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Employee Training and The Adoption of E-Government in Local Governments in Uganda: A Case Study of Jinja Local Government

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Abstract: The purpose of this study was to establish the relationship between employee training and the adoption of e-government in Jinja local government. The study was guided by pragmatism as the research philosophy in which cross-sectional and case study research designs were embedded. The mixed research approach was employed with both quantitative and qualitative approaches given attention. As such, deductive and inductive research strategies were used. A total sample size of 200 respondents was drawn from a target population of 400 using Yamane (1967) formula for sample size determination. As such, stratified and purposive sampling techniques were mainly employed. This paper further provides detailed review of literature in tandem with the relationship between employee training and the adoption of e-government. The Pearson correlation results depicted was 0.509**. The P-value that was associated with this correlation was 0.000. The P-value of 0.000, was less than 0.01 which depicted that the observed correlation was statistically significant at 0.01 level. This correlation analysis depicted that there was a moderate positive statistically significant relationship between employee training and the adoption of E-government in Jinja local government. These findings thus implied that there was need for officials in the local government to continuously strengthen the training function in the area of information communication technologies (ICTs) in order to ensure the effective adoption of E-government in Jinja District local government since training was revealed to have a significant moderate positive relationship with the adoption of E-government in Jinja Local government.
We concluded that Employee Training significantly affected the adoption of e-government in Jinja local government ; The researchers vehemently recommended the need for continuous training of the Jinja District Local government staff in computer hardware and software as these would improve on their skills in those areas which would be very critical in helping the staff to undertake the E-government adoption tasks easily and also contribute to a positive attitude towards electronic work among the staff in Local governments in Uganda, the researchers further recommended the need for local government top officials to always consult with, and involve all the relevant the staff of the local governments on how ICTs hardware and software trainings would be conducted and as would always ensure fruitful trainings which would propel ensure efficiency and effectiveness among staff in using the e-government plat forms in Local Governments in Uganda.

Key Words: Employee Training, E-Government Adoption, Jinja Local Government, Uganda.

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1. Introduction

Employee training has been found to be very critical to the adoption of e-government(UN,2024).It should however, be recalled that the less developed states more so those in Africa south of the Sahara desert, have a

long way to go since their citizens are poor, illiterate both in school and technology related aspects ICT skills were so lacking and therefore the successful adoption of E-government compels organizations in these countries to invest quite well in their employees in terms of training to boost their capacity to use computers and computer led platforms to serve their clients well (Bwalya, 2010).

OECD (2003) established that in order for the developing states and their various organizations to have tangible positive results from their established or soon to be established digital platforms for service improvement, there was need for paying much attention to relevant ICT training in all relevant fields which would help to set the pace. UNPAN, (2010) supplemented stating that e-government needed well knowledgeable personnel at various levels of the organization. UNPAN (2001) recommended training in ICT technicalities was very pertinent before practical consideration of e-government, establishment, use and handling and the general servicing were found to very imperative in the e-government adoption drive if it was to make sense for any less developed state that aspired to make use of it.

In comparison with other local government in Eastern Uganda, Nanyomo (2019) who conducted a study on ICTs and the performance of staff in local governments in Uganda using a case study of Jinja district local government found in which it was revealed that though ICTs could improve the performance of staff, little or no ICT training, among the Jinja district local government staff members coupled with unstable internet connectivity hampered better staff performance with ICTs in use at that time.

Research Objective

To establish the relationship between Employee Training and the adoption of E-government in Jinja Local government.

Literature review

The world has constantly and continuously been changing day by day and as such, states and companies embedded needed to openly get used to the continuous alterations which manifest themselves in form of improved technologies coming to the market day by day which have proved to be very effective in trying to better the service delivery game in countries that earlier embraced them and even those that were starting (Gourdazi, 2003).

It should however, be recalled that the less developed states more so those in Africa south of the Sahara desert, have a long way to go since their citizens were poor, illiterate both in school and technology related aspects ICT skills were so lacking and therefore the successful adoption of E-government compels organizations in these countries to invest quite well in their employees in terms of training to boost their capacity to use computers and computer led platforms to serve their clients well (Bwalya, 2010).

The United Nations organization (2020), noted that African countries needed to immediately undertake digital changes especially in their working modalities and the business transactions at local, National and international levels as these would enable them to compete favorably with the rest of the world especially with the more developed states.

Supplementarily, the UN (2020) elaborated that African political and technical leaderships should tackle the issue of digital illiteracy among their natives as this was found to be a key impingement to the quest for e-government adoption success. In connection to the above, the United Nations also made it clear that electronic literacy when achieved by less developed states would be very paramount in helping them develop mobile government platforms and these should work effectively after putting that well-coordinated training ICT teams which would be guiding different organizations at all levels in these countries (UN, 2020).

OECD (2003) established that in order for the developing states and their various organizations to have tangible positive results from their established or soon to be established digital platforms for service improvement, there was need for paying much attention to relevant ICT training in all relevant fields which would help to set the pace. UNPAN, (2010) supplemented stating that e-government needed well knowledgeable personnel at various levels of the organization. UNPAN (2001) recommended training in ICT technicalities was very pertinent before practical consideration of e-government, establishment, use and handling and the general servicing were found to very imperative in the e-government adoption drive if it was to make sense for any less developed state that aspired to make use of it.

UNPAN (2010) highlighted on the potential to use digital platforms and other gadgets that facilitate their smooth operation and the connection services, networks as very important in the adoption of e-government emphasizing that skills development if not taken seriously, less developed countries were likely to continue lagging behind which would worsen the delivery of services to the citizens which has always been a recipe for political unrest in this part of the world.

Trained employees build competency which propels confidence in the way they do their work and therefore computer skills training was very fundamental since it could further help in improving openness, ease of access to services by the natives and other clients who could be tourists or even international business men and women and therefore managers should take it seriously (Wangari & Opiyo,2018).

Decenzo and Robbins (1988) supplemented that there has always been resistance to change in organizations and this resistance to change has further propelled by fear of the unknown yet this fear could ably be addressed through capacity building around the area in which change was being experienced so as to enable workers to develop a positive attitude towards the suggested change and therefore managers should deal with it with maximum attention.

Bwalya (2010), discovered and stated that the generally, the ability of the organization to compete favorably and be incomparable to others in the same domain of transacting could be realized if workers of the organization were exposed to the technicalities that substantiated and further supported the processes of using e-government platforms for service delivery. Additionally, Heeks and Bailur (2007) contended that the developed world has got a combination of states that have always ranked well in terms of world indices when it comes to use of digital platforms to better service provision advising that if less developed states that have just recently realized the relevancy of the digital drive could learn and practically do such establishments, then positive change would be realized in all sectors as the case has been in the developed world.

Wangari and Opiyo, (2018) conducted a study on human resource capacity and adoption of E-Government for improved service Delivery in, Kenya. Their findings exposed that human resource capacity has a significant influence on the adoption of E-government. However, the issue of human resource training to build the human capacity was not reflected in their study which posited a main gap in the area of e-government which my investigation sought to close by relating how employee training contributed to the adoption of E-government in Jinja local government in Uganda.

Enrique, Achmad, Tulus, and Ulung, (2017) conducted a study on whether government employees were adopting local e-government transformation? The need for having the right attitude, facilitating conditions and performance expectations". The results indicated that the intention to use E-government platforms was positively related to user/employees' positive attitude towards the E-government platform.

Divergently, Enrique, Achmad, Tulus and Ulung (2017) did not consider the key aspect of whether these employees or citizens were trained on how to use the established E-government platform or not yet training on matters of information communication system has been reliably found to be very crucial in developing countries since the governments in this part of the world have just realized the importance of E-government and thus are just starting serious projects to ensure adoption (OECD, 2000). This was one of the key gaps that my study tended to address by looking at how training of local government employees affected the adoption of E-government in Jinja local government.

Chellappa and Pavlou (2002) explained the issue of information and data security in which they contended that organizations should be in position to come up with information and data security strategies which are based on confidentiality, integrity and availability (CIA) but above all intimated about the relevancy of training of the workers of the organization in tandem with the developed data and information security strategy with controls into play.

Clarke (2016) highlighted the relevancy of employee soft skills in propelling employees careers and impacting positively on organizational growth denoting that any new project arrangements which requires employees to under training in order to achieve a competitive advantage over others, should be embedded with soft skills training as these help employees to give the organizational clients a good impression about the organization which is instrumental for organizational or entire business success.

2. Methodology

The study was based on pragmatism as the research philosopy, given the nature of his investigation which the chosen research philosophy was ably in position to compliment by enabling respondents to provide their experiences in line with computer hardware and software, the role central government among others in the adoption of e-government in Jinja local government.

The study applied both a cross sectional research design Patton, (2001) and a case study research design (DeVaus,2001). A research design in this study referred to a set of prerequisites for gathering and making sense of data in a way, which focused on adding importance to the objectives of research with economy in precaution (Einsienhardt, 1989).

Mixed research approach connoted to a key approach in research that usually involves the investigator collecting and making sense of data, combining the results and coming-up with deductions using a combination of qualitative and quantitative methods (Tashakkori & Creswell, 2007). Researchers have made it clear that the discipline of research was not limited to the old/ traditional ways of handling data collection but instead was directed by a systematic set of inquiry that underpins research activity (Creswell, 1994). Creswell (2013), established qualitative research approach enables the researcher to attain a deeper understanding of the phenomena being studied and as such, qualitative research was used to help the researcher to explain prevalent situation and then be able to relate it between the citizens and local government service delivery mechanisms, not forgetting the fact that the application of both qualitative and quantitative approaches since they both supported each other in the study.

The study employed both deductive and inductive research strategies were applied by the researcher. Cresswell and Plano provided that the deductive research strategy supported the quantitative research methodology. Additionally, since the inductive research strategy substantiated the qualitative research approach as stated by Cresswell and Plano (2007), the inductive research strategy was discovered to be very imperative too in this study given the fact that the study used a mixed research approach and the inductive strategy supplemented the qualitative part of the study.

A total number of 214 questionnaires were issued out for the quantitative side of the study which resulted into 83.1% response rate. The researcher further engaged in face to face interviews with senior administrators in which saturation was reached at 20 respondents.

Results

Table :1: Showing the Pearson Correlation Results between employee training and the adoption of E-government.

		Employee Training	**E-government adoption**
Employee Training	Pearson Correlation	1	.509**
	Sig. (2-tailed)		.000
	N	178	178
E-government adoption	Pearson Correlation	.509**	1
	Sig. (2-tailed)	.000	
	N	178	178
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Data, June, (2024).

The Pearson correlation results depicted in the table 1. above was 0.509**. The P-value that was associated with this correlation was 0.000. The P-value of 0.000, was less than 0.01 which depicted that the observed correlation was statistically significant at 0.01 level. This correlation analysis depicted that there was a moderate positive statistically significant relationship between employee training and the adoption of E-government in Jinja local government. These findings thus implied that there was need for officials in the local government to continuously strengthen the training function in the area of information communication technologies (ICTs) in order to ensure the effective adoption of E-government in Jinja District local government since training was

revealed to have a significant moderate positive relationship with the adoption of E-government in Jinja Local government.

3. Discussion of the results

The Pearson correlation results depicted in the table 1 above was 0.509**. The P-value that was associated with this correlation was 0.000. The P-value of 0.000, was less than 0.01 which depicted that the observed correlation was statistically significant at 0.01 level. This correlation analysis depicted that there was a moderate positive statistically significant relationship between employee training and the adoption of E-government in Jinja local government. These findings thus implied that there was need for officials in the local government to continuously strengthen the training function in the area of information communication technologies (ICTs) in order to ensure the effective adoption of E-government in Jinja District local government since training was revealed to have a significant moderate positive relation with the adoption of E-government in Jinja local government.

The findings under objective two were in line with OECD (2003) which established that in order for the developing states and their various organizations to have tangible positive results from their established or soon to be established digital platforms for service improvement, there was need for paying much attention to relevant ICT training in all relevant fields which would help to set the pace.

Connectedly, the findings were a true reflection of the critical success factor theory as postulated by (Daniel, 1961). It should be remembered that both quantitative and qualitative research findings depicted the relevancy of employee training in contributing to the successful adoption of e-government in local governments and this has been one of the crucial connotations of the critical success factor theory and it definitely implied that local governments should always plan and budget for refresher trainings for their employees in order to help in retooling them with crucial practical electronic skills that are instrumental in propelling their zeal in using the adopted e-government systems to render services to the public.

UNPAN, (2010) supplemented stating that e-government needed well knowledgeable personnel at various levels of the organization. UNPAN (2001) recommended training in ICT technicalities was very pertinent before practical consideration of e-government, establishment, use and handling and the general servicing were found to very imperative in the e-government adoption drive if it was to make sense for any less developed state that aspired to make use of it.

UNPAN (2010) highlighted on the potential to use digital platforms and other gadgets that facilitate their smooth operation and the connection services, networks as very important in the adoption of e-government emphasizing that skills development if not taken seriously, less developed countries were likely to continue lagging behind which would worsen the delivery of services to the citizens which has always been a recipe for political unrest in this part of the world.

The United Nations organization (2020), noted that African countries needed to immediately undertake digital changes especially in their working modalities and the business transactions at local, National and international levels as these would enable them to compete favorably with the rest of the world especially with the more developed states. Supplementarily, the UN (2020) elaborated that African political and technical leaderships should tackle the issue of digital illiteracy among their natives as this was found to be a key impingement to the quest for e-government adoption success.

Additionally, trained employees build competency which propels confidence in the way they do their work and therefore computer skills training was very fundamental since it could further help in improving openness, ease of access to services by the natives and other clients who could be tourists or even international business men and women and therefore managers should take it seriously (Wangari & Opiyo,2018).

Relatedly, in tandem with the results, Decenzo and Robbins (1988) supplemented that there has always been resistance to change in organizations and this resistance to change has further propelled by fear of the unknown yet this fear could ably be addressed through capacity building around the area in which change was being experienced so as to enable workers to develop a positive attitude towards the suggested change and therefore

managers should deal with it with maximum attention and training of staff in the ever turbulent ICT hardware and softwares would be the bottom-line.

Connectedly, the issue of digital illiteracy which the UN (2020) highlighted on was further found to be worsened by inadequate training in ICT hardware and software, where all respondents (20) agreed as quoted below;

"Yes, *we get training in line with ICT hardware and software especially when the new e-government system has just been brought or introduced. You know that training helps in capacity building by enhancing the competency of staff especially when it comes to ICT hardware and software, but the challenge was that the training has been in most cases limited , sometimes only for the senior staff which the Ministry of ICTs and National guidance call the senior staff for some training in Kampala and some times that of public service whom they assume that after learning, they will train their juniors but remember, the senior staff are always busy, ok they also train us on the basis of what they were trained but there were still gaps in the training which should at least be done continuously.(Field Data,2024).*

This implied that serious employee training contributes relevantly to e-government adoption by building capacity of staff through enhanced competency.

In connection to the above, the United Nations also made it clear that electronic literacy when achieved by less developed states would be very paramount in helping them develop mobile government platforms and these should work effectively after putting that well-coordinated training ICT teams which would be guiding different organizations at all levels in these countries (UN, 2020).

Gourdazi (2003) noted that the world has constantly and continuously been changing day by day and as such, states and companies embedded needed to openly get used to the continuous alterations which manifest themselves in form of improved technologies coming to the market day by day which have proved to be very effective in trying to better the service delivery game in countries that earlier embraced them and even those that were starting (Gourdazi, 2003). Bwalya (2010) reminded us that it should however, be recalled that the less developed states more so those in Africa south of the Sahara desert, have a long way to go since their citizens were poor, illiterate both in school and technology related aspects ICT skills were so lacking and therefore the successful adoption of E-government compels organizations in these countries to invest quite well in their employees in terms of training to boost their capacity to use computers and computer led platforms to serve their clients well (Bwalya, 2010).

Connectedly, Sahin and Sari (2011) exposed that trained employee build competency which propels confidence in the way they do their work and therefore computer skills training was very fundamental since it could further help in improving openness, ease of access to services by the natives and other clients who could be tourists or even international business men and women and therefore managers should take it seriously (Sahin &Sari,2011).

Azar (2000), discovered and stated that generally, the ability of the organization to compete favorably and be incomparable to others in the same domain of transacting could be realized if workers of the organization were exposed to the technicalities that substantiated and further supported the processes of using e-government platforms for service delivery.

Additionally, Heeks (2007) contended that the developed world has got a combination of states that have always ranked well in terms of world indices when it comes to use of digital platforms to better service provision advising that if less developed states that have just recently realized the relevancy of the digital drive could learn and practically do such establishments, then positive change would be realized in all sectors as the case has been in the developed world concluding that training of staff in matters of ICTs for preparation for E-government related tasks should be given adequate attention.

4. Conclusion

The results for the the Pearson correlation analysis depicted 0.509**. The P-value that was associated with this correlation was 0.000. The P-value of 0.000, was less than 0.01 which depicted that the observed correlation was statistically significant at 0.01 level. These Pearson correlation analysis results thus depicted that there was a moderate positive relationship between employee training and the adoption of E-government in Jinja local government. These findings thus implied that there was need for officials in the local government to

continuously strengthen the training function in the area of information communication technologies (ICTs) (hard ware and software) in order to ensure the effective adoption of E-government in Jinja District local government since training was revealed to have a significant moderate positive relationship with the adoption of E-government in Jinja local government.

5. Recommendations

The researchers vehemently recommended the need for continuous training of the Jinja District Local government staff in computer hardware and software as these would improve on their skills in those areas which would be very critical in helping the staff to undertake the E-government adoption tasks easily and also contribute to a positive attitude towards electronic work among the staff in Local governments in Uganda.

Relatedly, the researcher further recommended the need for local government top officials to always consult with, and involve all the relevant the staff of the local governments on how ICTs hardware and software trainings would be conducted and as this would always ensure fruitful trainings which would propel and ensure efficiency and effectiveness among staff in using the e-government plat forms in Local Governments in Uganda.

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