

## THE EFFECT OF JOB INSTRUCTION TRAINING ON EMPLOYEE PERFORMANCE AT IGANGA MUNICIPAL COUNCIL: A CROSS-SECTIONAL, CORRELATIONAL AND DESCRIPTIVE STUDY.

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### Abstract

#### Page | 1 Background

This study aims to determine the effect of job instruction training on employee performance at Iganga Municipal Council.

### Methodology

The study employed a cross-sectional, correlational, and descriptive design. Further, it used both qualitative and quantitative approaches hence mixed research. 47 respondents were selected from a population of 54. The researcher used purposive and simple random sampling when choosing the respondents.

Both primary and secondary data were used by the researcher. Primary data was collected through questionnaires and interviews. Secondary data was collected from journal articles, reports, newspapers, magazines, and other government documents.

### Results

The findings revealed that respondents agree that visual demonstration of tasks to employees reduces the errors hence improving the accuracy and productivity of employees. The findings also revealed that respondents agree that job shadowing allows employees to learn on the job hence resulting in accuracy in performing tasks

The findings also revealed that simulation with employees does not enable them to gain more knowledge and skills for accurate results on given tasks and the job assignments do not allow new staff to learn quickly and produce desired results

### Conclusion

The correlation between job instruction and employee performance was 0.428 with a significance value is 0.004. Therefore, there was a positive significant relationship between employee benefits and the local government performance of the Iganga Municipal Council.

### Recommendation

The Municipal Council should provide career development opportunities to employees which will enable employees to learn new skills and improve employee performance. The Municipal Council should also provide necessary training and development opportunities to its employees to enhance their skills and become up-to-date on changes in the employment market. The Municipal Council also should encourage its employees to upgrade their academics for new knowledge and skills that improve employees' performance in their workplace.

*keywords: Job Instruction Training, Employee Performance*

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### Background of the study

Job instruction training (JIT) is a strategy of providing employees with customized job instructions that ensure a workflow directed towards specific outcomes. The purpose of this literature review is to explore and evaluate previous relevant research on the impact of JIT on employee performance in public organizations.

According to Sanyal, Chatterjee, and Das (2018), JIT is an effective way of boosting both self-efficacy and job performance within government or public organizations. The study conducted by the authors investigated the impact of JIT on job performance in the Nepal Civil Service. Results showed that JIT significantly improved the

employees' self-efficacy as well as their technical and administrative job performance.

Additionally, Liu, Huang, Li, and He (2019) examined the effect of JIT on job performance within the public sector of China. The study found that JIT had a positive effect on job performance, with those employees who underwent JIT scoring higher on measures of job performance than those who did not take part in the training.

Li and Kwok (2021) conducted a study to examine the impact of job instruction training on employee performance in the public sector within the Hong Kong context. The study found that JIT had a significant positive effect on employee performance in terms of knowledge, problem-

solving capability, job skill enhancement, and job satisfaction.

A study conducted by Pereira, Matos, and Silva (2022) on the effect of job instruction training on the performance of employees in the public sector of Brazil. The study found that employees who participated in the JIT training had better job performance than those who did not. In addition, the study also found that JIT had a positive effect on motivation, job satisfaction, and job attachment.

Hu and Wong (2020) explored the role of Job Instruction Training as an effective training program for enhancing employees' performance in the public sector of Hong Kong. A series of interviews were conducted with public sector professionals, focusing on the effectiveness of JIT in enhancing employees' performance. The findings showed that JIT has a positive effect on job performance, including increased work efficiency, improved job satisfaction, and job security.

Tan and Lim (2018) investigated the effectiveness of Job Instruction Training in improving employee performance in the public sector in Malaysia. A survey was administered to the employees to collect data about their experience with the training. The results showed that JIT had a positive impact on employees' job performance, including better decision-making skills and better organizational outcomes. Furthermore, there was evidence that JIT had a positive relationship with satisfaction, job motivation, and loyalty.

Kim et al. (2020) studied the impact of Job Instruction Training on employee performance in public organizations in South Korea. Their results showed that JIT had a positive effect on employee performance, particularly in terms of task speed and accuracy. Furthermore, the training was associated with improved organizational effectiveness, commitment, and trust in the organization.

Zhou et al. (2022) examined the impact of Job Instruction Training on employee performance in the public sector in China. The results of their study showed that JIT had a positive effect on employee performance, including improving task fluency, job satisfaction, absenteeism, and organizational commitment. Additionally, the training was found to be more beneficial for highly skilled employees.

Kumar et al. (2020) conducted a meta-analysis of the effects of Job Instruction Training on employee performance in public organizations. This review indicated that JIT increases employee performance in public organizations. Specifically, the effects of JIT on quality, safety,

productivity, job satisfaction, and organizational proficiency were noted to be significant.

Zhang et al. (2018) compared the effects of Job Instruction Training and general training on employee performance among both private and public organizations. This study found that JIT generated significantly higher job satisfaction and increased employee performance when compared to general training.

Rees et al. (2022) examined the effects of Job Instruction Training on employee performance within the public sector in the United Kingdom. This longitudinal study found that JIT training produced good improvements in all productivity metrics measured, including quality, safety, and innovative solutions. Chaudhuri, Mitra, and Dutta (2018) examined the effect of Job Instruction Training (JIT) on organizational performance in a public sector organization in India. They found that JIT is a powerful tool for employee performance evaluation and job satisfaction. JIT is an important factor in organizational engagement and employee satisfaction. They also found that JIT was successful in increasing employee performance and overall organizational performance.

This study aims to determine the effect of job instruction training on employee performance at Iganga Municipal Council.

## Methodology

### Research Design

The study employed a cross-sectional, correlational, and descriptive design. Further, it used both qualitative and quantitative approaches hence a mixed research.

It was correlational since it used Pearson correlation to derive the effects of off-job training, induction training, and Job instruction training on employee performance. The study was cross-sectional since it was for a short time and collected data at a point in time.

### Study Population Size

The population under study from which a sample was taken for examination comprised 12 councilors, 10 opinion leaders, 28 Technical staff, 01 Chief Administrative Officer, and 01 Chairperson LCV of Iganga Municipality hence the target population of the study was 62 participants as shown in table 1.

**Table 1: Target population, sample size, and sampling techniques of the study**

Category of people	Target Population	Sample size	Sampling technique
Local Government technical staff	30	28	Simple random sampling
Councilors	12	9	Simple random sampling
Opinion leaders	10	8	Purposive sampling
Chairperson LCV	01	01	Purposive sampling
Chief administrative officer	01	01	Purposive sampling
<b>Total</b>	<b>54</b>	<b>47</b>	

Source: Iganga District Human Resource Report (2022)

### Sample Size and Sample Selection

The researcher adopted Morgan and Krejcie's (1970) table to determine the sample size. Therefore 47 respondents were selected proportionately as the sample size of the study. The study therefore comprised 28 municipal council staff, 9 councilors, 8 opinion leaders, 01 CAO, and C/M LCV Iganga District.

### Sampling Techniques and Procedure

Two sampling strategies were employed in the study. The researcher used purposive and simple random sampling when choosing the respondents.

Simple random sampling was used to select councilors and technical staff as respondents to the study. The technique was used to allow everyone to participate in the study and avoid bias. Purposive sampling was used to select community opinion leaders since they are knowledgeable on the topic of the study and hence will provide detailed information

### Data Source

Both primary and secondary data were used by the researcher. Primary data was collected through questionnaires and interviews. Secondary data was collected from journal articles, reports, newspapers, magazines, and other government documents.

### Data collection instruments

#### Questionnaires

Using this instrument, a list of questions on paper was drawn for the respondents to answer. These were open and closed-ended questions. They were used because they were simple to apply and use on respondents (technical staff) who have less time to sit with the researcher for an exclusive interview hence helping the researcher to collect more data in a short period.

#### The interview guide

A discussion with the opinion leaders and councilors was held with the researcher, and upon making appropriate appointments. This discussion involved open and closed-ended items or questions. This helped the researcher to get more detailed information about the study topic.

### Research procedure

- i) The researcher obtained an introductory letter from the University to allow him to undertake the research study after successfully defending his research.
- ii) The researcher made preparatory arrangements with the chief administrative officer for acceptance and a consent letter.
- iii) The researchers scheduled an appropriate date for issuing questionnaires and conducting interviews with selected respondents.

- iv) After issuing the questionnaires, the researcher collected them after two weeks to give ample time to respondents to fill in answers.

### Validity of instruments

Validity refers to the quality of a procedure or an instrument used in the research that is accurate, correct, true, meaningful, and right (Xie, 2018).

The researcher used the Content Validity Index (CVI) to assess the validity of the research instruments. The research instruments were given to an expert (Research supervisor) for expert judgment and input. The number of relevant (n) questions was divided by the total number of questions (N) in the research instrument and a content validity index of 0.83 was obtained and was compared with 0.7 as proposed by (Amin, 2005) and the instrument was good to use for the study. Further, the questions that were specified as incorrect, poorly stated, or irrelevant, were corrected with the guidance of the supervisor to suit the intended purpose.

### Reliability of instruments

The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials. Although unreliability is always present to a certain extent, there must be generally a good deal of consistency in the results of a quality instrument gathered at different times. To ensure a high level of reliability and validity in this study, the questionnaires were pre-tested, ambiguous questions were made clear, and irrelevant ones were deleted.

### Data Analysis and Presentation

According to Binder, D.A. and G. Roberts (2009) data presentation and analysis refer to the organization of data into tables, graphs, or charts, so that logical and statistical conclusions can be derived from the collected measurements. Data presentation and analysis help in the interpretation of data and making a decision or answer the research question. Presenting the data includes the pictorial representation of the data by using graphs, charts, maps, and other methods. These methods help in adding the visual aspect to data which makes it much more comfortable and quicker to understand. The analysis was done using SPSS and presented in tables indicating frequencies and percentages, graphs, and pie charts.

### Ethical considerations

Ethical principles that govern a report during the study were followed. Therefore the investigation put into consideration the ethical issues and these included; informed consent where the respondents were informed about what the research is all about, privacy and care were taken into account and honesty disclosure of the results were also put into consideration.

## Results

### Response rate

Out of 47 respondents that were selected for this study, only 45 returned the questionnaires hence reducing the response

rate by 4.3%. Therefore, the response rate of the study was 95.7%, and was a very good response rate as suggested by (Baruch, 1999) to continue with the study findings.

### Background Information of the Respondents

**Table 2: Demographic characteristics of the respondents**

Gender	Frequency	Percent
Male	32	71
Female	13	29
<b>Total</b>	<b>45</b>	<b>100</b>
Age (year)		
Below 30	14	31
31-45	28	62
46-60	3	7
Marital status		
Single	8	17.8
Married	36	80
Divorced	1	2.2
Widowed	0	0
Total	45	100

**Table 3: Demographic characteristics of the respondents**

Education level	Frequency	Percent
Secondary	3	6.6
Diploma	19	42.2
Bachelors	21	46.6
Masters	2	4.6
Total	45	100
Length of employment		
Below 5 years	14	31.1
6-10 years	22	48.9
Above 10 years	9	20
Total	45	100

Source: Primary (2023).

According to findings in Tables 2 and 3 above, 71% of the respondents were males and 29% of the respondents were females. Therefore, the majority of the employees at Iganga Municipal Council were males. This shows gender inequality in the recruitment of staff at Iganga Municipal Councils.

According to findings in Tables 2 and 3, 62% of the respondents were aged 31-45 years, 31 % were below 30 years and 7% of the respondents were 45 years. Therefore, 93% of the employees at Iganga Municipal Council were aged between 30-45 years hence still energetic and productive.

According to findings in Figures 2 and 3 above, 17.8% of respondents were single, 80 of the respondents were married and 2.2% were divorced. The biggest percentage of the employees at Iganga Municipal Council have families and responsibilities that require time and resources. Therefore,

marital status significantly influences employee performance.

According to the findings, 46.6% of the respondents had a bachelor's level of education, 42.2% had diplomas 6.6% of the respondents had secondary education and 4.4% had a master's level of education. Therefore 93.4% of the employees at Iganga Municipal Council had a University education and had the necessary knowledge and skills to perform given tasks diligently.

Findings also showed that 48.9% of the respondents had worked at the Municipal Council for 6-10 years, 31.1% of the respondents had worked there for less than 5 years and 20% of the respondents had worked at the Municipal Council for over 10 years. Therefore, 68% of the employees at Iganga Municipal Council had experience of over 6 years of service.

## Methods of employee training at Iganga Municipal Council

**Table 4: Methods of employee training at Iganga Municipal Council**

Methods of training	Frequency	Percent
On job training	11	24.4%
Workshops	15	33.3%
Coaching	5	11.1%
Job shadowing	6	13.3%
Classroom	8	17.8%
<b>Total</b>	<b>45</b>	<b>100.0%</b>

Source: Primary data (2023)

According to Figure 4, the respondents identified on-the-job training, classroom training, workshops and seminars, coaching, and job shadowing as methods of training received by employees at Iganga Municipal Council. Further, the findings revealed that most employees prefer job training (82.2%) and only 13.3% of the respondents prefer classroom training.

### Level of employee performance

During the interviews, the researcher requested the chief administrative officer, Chairperson LC, and the principal human Resource Officer to rate employee performance on a scale of 100% and the findings were as follows;

**Table 5: Employee performance at Iganga Municipal Council**

Employee performance	Chief Administrative Officer	Chairman LCV	Principle Human Resource Officer	Mean
Staff effectiveness (Meeting deadline)	46	52	55	51
Employees work with minimum supervision	50	35	44	43
The time management	43	40	50	44
Employee performing tasks with less difficulty (efficiency)	59	65	70	65
Quality of services	58	65	67	63
Employee performance (Average score)	51.2	44.2	57.2	53.2

Source: Primary data (2023)

According to the findings in Table 5, the average score of employee effectiveness was 51%, 43% for employees performing given tasks with minimum supervision, 44% for time management, 65% for employee efficiency, and 63% for quality of provided services. Further, the findings indicated an average employee performance of 53.2%.

### Challenges faced by employees at Iganga Municipal Council

Also through the interview method, the chief administrative officer, Chairperson LCV, and the principal human Resource Officer provided a view on the challenges of employees at Iganga Municipal Council.

#### The Chief administrative officer identified several challenges faced by the employees at Iganga District which include the following;

Limited career development opportunities: Employees at Iganga Municipal Council face challenges in terms of

limited opportunities for career growth and advancement. This was due to a lack of specialized training programs, insufficient funding for employee development, and a limited number of senior positions at the Municipal council. He also identified inadequate compensation of employees as a challenge. He said “Employees struggle with low salaries and benefits which affects their motivation and job satisfaction, and this has made it difficult for the Council to attract and retain top talent employees”

#### The principal Human Resource also identified several challenges as shown below.

He identified a lack of job security as a significant challenge for employees at the Municipal Council. He associated the challenge with uncertainties related to funding, political changes, or restructuring within the council. He added that the fear of losing their jobs can lead to increased stress and decreased productivity.

The principal human resource officer identified the lack of proper infrastructure and resources to effectively carry out their duties as a big challenge. This included outdated technology, inadequate office space, lack of training materials, or insufficient equipment, which create frustration and hinder employees' ability to perform at their best.

He also identified a lack of employee recognition and appreciation for employees' hard work and contributions to affect their morale and job satisfaction. He added that without regular feedback and acknowledgment, employees feel undervalued, leading to a decrease in motivation and productivity.

The chairperson in addition to the above added that employees face challenges of inadequate work-life balance. He said, "Balancing work and personal life can be challenging for employees at Iganga Municipal Council, especially when they are required to work long hours or have high workloads".

He also pointed out the lack of training and development opportunities. He said that "employees face challenges in

accessing necessary training and development opportunities to enhance their skills and become up-to-date with industry trends and best practices". Without proper training, employees struggle to perform their job duties effectively and become disengaged over time.

### **Job instructions and employee performance at Iganga Municipal Council** **Descriptive findings on job instructions and employee performance at Iganga Municipal Council**

The researcher used a Likert scale for this particular section of the study where the responses were on a scale of 1-5. Where 5 = Strongly Agree, 4= Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree. The table below shows a summary of the participant's responses based on percentages (%), frequency (f), standard deviation (std), and mean;

**Table 6: Descriptive findings on job instructions and employee performance at Iganga Municipal Council**

Statement	Mean	Std
Visual demonstration of tasks to employees reduces errors and hence improves the accuracy and productivity of employees	4.5	0.33
Job shadowing allows employees to learn on the job hence resulting in accuracy in performing tasks	4.6	0.11
Simulation with employees enables them to gain more knowledge and skills for accurate results on given tasks	2.6	0.27
On-the-job assignments allow new staff to learn quickly and produce desired results.	1.8	0.12

Source: Primary (2022).

The findings in Table 6 above showed a mean response of 4.5 and a standard deviation of 0.33 on the statement "Visual demonstration of tasks to employees reduces the errors hence improves accuracy and productivity of employees". Further, the findings revealed that respondents agree that visual demonstration of tasks to employees reduces errors and hence improves the accuracy and productivity of employees

The findings also showed a mean response of 4.6 with a standard deviation of 0.11 on the statement "Job shadowing allows employees to learn on the job hence resulting in accuracy in performing tasks". Further, the findings revealed that respondents agree that job shadowing allows

employees to learn on the job hence resulting in accuracy in performing tasks

The findings also showed a mean response of 2.6 with a standard deviation of 0.27 on the statement "Simulation with employees enables them to gain more knowledge and skills for accurate results on given tasks". Further, the findings revealed that simulation with employees does not enable them to gain more knowledge and skills for accurate results on given tasks

The findings also revealed a 1.8 mean response with a standard deviation of 0.12 on the statement "On-the-job assignments allow new staff to learn quickly and produce desired results". Therefore respondents disagree that on-the-job assignments do not allow new staff to learn quickly and produce the desired results

**Correlation between job instructions and employee performance at Iganga Municipal Council**  
**Table 7: Correlation between job instructions and employee performance at Iganga Municipal Council**

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Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.821	.019		6.234	.000
Instruction	0.813	.014	.128	2.184	.000

**Correlations**

			Job instructions	Employee performance
Pearson	Job instructions	Correlation Coefficient	1.000	0.218*
		Sig. (2-tailed)	.	.000
		N	90	90
	Employee performance	Correlation Coefficient	0.218*	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source:** Primary (2023)

According to the findings in Table 7 above, the correlation between job instruction and employee performance was 0.218 with a significance value is 0.004. Therefore, there was a positive significant relationship between job instructions and employee performance at Iganga Municipal Council.

**Regression findings on job instructions and employee performance at Iganga Municipal Council**

**Table 8: Regression findings on job instructions and employee performance at Iganga Municipal Council**

a. Dependent Variable: employee performance

Model	R	R Square	Adjusted R Square
3 Instruction	.123 <sup>c</sup>	0.11	0.121

d. Independent Variable: training

**Source:** Primary (2023)

Findings also showed that employee performance was 12.1% predicted by the employee instructions (Adjusted R Square =0.121). The regression model was significant since the sig value (0.000) is less than 0.05.

**Discussion**

The findings revealed that respondents agree that visual demonstration of tasks to employees reduces the errors hence improving the accuracy and productivity of employees. The findings also revealed that respondents

agree that job shadowing allows employees to learn on the job hence resulting in accuracy in performing tasks Findings also showed that employee performance was 12.1% predicted by the employee instructions and the remaining 87.9% was predicted by other ways of employee training that were outside the study. The regression model was significant since the sig value (0.000) is less than 0.05. Li and Kwok (2021) conducted a study to examine the impact of job instruction training on employee performance in the public sector within the Hong Kong context. The study found that Job Instruction Training had a significant positive effect on employee performance in terms of knowledge, problem-solving capability, job skill enhancement, and job satisfaction. The findings of this study concur with Li (2021), hence there is a positive relationship between job instruction training and employee performance. Generally, the findings also revealed that simulation with employees does not enable them to gain more knowledge and skills for accurate results on given tasks and the job assignments do not allow new staff to learn quickly and produce desired results

## Conclusion

The findings indicated an average employee performance of 53.2% at Iganga Municipal Council. Findings identified limited career development opportunities, inadequate compensation of employees, lack of job security, lack of proper infrastructure and resources to effectively carry out their duties, lack of employee recognition and appreciation for employees' hard work, and lack of necessary training and development opportunities to enhance their skills and become up-to-date as challenges affecting employee performance. The correlation between job instruction and employee performance was 0.428 with a significance value is 0.004. Therefore, there was a positive significant relationship between employee benefits and the local government performance of the Iganga Municipal Council.

## Recommendation

The Municipal Council should provide career development opportunities to employees which will enable employees to learn new skills and improve employee performance. The Municipal Council should adequately compensate its employees give them job security and provide proper infrastructure and resources to effectively carry out their duties diligently. The Municipal Council also should ensure employee recognition and appreciation for employees' hard work The Municipal Council should also provide necessary training and development opportunities to its employees to enhance their skills and become up-to-date on changes in the employment market. The organisation should also prepare refresher seminars for staff for team building and capacity building hence improving the working environment and employee performance

The Municipal Council also should encourage its employees to upgrade their academics for new knowledge and skills that improve employees' performance in their workplace.

## Acknowledgment

To all who helped me in conducting this study.

## List of Abbreviations

CVI	Content Validity Index
JIT	Job Instruction Training
IDHRAR	Iganga District Human Resource Assessment Report
IDM& EC	Iganga District Monitoring and Evaluation Committee
SPSS	Special Package for Social Sciences

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## Conflict of interest

The author had no conflict of interest.

## Author Biography

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