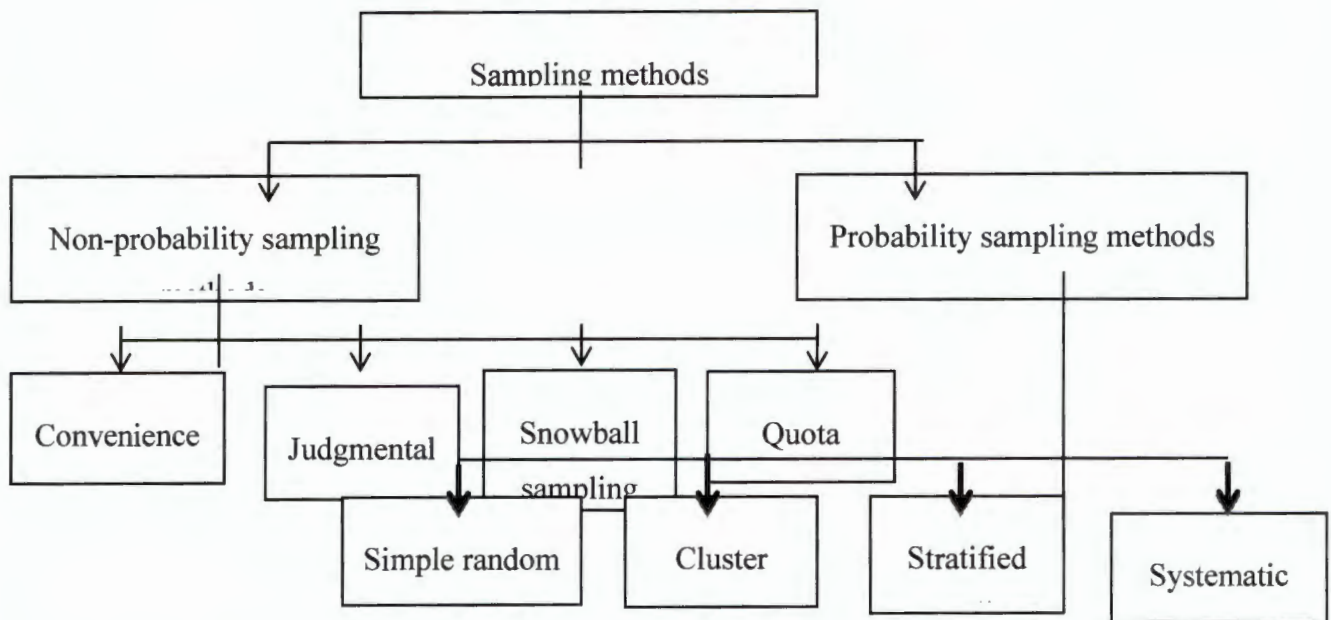
Brace (2013: 4) states that the fundamental aspect of any structured questionnaire is to give a meeting that encompasses all subjects involved in the study. The main objective being respondents that are offered the chance to start the conversation that are suitable to them relating to the study.

3.5 POPULATION

According to Newman (2004: 205) population is a means of grouping individuals of a specific category, who share the same space at a particular time, or collective grouping of individuals of how they live or work together. Population includes the overall collection of relevant areas of analysis which the researcher wishes to make conclusions for their study (Welman, et al, 2005:52). The population of the study consists of 817 employees of the Mahikeng Local Municipality and the researcher decides whether to include the whole population or not. However, the population of this study consists of 100 employees of MLM that was drawn from 817.

3.6 SAMPLING METHODS

Sampling is when the researcher selects from the whole population whom to use for the study. Advancing, Kothari (2004:55) illuminates that sampling is a technique or process where participants are selected.



Source: adopted from Baines & Chansarkar (2002) cited by Wild & Diggins (2010: 199)

There are two prominent methods of sampling identified by Antonius (2003: 109) and are namely: Probability sampling and Non-probability sampling. The researcher in this study further indicates that random sampling was adopted in. The researcher requested for the total number of employees of Mahikeng Local Municipality and were said to be 817 officials. The sampling size of 100 employees were drawn from the population.

3.6.1 Non-probability sampling

Non-probability sampling enables the researcher to select whom to choose to partake from the population.

3.6.1.1 Purposive/judgmental sampling

Everyone can be a participant in the study, but purposive/judgmental sampling does not allow everyone to be a participant. It lets the researcher select only those who have the required information. In addition, Masterson and Pickton (2014:110) postulate that the purposive/judgmental sampling technique does not give everyone a chance in the population to be selected to participate. Experts in organizations are selected to acquire useful knowledge.

3.6.1.2 Snowball sampling

Snowball sampling enables the participants of the study to recommend other similar people who can partake in the study. Blaikie (2009:179) elucidates that the snowball technique simplifies the researcher's task in discovering knowledgeable participants. The first participant will disclose the details of other people whom are familiar with the research topic. The researcher will begin with one participant and end up with more than two participants.

3.6.2 Probability/random sampling

The probability/random sampling allow the researcher to choose anyone to be a participant. Singh (2007:102) states that probability/random sampling employs an unsystematic selection.

The quantitative sampling employs the probability/random sampling and involves techniques such as the stratified random sampling technique, simple random sampling and cluster sampling.

3.6.2.1 Stratified random sampling

Stratified random sampling divides the population into groups so that each unit belongs to a particular group. Sharma (2012:281) submits that this method is useful when the population consists of various people and the population is then divided into strata's.

3.6.2.2 Simple random sampling

Simple random sampling bestows all the individuals in the population an equal opportunity to be selected. Notwithstanding, Marlow (2005:139) expatiates that simple random sampling is the easiest and most method as well as the procedure because anyone can be selected. Sampling.

3.6.2.3 Cluster sampling

The cluster sampling permits the researcher to reduce the population to a manageable number. The cluster sampling is employed when the researcher encounters a large population. Moreover, Jackson (2003:60) clarifies that cluster sampling can be used as a substitute of random sampling when the population is large. Since cluster sampling allows the researcher to reduce the population number employees in the organization to any sampling the researcher is comfortable with, the study adopts the random sampling.

3.7 DATA ANALYSIS AND INTERPRETATION TECHNIQUES

Data analysis and interpretation allows the researcher to examine the data collected further. The quantitative approach has quantitative data analysis and interpretation techniques that can be employed to examine the data collected using the quantitative data collection methods. For the purpose of this study, data will be prepared through Microsoft Excel. Microsoft Excel is a computer presentation that a researcher can use to analyze data through diagrams and graphs to present data for their study. Information collected will be analyzed carefully in the next chapter.

3.8 VALIDITY AND RELIABILITY OF DATA COLLECTED

This section sets out to discuss the two main issues that impinge the quality of the work unless confronted: namely reliability and validity of data. The distinction between these two concepts is that, reliability of data is often referred to as a concept that is important when conducting a study as it reveals the dependability of the method and approach used in the study, that if another person replicates the study with a different method should get the same findings, while validity refers to the study being able to give the same findings or perform what it claims it does if measured and tested (Mc Gee,2010).

For the researcher to conduct the study that is valid and reliable, it often requires one to compare the study with of the previous studies, ensure that the research questions and objectives are clearly defined, understood and workable, as well as fully engaging the research stakeholders (Wilson,2014). Mc Gee (2010) believes that reliability and validity of data depend on the large number of participants used in the study, the more data one has, the more the statistical tests will work. Mc Gee (2010) further highlights that which is why students are always advised or recommended to collect data from at least 100 participants to get reliable answers. Similarly, the researcher has employed the same method and approach that in case another person replicates the study with a different method shall get the same findings if tested and measured. The researcher's sampling entailed of 100 employees and that is regarded a large number which guarantees the validity and reliability of data collected in the study.

3.9 ETHICAL CONDUCT

Ethical conduct refers to the behavior which the study is carried out, or the behavior that is based on the survival (Angle,2006:32). Ethical consideration is often said to be important to foster collaboration, cooperation and trust among researchers to advance the goal of the research (Shamoo & Resnik, 2009:3). According to the researcher, the study is conducted in such a way that all employees were allowed to participate yet not forced to participate. The data collected from employees were ethical, valid and reliable, hence Mizzens (2009:5) further emphasizes that ethics is a field that not only looks but ethical and morals ideals that one should have, whether consciously or unconsciously.

3.10 CONCLUSION

In this chapter, the researcher discussed the research methods and designs employed in the study. A conclusion can be made that the research method used in the study is quantitative research approach which yields the best results when used to determine what the study aims to achieve. Chapter 3 provided the researcher with information that will ensure that the researcher is implementing the quantitative practices and not those of the qualitative approach. Chapter 3 outlined the quantitative research design. The next chapter consists of data analysis and interpretation of the study.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

In the previous chapter, the research methodology undertaken in the study was thoroughly explained; however, this chapter presents and discusses the results found in the study. The presentation of data is done by means of two sections. The first section provides the biographical data while the second section envelopes the knowledge and understanding of training and its impact on employee performance by the employees of Mahikeng Local Municipality. The researcher follows a descriptive data analysis as presented in the data collected from the 79 out of 100 questionnaires returned by the participants. The aim of the study is to assess the impact of training on employee performance in the Mahikeng Local Municipality while the objectives of the study are to:

- determine the role of training on the performance of the workers.
- suggest strategies on how training procedures can be successfully implemented to improve the employee performance
- explore training challenges that affect the employee performance.
- examine how often the employee performance is evaluated in the municipality.

Analysis of data from questionnaires

Section A: BIOGRAPHICAL DATA

Table 4.1 Gender

Male	39
Female	40
Total sample	79

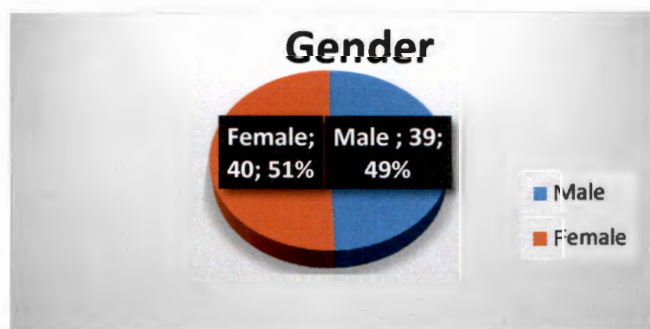
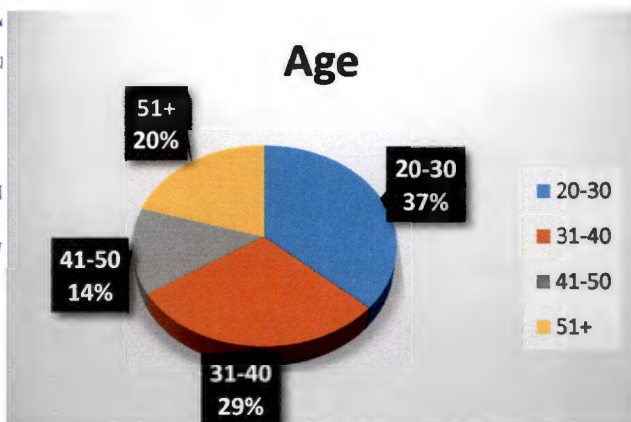


Table 4.1 above represents gender distribution and indicates that from the questionnaires distributed, the sample had more females (40.51%) in the Municipality than the males who are (39.49%). This means that there are more females employed in the Mahikeng Local Municipality, which implies that the municipality puts into practice the implementation of Employment Equity Act when hiring female employees.

Table 4.2 Age range

20-30	29
31-40	23
41-50	11
51+	16
Total Sample	79



The above table 4.2 illustrates the age distribution of the sample. The findings from the sample disclose that most of the respondents who are employed in the Mahikeng Local Municipality are between the ages of 20 - 30 years, and accordingly, followed by those who are between the ages of 31 - 40, the least being in the range between 41 and 50. The reason could be due to common practice that people who are young, are always ready to learn new things in the public service, as they are still energetic and can easily adapt to change encountered in the workplace, unlike older

people. According to the study, it is depicted that employees who are from the ages of 20-40 have been exposed to training.

Table 4.3 Race

Black	70
White	1
Coloureds	3
Indian	4
Others	1
Total Sample	79

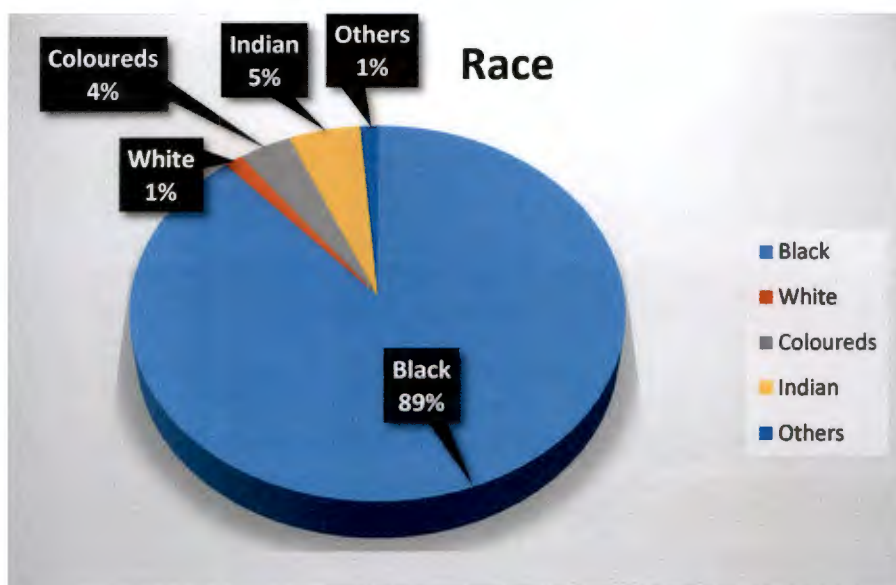
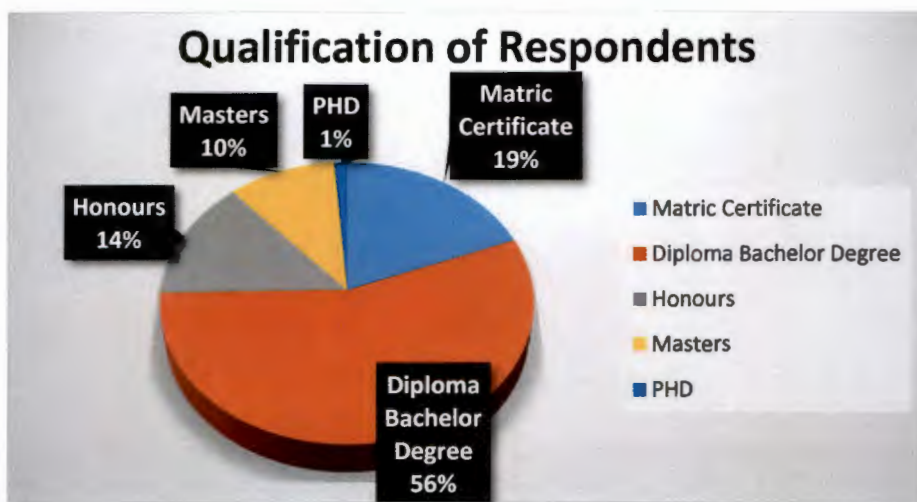


Table 4.3 illustrates the distribution of race of the sample. Most of the employees employed in the municipality according to the sample are 89 % Black, that is, over half of the sample. The sample collected indicates that there are only 4 % of coloureds, 5 % Indians, 1 % white and 1 % of other race employed in the municipality. The reason could be that the employment of black residents in the Mahikeng area. The other reason for a higher number of black employees employed in the municipality could be that, the municipality is still trying to rectify the imbalances of the past.

Table 4.4 Qualifications of Respondents

Matric Certificate	15
Diploma Bachelor Degree	44
Honours	11
Masters	8
PHD	1
Total Sample	79



The above table 4.4 illustrates the distribution of sampling on the qualifications of employees in the Mahikeng Local Municipality. Employee’s qualifications are assessed ranging from matric certificate to Doctorate. Employees holding matric constituted to 19 %, diploma/bachelor’s degree 56%, honors degree 14%, Masters 10% and PhD 1%. The findings indicate that employees who are holding diplomas/bachelor’s degrees are more than any other level of qualification, however, according to what is depicted, the participants contradicted themselves somehow, because according to the % gathered by the analyst, the number of employees who are holding matric certificates are lower than the ones who are holding diploma/bachelor’s degree and there is no way one would be able to pursue one’s profession without holding at least matric certificate. This could be because some of the employments were politically motivated, or some were employed in the municipality years ago and never improved their qualifications but are still employed based on their skills and experiences and not qualifications. However, this might be a challenge during

training programs, because employees might not be able to adapt and adjust easily, as most of the trainings are done technologically, which they might have not been exposed to, thus making it difficult for them to adjust.

Table 4.5 Experience of Respondents

Range of Years	
0 - 5	31
6 - 10	17
11 - 15	13
16+	18
Total Sample	79

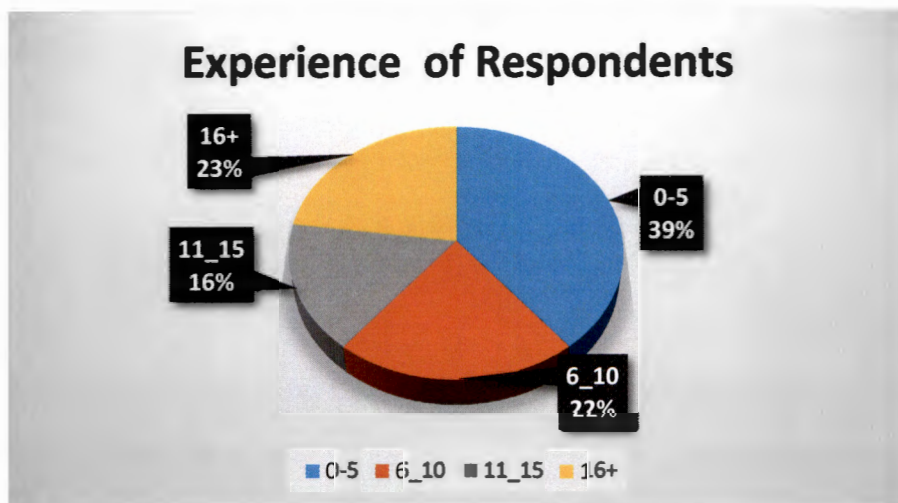


Table 4.5 illustrates the distribution of years of employees' working experience in the municipality. The findings disclose that the employees who have more work experience in the municipality constituted to 39%, ranging from 0-5 years, followed accordingly by employees ranging from 16 + (23%), and the rest with 22% with 6-10 years' work experience, and lastly, 11-15 with 16%. According to what is depicted from the diagram, employees ranging from 0-5 (39%) are the ones who seemed to have more work experience in the Municipality, and this as a result imply that, they might be employees who are still young energetic, versatile and easy to adjust to

the new change in the work environment, in case there is a training programs provided in the organization.

PART B: IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE

Section B of the questionnaire encompasses employee performance and development. This section tries to establish whether employees of the Mahikeng Local Municipality are being taken for training programs to enhance their skills and knowledge or not.

Figure 4.6 Training provided is aligned with Municipal Objectives.

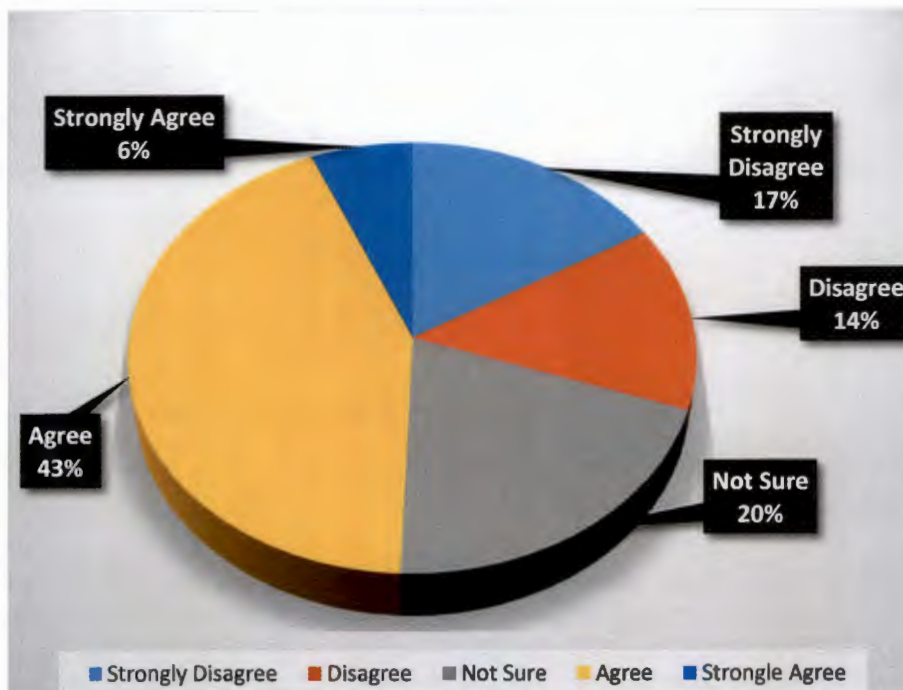
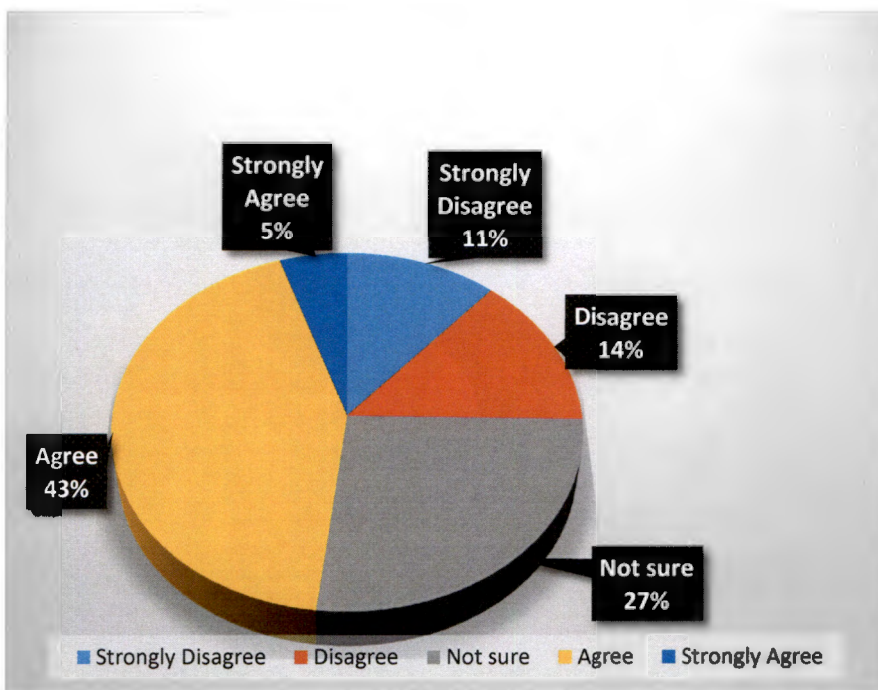


Figure 4.6 indicates that only 79 employees were able to respond to the questionnaire issued from a sample of 100 respondents. The table further demonstrates that the majority of the sample (43%) agree that the training that is provided in the Municipality is aligned to its objectives, while a small fraction (14%) disagreed, 17% strongly disagreed, 6% strongly agreed to the statement and the rest of the respondents (20%) were not quite sure as to whether the training provided is aligned to the objectives of the municipality or not. The researcher discovered that the minority of the population which is only 6%, strongly agreed with regards to “Training provided is aligned with

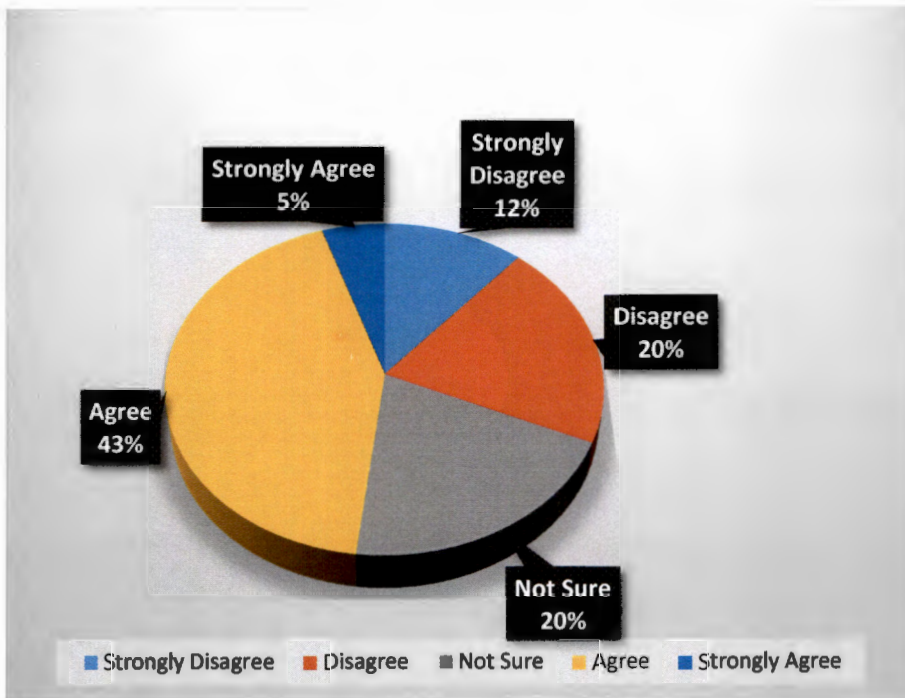
Municipal Objectives”. This raises a concern as to why the smaller fraction would agree to the statement. However, the researcher figured out that, this could be because those who disagree do not see the training provided being aligned to the municipal objectives, resulting in them not seeing it being beneficial and not growing in their area of expertise, thus failing to enhance their skills and knowledge.

Figure 4.7 Content of training provided is relevant.



From the above figure 4.7, the majority of respondents (43%) agreed to the statement. This could be because the employees were too sure and confident when answering this question, indeed believing that the training that is provided in the municipality is relevant to can enhance their skills and knowledge in their field of expertise. However, according to the study, 27%, which yield to half of the majority (43%) were not sure if the training provided is relevant to their fields of expertise or not. Employees, who were not sure, were followed by 14% who disagreed with the statement and 11 % of employees that strongly disagreed. The rest of the respondents 5% strongly agreed.

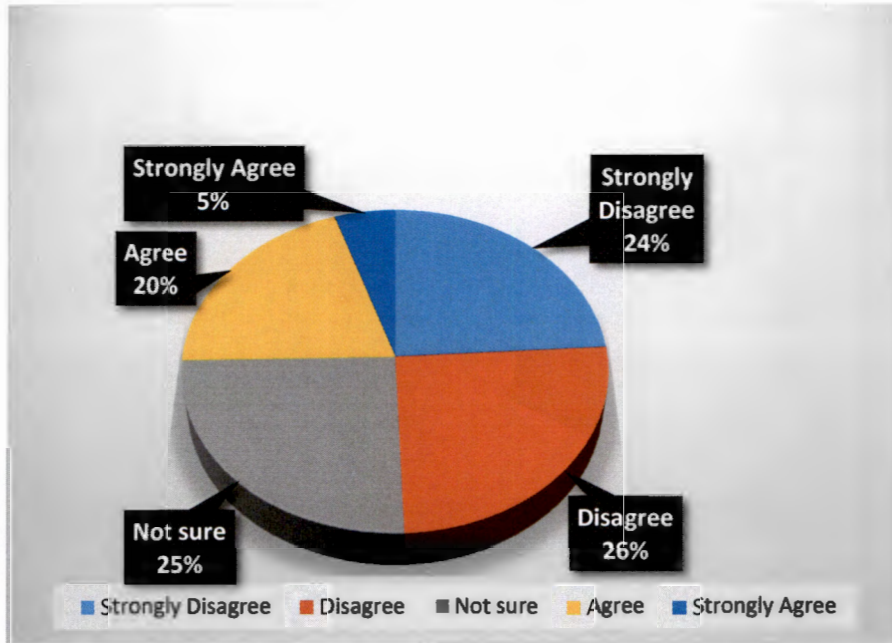
Figure 4.8 Working conditions in the organization are conducive for effective learning



From the above figure 4.8, the majority of respondents 43% agreed to the statement and this might be because the employees find the Work conditions in the organization being conducive for effective learning, however, sufficient actions should be taken to improve their performance. Employees who were not sure and have disagreed with the statement constituted both 20% , this also implies that the employees either disagreed because they felt the work environment is not conducive for one to learn or some were still not sure as to whether they are learning or not in the organization. This could be because their feedback from their performance does not satisfy them too.

The minorities of employees have strongly agreed to the statement and constituted to 5%, this, as a result implies that it is not quite convincing that indeed the Municipality is conducive for one to learn. Lastly, employees who have strongly disagreed with this, have constituted to 12 % which even gives more results than the ones who strongly agree, hence the researcher believed that it is not quite convincing that the organization's conditions aren't favorable for one to enhance their skills.

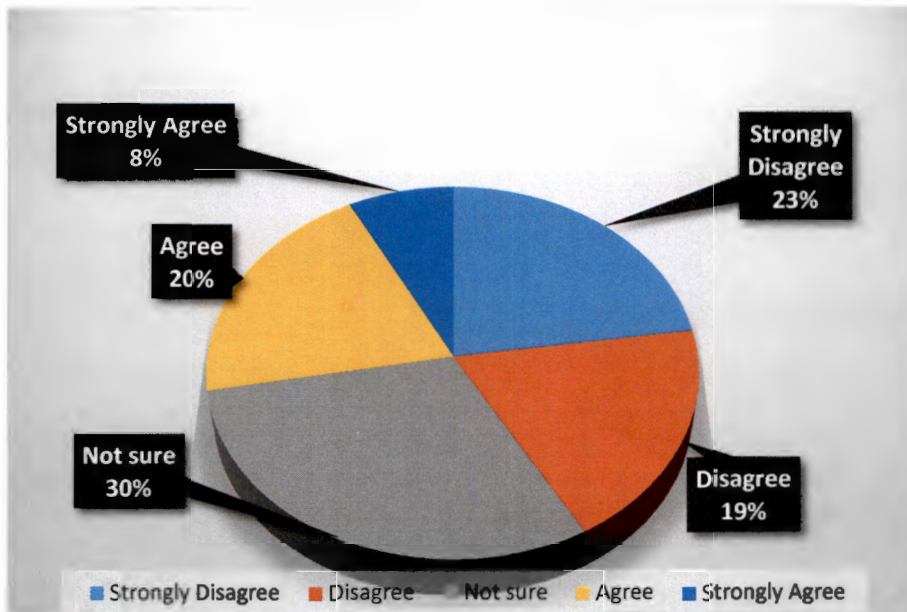
Figure 4.9 Management is always available to give support after training



The following question was posed in order to determine whether the employees agreed or disagreed on whether the management gives the kind of support the employees need after training. The above results revealed that out of 100 questionnaires distributed, only 79 employees managed to participate and this as a results implies that the researcher's findings are gathered from this 79 who have participated in the study.

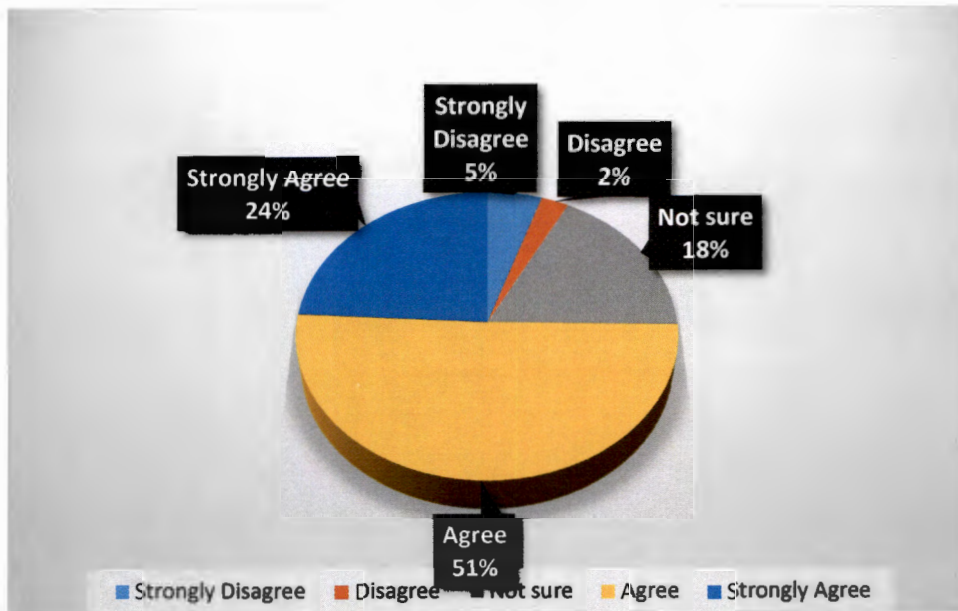
The study revealed that the employees who have disagreed with the statement have constituted 26 % and as compared to other responses, specifically those employees who have strongly Agreed (5%) to the statement, there is a contradiction, as a result implies that according to the study, the management does not give employees the support they need. Considering the percentage rate of employees who have strongly agreed to the statement, (24%) as compared to those who have agreed (20%), it still does not add up to can support the fact that the management does indeed give the support to the employees after training. The employees who were not sure whether they receive the support they need after training constituted 25%.

Figure 4. 9 Sufficient Funds are made Available for Training



The above results showed that out of 79 (100%) respondents, the employees who have strongly disagreed (23%) with the statement, weighed more than those employees who have agreed with the statement with (8%). This as a result raises a concern because in as much as training has to exist in the municipality, it cannot take place without it being budgeted for by the organization. Higher percentage rate (30%) of employees claimed that they were not sure if there is a budget stipulated aside for training, this could be because the organization does not organize training programs for them, hence they are not attentive to that. Even though, according to the study that employees who have agreed to this assertion are more than those who have disagreed by 1%, it is still not convincing that employees of the municipality do receive training due to the budget that is not put aside, because according to the study, employees who have disagreed to this statement resulted to 19%.

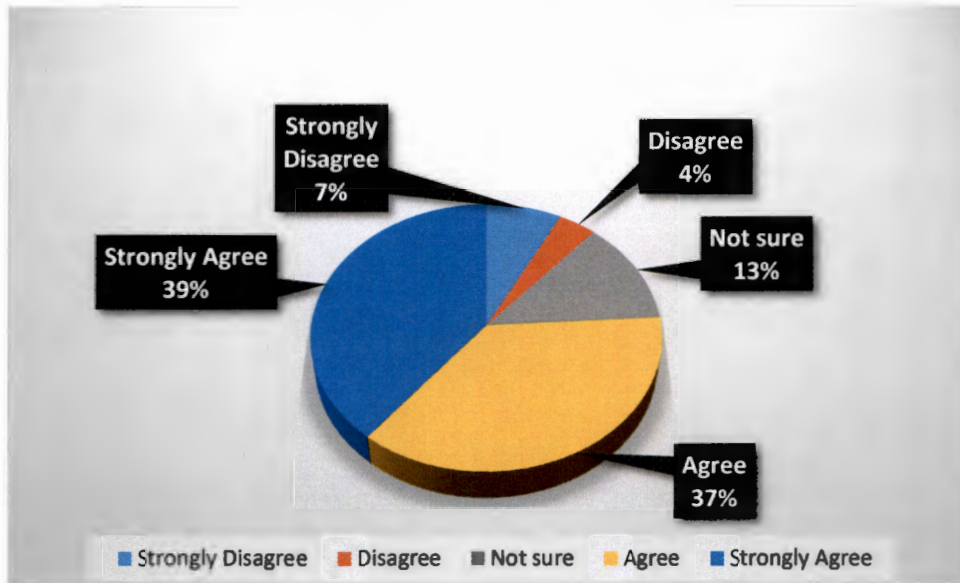
Figure 4.10 Training Motivates Employees



Employees who are innately motivated to perform a task, neither need external reminder nor feel oppressed by the organization, but take task(s) as learning curves. The following question was posed with the aim of assessing as to whether the municipality does not waste its finances on employees who are not motivated to attend training by taking them to training programs, because this might result in them not learning or gaining any new knowledge in their various work expertise as they will not see importance of attending them.

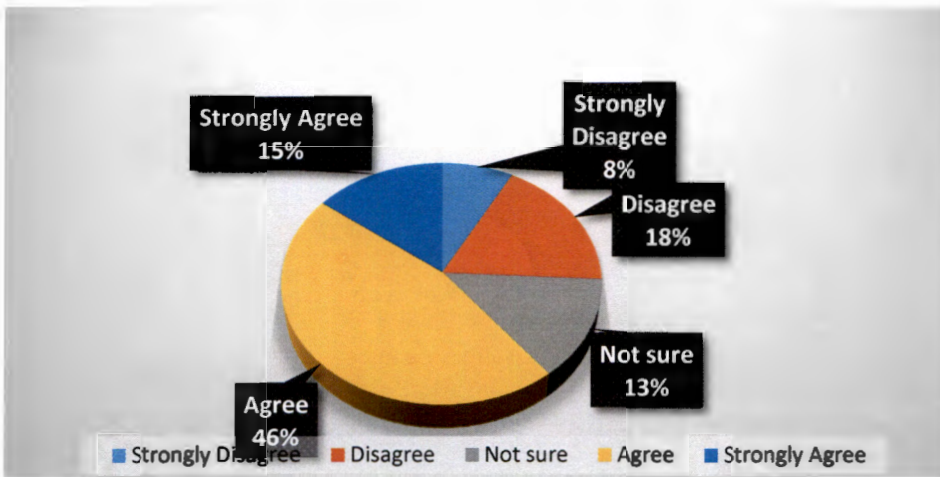
It is presented by the researcher that according to the study, the higher number of employees who have agreed to the statement constituted 51%, while those who have strongly agreed to the statement resulted to 24 %, which is still a high rate of percentage as depicted in the diagram. Therefore, the researcher made conclusions that employees who are motivated to attend training programs in the organization were followed by the 5% Strongly Disagree, 2% Disagree and 18% employees who were not sure.

Figure 4. 11 Employee gains knowledge during Training



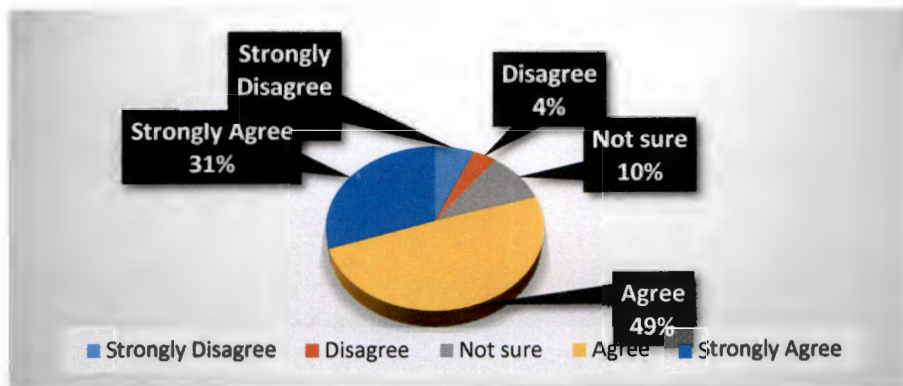
It is imperative that when employees are taken for training sessions according to their area of expertise, they should gain knowledge and be able excel in their profession as anticipated by the organization to better their performance and be able to deliver services to the populace excessively. According to figure 4.11, employees who have strongly agreed to the statement constituted 39%, while those who have strongly disagreed constituted 7%, this suggests that a lot of employees feel that they do gain knowledge during training sessions. Employees who have agreed to this resulted to 37% which is still high; hence it is believable that indeed employees gain knowledge when taken for training sessions. Employees, who were not sure if they are getting the relevant training, have constituted to 13%, followed by 4% of those who have disagreed with the statement.

4.12 Training Improves Organizational Productivity Through Employee Performance



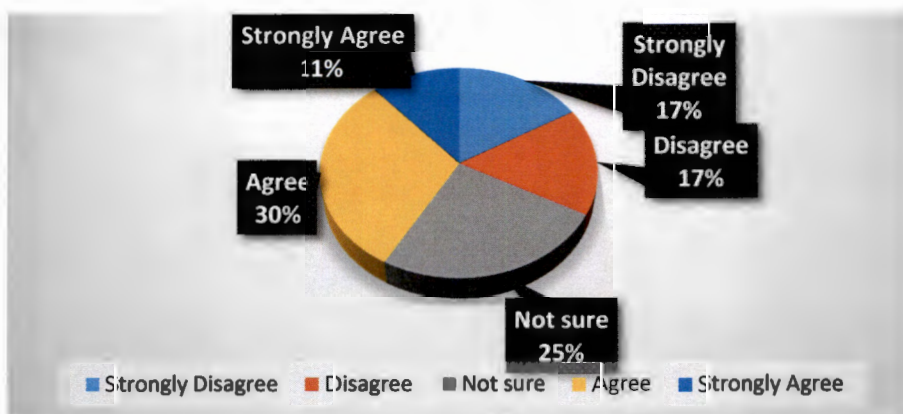
This question was posed with the aim of knowing whether training does improve the organizational productivity through employees' performance or not. According to the study, it is revealed that 46 % of employees agreed to this statement, while those who have strongly disagreed yielded to 18%, which is more than those who have strongly agreed, but it does not really have the huge impact as higher rate is still standing with 46%. The employees who strongly disagreed constituted 8% and those who were not sure resulted to 13%.

FIGURE 4.13 Training aids employees to adapt to new developments in order to improve productivity



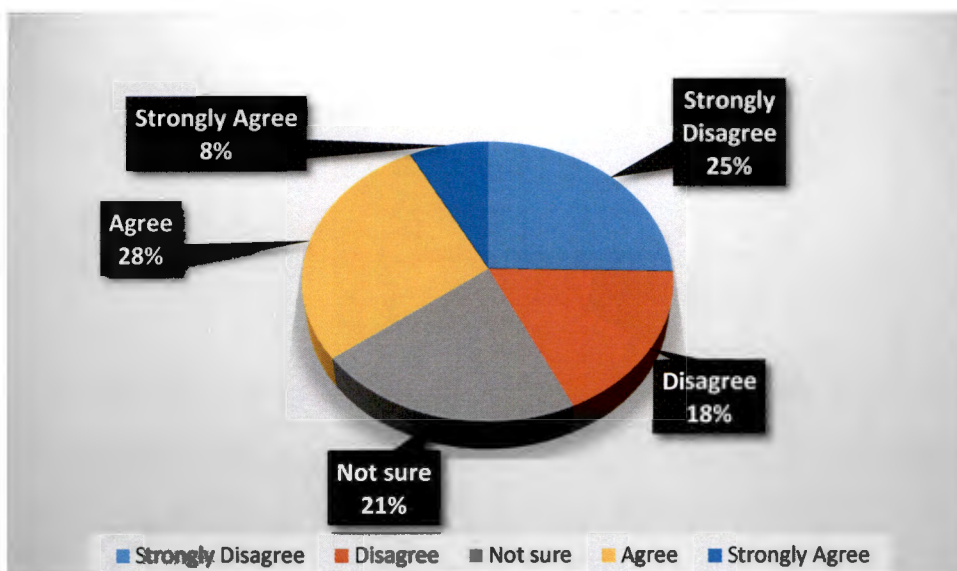
The study revealed that the employees who have strongly agreed with the statement that the training provided by the municipality aids them to adapt to new developments for them to improve their skills constituted to 31 %, followed by those employees who have agreed with 49%, this could be because the employees do believe that they do benefit from the training provided in the organization. Those employees who have strongly disagreed to the statement have resulted to 6%, while those who have disagreed have constituted to 4%, and those who were not sure constituted to 10%.

Figure 4.14 Employees get relevant Training



It is important for any Municipality that is providing training programs for its employees, to ensure that the training provided is always relevant and accurate for the enhancement of the employee's skills. Figure 4.14 above illustrates that 30 % of employees have agreed that the municipality provide them with the relevant training that enable them to excel in their areas of expertise. Those who have strongly agreed, have constituted to 11 %, followed by 25 % of those employees who were not sure, 17% of employees disagreed and 17% of employees have strongly disagreed.

Figure 4. 15 There are challenges of employees training in the Mahikeng Local Municipality

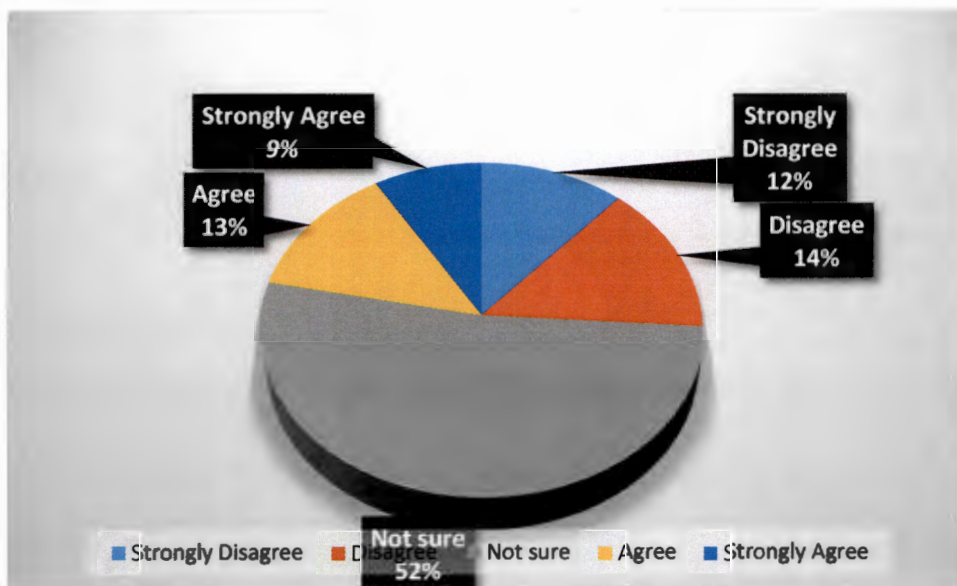


The question asked on figure 4.15 was posed with the aim of assessing as to whether the implementation of training programs are indeed effective and viable in the Mahikeng Local Municipality , however, according to the study, the researcher have discovered that there are 28% employees who have agreed that the training unit in the Municipality is active and performing as anticipated, Followed by the 25% of employees who have strongly disagreed to the statement , and this could be because the employees does realize the effectiveness of the training provided to them, while others do not. Followed by the 8% of the employees who have strongly agreed, comparing the responses of those who have strongly agreed and those who have agreed to this, it

raises a concern that not all the employees do realize that the training provided is effective and enhance their skills in the municipality.

The employees, who were not sure if training is effective, have resulted to 21 % which gives an impression that, the training provision could not be effective in the municipality. Those who have disagreed to this have resulted to 18%, which is almost half of those who have agreed, and as a result, this given an impression that training could not be effective in the municipality.

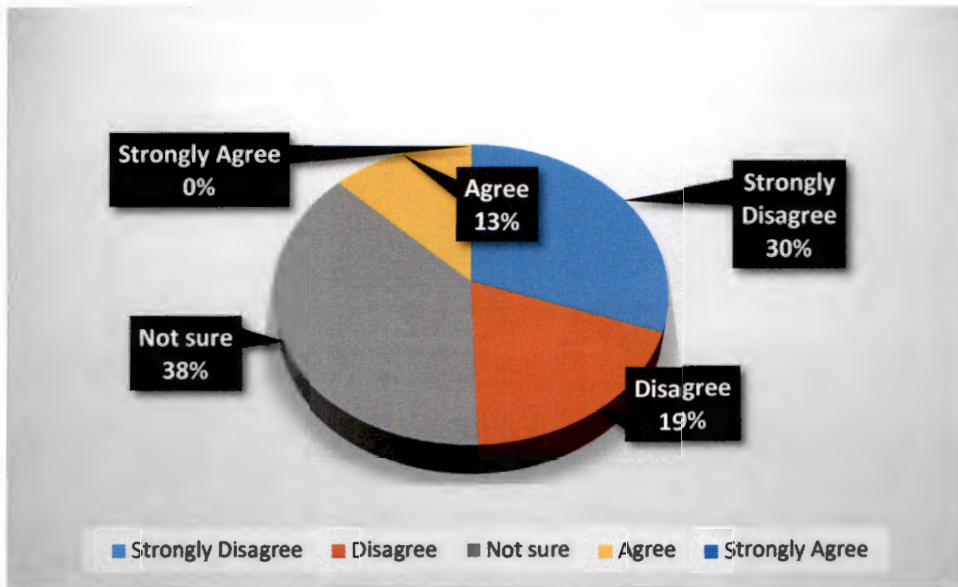
Figure 4.16 Employees know and understand training procedures that are facilitated to improve their performance



It is important that the employees know and understand the training procedures that are facilitated to improve their performance in the Mahikeng Local Municipality.

The above results showed that out of 79 (100%) respondents, the employees who have agreed that they do understand the training procedures constituted to 13 %, strongly agreed 9%, strongly disagreed 12%, disagreed 14% and 52 % were not. This could be because the information of how training procedures are carried out, are not clear enough to the employees, and it seems as if they still do not understand why it exists and how it can incorporate them with skills in their area of expertise to improve their performance.

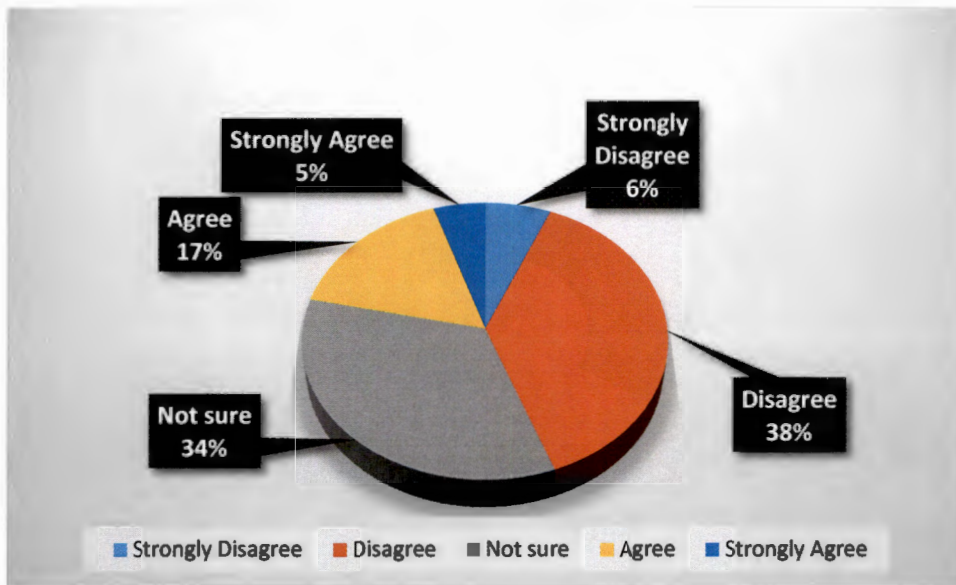
4. 17 The Municipality provides the opportunity for employees to make comments and recommendations on the provision of Training Funds



The employee's comments, inputs and opinions in the municipal finances and how they should be distributed, matters, especially when it comes to training where they all benefit, not only for them but for the organization too. The above figure illustrates the responses of the municipal officials regarding the municipality providing them with the opportunity to make comments and recommendations on the provision of training funds.

Figure 4.17 depicts that the employees who have strongly agreed have constituted to 0%, while those who have strongly disagreed have constituted to 30 % and this could be because the employees might not be aware if they are given the opportunity to have comments and opinions based on the training funds. Employees who were not sure if the opportunity is given to them have resulted to 38 %, those who have disagreed with the statement have constituted to 19 %, and lastly those who have agreed weighed less too with 13 %, which is not quite convincing that, it is true indeed that the municipality provides them with the opportunity to make comments and recommendations on the provision of training fund.

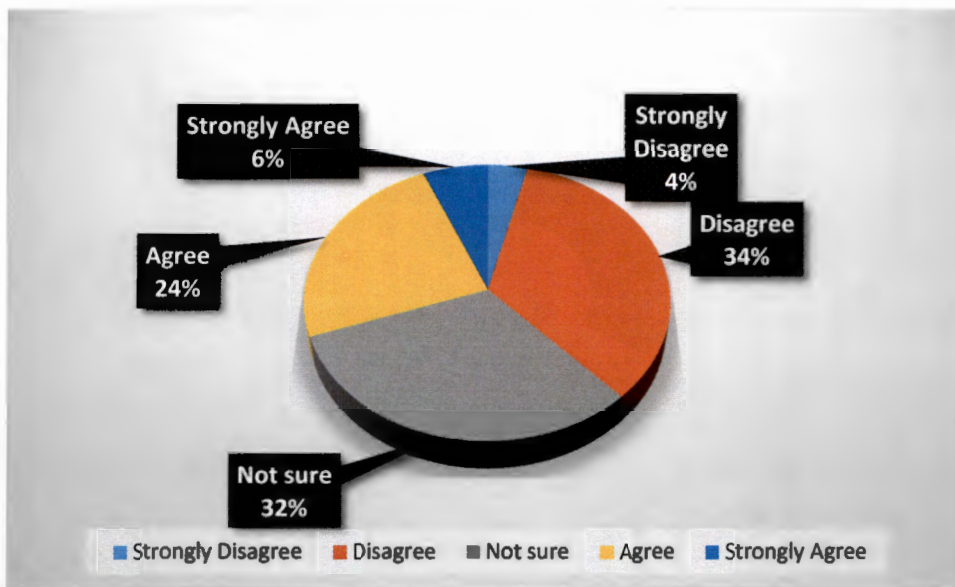
4.18 The evaluation of employee Performance is often done on a regular basis in the Municipality



In order for the Municipality to know as to whether its employees need training, it should first be perceived by the relevant officials that employees need training sessions to enhance their skills in their various area of expertise, and these training sessions, should be done on regular basis, since employees are living in a Modern world where technology is rapidly changing, so they must be able to adjust, be able to be versatile with jobs , and lastly be able to be effective to render services excessively.

According to the above figure 4.18, it is revealed by the researcher discovered that the employees who have agreed that their performance is often done on a regular basis resulted to 17 % and strongly agreed resulted to 5%. This could be because employees are not certain as to whether their performance has been monitored and evaluated regularly. The employees who were not sure have resulted to 34 %, followed by those who have disagreed to the statement with 38% and those have strongly disagreed have constituted to 6 %.

4. 19 According to my view training is contributing to the Effectiveness of employee Performance in the MLM



It is important in the organization to always hear the comments and opinions of the employees as the employer, to ensure whether employees are satisfied with how things are done in the organization or not. The above figure 4.19 reveal that, according to what the researcher has discovered, the employees' views, based on whether training is beneficial to the employees' effectiveness regarding their performance in the Mahikeng Local Municipality is thus stated: the employees who have strongly agreed with the statement have constituted 6 %, those who have agreed have resulted to 24 % , while those who were not sure have resulted to 32 % and this could be because the employees in the municipality does not see training as beneficial to them in improving their performance.

The employees who have strongly disagreed with this statement have constituted to 4% and those who have disagreed have amounted to 34 %, hence the researcher emphasizes that the employees do not see training as an improving technique in enhancing their skills to better their performances.

4.2 CONCLUSION

In this chapter, data collected was clearly analyzed and presented. Data conducted was transliterated into meaningful data. For quantitative data, a computer spread sheet program was used to analyze the returned questionnaires from the employees in the Municipality. The findings presented in this chapter, entailed of a detailed discussion of the data collected, analyzed and presented. Recommendations and conclusion based on the findings of this chapter will be presented in the following chapter.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter focused on the data analysis and interpretation of data acquired in the research. This chapter discusses the findings of the study and draws a conclusion based on the findings emerged in the previous chapter. Recommendations for improving the implementation of training employee to enhance their performance in Mahikeng Local Municipality have also been provided in this chapter.

5.2 GENERAL SUMMARY

The general aim of the study was to assess the effect of training on employee performance in the Mahikeng Local Municipality and to suggest ways on how to improve and enhance the effective employees training in the organization for the effective and efficient service delivery.

Chapter one: introduction and orientation of the study

Chapter One covered the introduction, background of the study, definition of concepts, the statement of the problem, aim and objectives of the study, research questions, and the significance of the study, research design and methods, scope of the study and organization of the study.

Chapter two: literature review

Chapter two incorporated the literature review on training of employees to enhance their performance. The theoretical information for the literature was intensively examined, with emphasis on what different authors had stated with regards to training, as well as diagrams relating training in general.

Chapter three: research methods and designs

Chapter three outlined the methods of research and the design type of study undertaken. It explained the rationale behind the methodology employed and how the study was conducted.

Chapter four: data presentation, analysis and interpretation

This chapter consisted of findings of the study presented. It entailed the giving of details of the questionnaires distributed and further interpretation of data, was presented in the form of tables and pie charts, and analyzed quantitatively.

5.3 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The following is summary of the FINDINGS:

- Is the evaluation of employee performance often done on a regular basis in the Municipality?

Questions 4.18 and 4.16 of the questionnaire were posed to determine the timeliness put aside for the evaluation of employee performance. Many of the respondents in relation to the data analyzed did not agree with the statement. The researcher discovered that the 5% of the respondents were aware that their performance is continuously monitored and evaluated, however there were also 38% of respondents who were not sure if their work is repetitively monitored and evaluated in the organization to see if they were performing well or to see if they still needed more training to enhance their skills.

- The question “Training Improves Organizational Productivity through Employee Performance” and “is the training provided relevant “?

These questions were posed by the researcher in the study to assess if the employees do get training in the municipality and if that training is relevant enough to enhance improvement of their skills. It is discovered that over 40 % respondents have agreed to this statement, while minority respondents have strongly agreed to that statement and have constituted to 8%. The findings indicate that these trainings are relevant to the employees are more efficient and must be done on a regular basis, as their percentage constituted 45% for those who have agreed while those who have disagreed constituted 14%.

- The study revealed that over 40% of the respondents were aware of the existence of training policy. It also revealed that 17 % of staff have strongly disagreed to being aware of the existence of training, which simply indicates that these 17 % of disagreed respondents and 14 % of employees who have disagreed to the statement fall into the large number of employees who are rarely taken for training for the enhancement of their skills, followed

by 20 % of the employees who are not aware of its existence and its implementations taking place in the workplace.

- The study revealed the training procedures in the municipality ineffective, hence regarded as unplanned and disorganized.

It was revealed in the study that out of 79 (100%), the employees who have agreed that they do not understand the training procedures that are facilitated to improve their performance constituted 13 %, 9% strongly agreed, 12% strongly disagreed, 14% disagreed, while majority of respondents (52 %) have indicated that they are not sure of the procedures of training facilitations that are executed in the organization. This, as a result implies that if the employees do not understand what they are facilitated on with, they will not be regarded trained, hence less production.

According to the researchers' observations, the challenges explored regarding the employee performance stemming from training provided is that implementing what was taught and trained is quite a challenge, because of lack of monitoring, from management and training providers.

- First of all, before there could be any sort of training program initiated by the training and development directorate in the Municipality, it is important to note that there should be a budget allocated for that, however, the study revealed that 30% of the respondents were unaware if there are funds allocated for them to be trained, while 8% strongly agreed to the statement that “there are enough funds put aside for training program in the organization”. According to the researchers' findings, funds are put aside on a yearly basis for training programs in the organization, hence employees contribute to Skills Development Levy and other contribution or grants from relevant stakeholders, however, due to the volatile environment of Municipalities, Municipalities often find themselves reshuffling funds or the budget to compensate or make up for unseen circumstances.

5.4 CONCLUSIONS

Based on the findings, it can be concluded that the study was aimed at evaluating the impact of training on employee performance in the Mahikeng Local Municipality; however, it can be depicted from the study that training plays a vital role in the development and career advancement of employees within the municipality. The researcher has discovered that there is still a gap that exists between the work of the employee and their knowledge of training as a technique that enhances their skills, performance procedures, as well as clear communication between supervisor and employee.

According to the study, it seems like there are employees who are still unsure of whether training is effective or not in the Municipality. This, as a results, highlights to the researcher that, if employees are oblivious of what is happening around them in the workplaces, it could be easy for them not know what their job expertise entails and would not realize when they are in need of skills development.

Information should be transparent to employees in the workplaces especially when there is a deduction on their salaries, because to the researcher's view, it seems like most employees are not aware of the training tax fund that they are paying on monthly basis which entitles them to training and skills development to employee quality performance.

5.5 RECOMMENDATIONS

- According to the researcher's findings, it is recommended that the performance evaluation system should take place on monthly basis, so that it can be able to trace or keep track of any shortcomings that may hinder the set goals and objectives to be achieved for that particular set period. Proper training sessions must also be granted every end of the quarter in a year. This will somehow assist the existing employees to adapt to the rapid changes of technology to be productive. Those that have no solid understanding of these practices performed by the officials, such as interns and new employees in the organization must also be catered for, to adapt easily.
- With regards to training, the relevant office in the municipality needs to come up with a survey to establish which employees need training, as well as other essentials they need

relating to performance management. This will enable the training providers and the municipality to liaise with the municipality to ensure and monitor the skills and techniques being imparted by the training providers.

- It is recommended by the researcher that training providers should find a common ground with the institutions that training is being provided to; training providers should liaise with the organizations to ensure and monitor the skills and techniques being imparted, transferred and implemented by the training providers are relevant to the actual workplace. Performance Management System of employees should also be effective with its monitoring and evaluation system of the performance of the employees.
- The researcher suggests that amongst other challenges pertaining to skills and techniques that are being imparted, that are becoming redundant and obsolete due to the changing dynamics of the world and more pertinent, the dynamics of the Municipal environment, the employees should be taught futuristic skills and preventive techniques or skills for the beneficial of the Municipality.
- It is recommended that the municipality should avoid spending the funds put aside for training of employees on other unforeseen or unexpected expenses.
- The employees should be made aware of the monthly deduction which contribute to their funding their employment skills and development, which makes them entitled to training, so that if they do not get relevant training they deserve, they must know which relevant procedures to follow.
- The researcher also recommends that the major stakeholders, as well as the policy formulators of the organization must formulate training policies that are possible to implement as stipulated in the IDP.

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