

# **Employee training and organisational performance of public aviation agencies: A case of Uganda Civil Aviation Authority, Entebbe**

Tumukunde Paul Niragire<sup>22</sup>

**Keywords:** *Employee training, employee assessment, employee training evaluation, organizational performance.*

## **Introduction**

This study sought to examine the relationship between employee training and performance of public aviation agencies, focusing on Uganda Civil Aviation Authority (UCAA), as the case study.

## **Study objectives**

1. To examine the relationship between training needs assessment and performance of Uganda Civil Aviation Authority,
2. to examine the relationship between employee training programmes and performance of Uganda Civil Aviation Authority, and
3. to examine the relationship between employee training evaluation and performance of Uganda Civil Aviation Authority.

---

<sup>22</sup> Tumukunde Paul Niragire graduated in February 2021 with Msc. Finance and Accounting from Nkumba University.




## **Methodology**

The study adopted a case study design and used both quantitative and qualitative approaches. A sample of 76 respondents from a population of 97 was used, determined using Krejcie and Morgan's table. Out of the 76 selected for the study, 69 responded. The study used purposive and simple random sampling techniques to select respondents. Data were collected through survey/questionnaire, interview, and document review methods using self-administered questionnaires, interview guides, and document review checklists as instruments.

## **Key findings**

Research findings indicate that the integrated components of employee training that is, training needs assessments, training programmes, and evaluation of training significantly and positively impacted the performance of UCAA given  $r = 0.435, 0.641, \text{ and } 0.599$  respectively and all Sig. (p) values less than 0.01. Multiple regression of employee training and the performance of UCAA yielded a correlation coefficient of  $r = 0.629$  implying a moderately strong relationship between employee training and performance of Civil Aviation Authority predicted at 38.3% given Adjusted  $R^2$  value of 0.383. The critical value which was the cutoff value or boundary beyond which the null hypothesis  $H_0$  is retained is 0.01. Since the sig. values of individual correlations, multiple regression, and ANOVA results were all less than 0.01 ( $p < 0.01$ ), this led to the rejection of the null hypothesis that there is no positive relationship between employee



training and performance of Uganda Civil Aviation Authority.

### **Key recommendations**

The study recommended the following: a more cost-effective training needs assessment; alignment training needs assessment with corporate purpose; intensity in the use of individual and suitability training needs analyses; diversity of approach to training evaluation; and improved responsibility towards conformity to policy, standards, and documentation.

### **Key references**

Bowes, B (2008): Employees Development Programs Help Companies Achieve Greater Success, CMA MANAGEMENT, 13-14.

Briscoe R. Dennis and Claus Lisbeth (2009): Employee Performance Management Across Borders: A Review of Relevant Academic Literature, International Journal of Management Reviews, Vol.11, Iss.2, pp 175-196.

Civil Aviation Authority (2015): Performance Audit Report.

Civil Aviation Authority (2016): Directorate of Corporate Affairs Performance Report, October 2016.



- Civil Aviation Authority (2016/2017): Routine Training Plan and Activities
- Guthrie, M., Cuganesan, J. & Ward, D. (2006): Employee Training: Theories and Models, key London, Thomson Learning.
- International Civil Aviation Organisation (ICAO): Performance Evaluation of Civil Aviation Authorities; 1<sup>st</sup> January 2015.
- Jason F. and Seneca, M. (2014): Employee training evolution; methods and approaches, London, Thomson Learning.
- Kirkpatrick, D. L. (2006): *Improving Employee Performance through Appraisal and Coaching*. American Management Association Publication.
- Kolomiyets Tetyana and Hadden Charlotte, (2013): Human Resources Management and Training: Compilation of Good Practices, New York and Geneva, United Nations.
- Witts Simon (2013): Towards a UK Aviation Skills Plan: The Future Skills and Training Needs of the Aviation Operating Industry, London, Royal Aeronautical Society.
- Zikmund and William, G., (2002): *Business research Methods*, London, Thomson Learning.