_____***Original Research***_____

THE EFFECTIVENESS OF TRAINING ON EMPLOYEES PERFORMANCE IN LOCAL GOVERNMENT AUTHORITIES, A CASE OF ARUSHA DISTRICT COUNCIL

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Abstract

Organisations in the world including Arusha District Council spends a considerable amount of funding for training employees. The initiative, however, leads to a challenge to account on whether the money spent is worth the performance observed. In this regard, the study intended to assess the effectiveness of training on employee's performance in local government authorities with reference to Arusha District Council. The study used an explanatory research design while incorporating qualitative and quantitative approaches. The study used the sample size of 359 respondents which comprising of Head of Departments, Supervisors and Ordinary Employees extracted from the study population with the aid of Yamane Formula.Additionally, the study approached the sample population through simple random sampling for ordinary employees while purposive sampling was employed for District Executive Director, supervisors and heads of department. The study collected primarydata through questionnaires and interview guide and secondary data were collected through documentary review. Data was analysed through content analysis for qualitative data and quantitative data were analysed by using descriptive statistical analysis by the aid of SPSS 21 version. The findings of the study were presented in tables using percentages and frequencies. Throughout the process the ethical issues were observed. The study found that methods of training mostly used at Arusha District Council (ADC) were sufficient to allow effective training to be implemented. Also, the study found that the materials and methods used training at Arusha DC address employee training needs. Finally, it was found that that training evaluation mechanism provided in has contributed to performance improvement.The study recommends the necessity of conducting effective Training Needs Assessment (TNA) by Head of Departments and Supervisors for training methodology, materials and assessment criteria to be relevant and effective to the employees and all stakeholders at Arusha District Council.

1. Introduction

Employees are the backbone of the organization. The accomplishments or issues experienced by the organization are contingent to the performance of its employees (Mwema&Gachunga, 2014). Therefore, it is vital for organizational leaders to recognize the importance of training and development in employee performance and evaluation (Rodrick, 2018).Most organizations in Tanzania regard the adoption of training and development programmes amongst employees as cost, however generally firms must now meet the changing business environment by adopting rapid technological changes, improving product and service quality and boosting productivity to stay competitive. Thus, training employees is something organizations cannot do without (Caldwell, 2016).

The challenge is whether training is conducted effectively. Effective training however can enhance the quality of the employees' work because understanding the process of work can increase the quantity of work being done as employees can be in a position to resolve work related problems. Such preparedness can reduce the need for close supervision amongst employees. In addition to creating confidence, flexibility, high morale, group cohesiveness, job satisfaction and low turnover rate primarily because all the employees play their part (Kurup et al, 2017).

Nevertheless, many of the work organization implementing training policy are overwhelmed with many problems associated with training. Supervisors and experienced employees for example may not have the requisite skills for training other employees.

In deed there are cases where supervisors or managers are promoted because they were good at performing or managing their own work, but without the skills, let alone to ability to coach new employees. As the entire concept of training is to convey the job knowledge of the trainer to the new

employee in a real-life setting, trainers need to have good work practices and a strong desire to be trainers (Boyer, 2010).

Therefore this created knowledge 'gap' which establishes the ground to investigate further the effectiveness of employees' training on the performance of local government authorities' case study being Arusha District council in Arusha region.

2. Literature Review
2.1 Training and employee Performance
The training function is mainly responsible for employee performance (Asim, 2013). Performance can be demonstrated in the improvement of production, easiness in utilizing new technology, or being a highly motivated individual (Nassazi, 2013). As organizational leaders strive to achieve higher levels of employee performance, they should establish goals and standards, which performance can be measured against. Lastly, training stimulates employees' performance by improving knowledge, skills, attitude, abilities, competencies, and behaviors of individuals, while reducing complaints, absenteeism, and turnovers; as well as enhancing productivity and developing the capabilities necessary to achieve predetermined outcomes, goals, and objectives (Elnaga& Imran, 2013).

2.2. Human capital investment Model
The Human Capital Theory was proposed by (Schultz, 1961). It was then developed extensively by (Becker, 1964). The theory considers humans in terms of development and training costs, as "investment in people is considered to be a form of capital and that performance can be measured as a return on investment" (Becker, 1964). In this regard learning is based on the deficit model, that is, the gap between the behaviour of employees and the set standards. In other words, learning is needed where employees' performance capabilities are insufficient enough to cope with their job performance demands as expressed in their job descriptions. The theory is relevant to the study as it accounts the need of organizations to value human resource through effectiveness training and development. Indeed an organization needs to invest in human resource training to realize returns determined by employee performance.

2 3 Empirical Literature Review
2.3.1 Effectiveness of Training Need Assessment on employee's performance
Falola et al., (2014) explored and identified the training needs for the banking staff in the Nigerian banking industry. The study shows how workers can improve their productivity through undergoing training needs assessment prior training.
Yousif et al, (2019) established that, investment in training of Academic Teaching Staff can achieve better employees' performance.Worku (2018) established that, management training need assessment was fundamental in the performance of employees in their organization. The study was conducted in the Addis Ababa and revealed the notion that employees' training needs was effective since it enhance performance in telecom industries, where it is possible that, the training need assessment program was adequately conducted.

2.3.2 Effectiveness of training methodology on employees performance

Sadowski and Cantrell (2018) found that many organisations are now striving to utilise customizable employee work experience to improve their productivity and performances. The study also came up with four customization approaches: manageable, scalable, reliable and just. The conclusion was made that; training of the workforce in a customization context can make the workforce productive and thus improve their performance and that of whole organisation. The study conducted by Lo et al, (2017) examined the impact of mentoring on employee performance. The study established that, there was a positive relationship between methodology used in training and all dimensions of job satisfaction such as co-workers, the job itself, promotion and supervisorial links. The study established a foundation for the study of job satisfaction and methodologies used in training. Kalangi, (2015) established that, effectiveness and systematic implementation of training techniques assist workers to become more productive in the local government authorities though there was no a specific approach/methods followed in as far as training and development was concerned at Dodoma Municipal Council.

2.2.3 Effectiveness of training evaluation mechanism on employees' performance

Kalargyrou (2015) found that, the training competencies evaluation areas such as teamwork, inspiration-motivation, creativity, mentoring, keeping current records, pro-activeness, active listening, staying healthy training measurement, consistency, and love and passion for the profession were imperative in effectiveness training and employees' performance. Training evaluation is an important element in enhancing the quality of work and employees performance (Shaout&Yousif, 2014). It is one of the most applied techniques organizational leaders use in the workplace (Long, Kowang, Ismail, &Rasid, 2013). According to Kirovska and Qoku (2014), it is a formal, structured system of assessing the characteristics of employee behavior in regards to performance. It is a process that examines particular performance objectives over a period of time. Commonly, organizational leaders assess employee performance quarterly or annually (Shaout&Yousif, 2014).

3. Methodology

This study was conducted at Arusha District Council which was mainly chosen due data availability related to local government authorities and easy data accessibility to the researcher. The study used an explanatory research design while incorporating qualitative and quantitative approaches. The design was chosen based on the nature of the study as it enhances analysis of the cause and effect. The study used the sample size of 359 respondents which comprising of Head of Departments, Supervisors and Ordinary Employees extracted from the study population with the aid of Yamane Formula. This sample size was noted sufficient for the study.Furthermore, on sampling design, the study approached the sample population through simple random sampling for ordinary employees while purposive sampling was employed for District Executive Director, supervisors and heads of department.

The study collected primary data through questionnaires and interview guide and secondary data were collected through documentary review. Data were analysed through content analysis for qualitative data and quantitative data were analysed by using descriptive statistical analysis by the aid of SPSS 21 version. The findings of the study were presented in tables using percentages and frequencies.

4. Findings and discusions

4.1 Demographic Characteristics of the Respondents

Demographic characteristics like education level, working expereinece, gender and age were considered in this paper as presented in table one.

Table 4.1: Demographic characteristics Table 1 of the respondents (n = 359)

Variable	Characteristic	Frequency	Percent
Education			
	Certificate	36	10.02
	Diploma	107	29.80
	Bachelor Degree	195	54.31
	Masters' Degree	20	5.57
	PhD	1	0.27
Experience			
	1-4	59	16.43
	5-9	113	31.47
	10-14	127	35.83
	15 and Above	60	16.71
Gender			
	Male	209	58.21
	Female	150	41.78
Age			
	20-29	109	30.36
	30-39	129	35.93
	40-49	89	24.79
	50-59	24	6.68
	60 and Above	8	2.22

Source, Field data (2021)

4.2 Guideline for Training needs assessment on employees' performance at Arusha DC

The finding indicated that the respondents agreed with a mean of 3.43 and standard deviation of 1.257 that methods for training used mostly at Arusha DC sufficient to allow effective training. The results also indicate that the respondents agreed with a mean of 4.08 and standard deviation of 1.119 that training assessment methods used at Arusha DC are effective.The findings also indicates that the respondents agreed with a mean of 4.23 and standard deviation of 1.185 that training duration used most of the time in Arusha DC related to training inputs. Moreover, the respondents agreed with a mean of 3.69 and standard deviation of 1.068 that a trainer assesses the trainees at every stage of the training. In addition, the respondents agreed with a mean of 4.18 and standard deviation of 1.094 that training assessment methods used at Arusha DC to reflect the changes occurring with time.

Data from Interview showed that,TNAs become an essential tool to identify staff requiring training and also implementing training programme effectively. One of HoDs said that;

Here in Arusha DC conducting TNA is very important because it help to identify need. We practice it by asking employees the challenges they face in performing their daily activities/works. We also conduct performance appraisal to identify performance gap so as to address the problem identified when there is a budget (Interview, September 2021).

4.3 The effectiveness of training methodology on employee's performance at Arusha DC

The findings indicated that the respondents agreed with a mean of 3.99 and standard deviation of 1.319 that the materials and methods used training at Arusha DC address employee training needs. It also indicates that the respondents agreed with a mean of 3.49 and standard deviation of 1.408 that, training methods and materials used in Arusha DC are reviewed regularly to respond to environmental changes.Moreover, the results indicate that the respondents agreed with a mean of 4.02 and standard deviation of 1.200 that employees are involved in designing methods used in the training at Arusha DC.Futher more the findings indicated that the respondents agreed with a mean of 3.96 and standard deviation of 1.330 that training materials and methods used meet the standard required when you compare with other organisations. In addition, the findings indicated that the respondents agreed with a mean of 3.47 and standard deviation of 1.273 that the material and methods used training at your organization enhance performance.

Data from interview reveal that; all head of departments during interview expressed that through performance reports they were able to identify knowledge gap.

There are different methods and techniques questionnaires and quarterly reports on the plan, prepared by the Head of Department with collaboration of Human Resource department (Interview, September, 2021)

It further found that some of HOD did not know which methods were used to identify the need for training as expressed in the following quotation.

I do not know whether we actually follow any technique, all I know is that we base training on needs, if training is needed we conduct it. So, specifying the needs is decided based on supervisors who make judgments and proposals and the final decisions are made by the senior management committees (Interview, September, 2021).

4.4 The effectiveness of training evaluation mechanism on the performance of employees at Arusha DC.

Table 4.3.3 indicates that the respondents agreed with a mean of 4.05 and standard deviation of 1.319 that training evaluation mechanism provided in has contributed to performance improvement. It also that the respondents agreed with a mean of 4.02 and standard deviation of 1.271 that process evaluation provided at Arusha DC is relevant to the job skills.The results also indicate that the respondents agreed with a mean of 3.73 and standard deviation of 1.302 that training purpose evaluation identification provided at Arusha DC increases performance. Furthermore, the Table indicates that the respondents agreed with a mean of 4.01 and standard deviation of 1.031 that training performance is evaluated sufficiently to assess the expectation of training.

It was noticed that the evaluation is *outdated or old;* two participants explained that the evaluation methods are quite old and not up to standards, they have explained that there is a need for job analysis and evaluation to be conducted.One of participants expressed that:

I would say that the traditional ways of evaluation that is questionnaires or interviews are old, we need to start using group discussions, between management and employees, this methods are best although not frequently used In Local Government authorities (Interview, 2021)

5. Discussions

5.1 Guideline for Training Needs Assessment on employees' performance

The study findings revealed that respondents agreed with a mean score of 3.43 and standard deviation of 1.257 that methods of training mostly used at Arusha District Council (ADC) were sufficient to allow effective training to be implemented. This was largely evidently when most of the respondents agreed that training duration used in the organization was related to training inputs as it portrayed by average score of 4.23 and standard deviation of 1.185. These facts imply that at Arusha District Council (ADC) Training Needs Assessment was conducted effectively to determine actual training needs of the workers. The study findings were similar to the provisions and results of the study conducted by Mwenda (2018) on the study concern contribution of employee training to the performance of local government authorities in Tanzania. Also the findings of the study confers with the results of the studies conducted by Lusato (2013), Okere (2014), Amadi (2014), Kulaba (2019) and Abuelhassan at el., (2018) on the role of training needs assessment towards effectiveness of training programs at Tanzania Institute of Education, University of Dodoma and local government authorities in Tanzania respectively.

5.2 Effectiveness of training methodology on employees' performance

Study findings revealed that most of the respondents were not satisfied with the materials and methods used in training at Arusha District Council with the average score of 3.47 which was equivalent to the standard deviation of 1.273. The findings of the study showed that respondents agreed on the notion of being involved in the designing of the methods to be used in the training with the mean score of 4.02 and standard deviation of 1.2.

The findings of the study aligned with the findings of the previous studies concern training methodologies as conducted by Ngatunga (2020), Ngowi (2020), Alman at el., (2020), Simamara et al., (2019) and Campos at el., (2017) on the position of training methodology towards attainment of effectiveness in training to boost workers' performance. The findings stressed much on the way to improve training methodology for training programs to bring meaning to the working organization respectively at Arusha District Council.

5.3 Effectiveness of training evaluation mechanism on the performance of employee's

The findings of the study revealed that training evaluation mechanism used at Arusha District Council contributed to the performance improvement of workers as indicated by mean score of 4.05 and standard deviation of 1.129. For evaluation mechanism to be reliable it was necessary for management at Arusha District Council to improve the training methodology and materials used in training. On the other hand the findings of the study revealed that respondents at Arusha District Council disagreed with the statement that training purpose evaluation identification provided at Arusha District Council increased performance of workers.

Findings of the study aligned with the findings of the previous studies conducted by Steers at el., (2017), Bendickson at el., (2017), Jan at el., (2021) and Assen (2021) on the training evaluation mechanisms used by various organizations for the purpose of bringing meaning to the training programs and improving worker's performance.

6. Conclusion and Recommendations

6.1 Conclusion

Based on the findings for the research objective presented, analysed and discussed in this research work, the study concludes that training programmes at Arusha District Council are effective and thus contribute

to employees' performance. Categorically, the study concludes that the use of good training methods enhances effective training and thus employee performance. Furthermore, it is concluded that addressing employees' training needs is vital for effective performance of an organisation. Finally, for training to be effective, organisations need to utilise evaluation mechanisms as such is a proven approach for an improved performance.

6.2 Recommendation

First, the management should improve the training programmes offered especially the use of study tours so that employees can learn how other Organization operates their day to day activities. Second, Training facilities should be improved and used according to the nature of employees and nature of the training programme conducted. This will help trainees to easily understand what they are taught hence it will facilitate effective transfer of the skills and knowledge to their working environment. Thirdly, the management should seek for enough funds which support the whole training process and after the training to provide enough facilities which the employees can use to transfer the knowledge and skills acquired from the training.

Lastly, Employees should be involved in the planning of training programmes. Their involvement may bring about innovation in the programmes and reduce their resistance in attending programmes which they think are not valuable to them.