

**EFFECTIVENESS OF TRAINING AND DEVELOPMENT OF PUBLIC SERVANTS IN
IMPROVING SERVICE DELIVERY IN PUBLIC OFFICES IN TANZANIA: A CASE OF
BUKOKA MUNICIPAL COUNCIL**

Prof. William Tieng'o (PhD),

Institute of Accountancy Arusha,

Main Campus - Arusha

P.O.Box 2798,

Njiro Hill,

Arusha - Tanzania.

williamtiengo33@gmail.com

Lydia Leonard,

Department of Business

Management, Institute of

Accountancy Arusha, Tanzania.

Main Campus - Arusha

P.O.Box 2798,

Njiro Hill,

Arusha - Tanzania.

leonardlydia22@gmail.com

** Corresponding Author*

ABSTRACT

Since the introduction of training and development in public offices in Tanzania, there was a belief it would solve challenges that exist in service delivery to clients. Unfortunately, the strategy does not seem to meet the expectations of the clients as there are significant challenges that have been identified such as dissatisfaction of customers with services offered in public offices, poor quality of services delivered, and high cost of services provided in public offices. Therefore, this study aimed to examine the effectiveness of training and development to public servants in improving service delivery in public offices, using Bukoba Municipal Council as a case study. The study was conducted at the headquarters and some of extension offices of the Bukoba Municipal Council. An explanatory study design and a mixed research approach was used in this study. The study population included Heads of Departments and Units, Health Secretary, Heads of Schools (Secondary Schools), Head Teachers (Primary Schools), Human Resource Officers, Ward Executives, Medical Officers in-charge of Health Centres and Dispensaries, and some of the employees who attended short and long-term trainings in the past three years in the Bukoba Municipal Council. The sample size was 70 who were selected using purposive and convenience sampling techniques. The questionnaire and interview discussions were used to collect data. Descriptive statistics was used to analyse quantitative data and Content analysis was used to analyse the qualitative data collected from participants to decode their meaning. Findings from this study reported that, training and development to public servants was effective in improving service delivery in Bukoba Municipal Council. The study also recommends that public sectors should invest substantial amount of their budget for training and development programs as they hold important aspects on performance and services delivery through improved employee behaviour, attitude, knowledge and skills.

Key words: Training, Development, Service Delivery, Organizational Productivity, Performance

1.0 Introduction

The current increasing of clients' demands and needs have a bearing on public organizations shift from stressing on employee performance towards quality services delivery to the clients (Stone, Cox and Gavin 2020). Hence, in the light of the aforementioned supposition, public organizations that invest in its human resources to tough training so that the staff can acquire necessary needed skills, competency, and capabilities will increase a competitive advantage over others; and enhance, client's satisfaction with the quality of products and services delivered

Chhabra (2015) argues that, Training and Development plays a vital role in organization development and service delivery as it helps to enhance continuous improvement and competence of the employees to meet the current and future performances. Moreover, due to the value of employees in an organization, training and development promote competitive advantage at any level: individual, organizational, and society. In addition, training and development to individual or employee contributes to the overall growth of the employee and the organization which enhances services delivery and the overall increase of organizational performance.

The emphasis on Training and development is traced back in the past decades especially after the Second World War where organization came to realize that, without training and development, organizations cannot achieve intended vision. It is during this period where organizations started emphasizing on training and development of staffs. In the United States, organizations started giving training to their employee during the 1910s where some corporations such as General Electric, Westinghouse, and International Harvester were having factory schools to train their employees in order to develop their technical skills as they realized the importance of training and development. However, few researchers disagree on the significant role of training and development on the success of organization simply because it involves huge cost that may affect prioritization. Stone, Cox and Gavin (2020)emphasizes that, training plays significant role in achieving organizational objectives by keeping in view the interest of employees and organization. Henceforth, in order to achieve the organizational goals in effective delivery of quality services, employee training and development cannot be neglected. In addition, evidence show that, continuous training and development of human resource is very crucial and vital because training and development are very important in a world where technological advancement is very rapid and is very important for any organization's success (Younas et al., 2018). Training includes 'soft' skills such as software training, management training. Contrary to development which focuses upon the activities that enhances employee skills for future. Moreover, employee development is a long-term process that comprises, mentoring, succession planning, coaching and other aspects (Ahmad et al., 2014; Kuruppu et al., 2021).

However, training and development and how they impact the service delivery in public offices in Tanzania, specifically in Bukoba Municipal Council have not received a significant attention from the researchers. Therefore, this research investigated this area of study so as to uncover the existing complex relationships between training and development with service delivery in public offices in Tanzania, specifically in Bukoba Municipal Council.

2.0 Literature Review

Karim et al. (2019) investigated on the impact of training and development on employees' performance and service delivery in India. The study found out that employees are aware about training; employees are motivated through training; and training and development results into higher performance in services delivery. Moreover, the same study reported that, continuous process of training and development helps employees to develop skills, knowledge, and abilities that helps in services delivery especially in preventing delays, reducing waiting time, ensuring access and availability of services to the clients. Similarly, Ezigbo (2011) conducted a study based on the effect of training and development in service delivery in Nigeria. Findings from this study reported a positive relationship between training and development with service delivery. Training and development enhance and capacitate employees to be capable and competent to face uncertainties and take timely and effective decision, to maintain a competitive edge in the market. Moreover, the same study reported that, effective training is of immense value to organizations as vital in capacity development, for the individual and organizational levels, as such influencing organizational performance.

Bibi et al. (2018) explored on the impacts of training and development and supervisor support on employees retention in academic institutions in Pakistan. The results revealed that training and development and the support of the supervisors had a significant relationship with the retention of employees and services delivery. Similarly, the results also revealed that the work environment moderated the relationship between training and development, supervisors support, and employees' retention, which in turn lead to clients' satisfaction, reducing delays and accessibility of services. Sung and Choi (2018) supports the above argument that, increased funding in training reduces the chances of an organization closing down and enhances service delivery to clients. For smaller organizations, informal workers training had an impact whereas for larger organizations, training of informal workers. Employees' motivation and positive outlook are evidence-based benefits from training noted.

A study was done in Tanzania by Mwansisya et al. (2022) based on the impact of training on self-reported performance in reproductive, maternal, and newborn health service delivery among healthcare workers in Tanzania. This study revealed that the training and onsite clinical mentorship to have significant positive changes in self-reported performance in a wide range of reproductive, maternal, and newborn health services especially on intra-operative care, leadership skills. Similarly, Licombe (2018) revealed that periodic training and development programs to staff has a direct contribution to increased productivity and effective service delivery to the clients. Moreover, the results show that training bridges the gap between the job requirements and skills needed to perform the duties outlined in the job requirements and hence increase performance. Generally, the findings of the study indicate the role training and development can have to improve employee's performance through skills development that is necessary for employees to execute their duties.

3.0 Methodology

This study was done in Bukoba Municipal Council employing a qualitative research approach and an explanatory research design. The Study Population was 87, comprised of Fourteen (14) Heads of Departments and units, one (1) Health Secretary, thirty-one (31) Employees (who attended short- and long-term trainings in the past three years), Eight (8) Ward Executives, and Two (2) Human Resource Officers. Also, Eleven (11) Heads of Schools (Secondary Schools), Fourteen (14) Head Teachers (Primary Schools) and Six (6) Medical Officers in-charge of Health Centres and Dispensaries in Bukoba Municipal Council (Bukoba Municipal Council Seniority List, 2021/2022). The purposive sampling technique was used to select study participants, whereas the interview guide was used as a tool for data collection.

After collection, data were processed and analysed. The analysis was based on the statement of the problem, research objectives and research questions. Content analysis was used to analyse information collected from individual interviews to get an interpretation of their meaning. Content analysis was applied due to the fact that it is the best qualitative analysis to establish themes for analysis using content collected from the individual interviews.

4.0 Findings

Findings from this study reported that, training and development indicators plays a crucial role in enhancing effective service delivery in many aspects. The indicators that were presented by a majority of respondents include; Knowledge empowerment, acquisition of right attitude, enhanced motivation, acquisition of problem-solving skills, and effective decision-making skills. This implied that, the training and development for employees in Bukoba Municipal council was effective in improving the quality-of-service delivery.

In terms of Knowledge empowerment, one participant who asserted that;

“... Personally, I coincide with the significant contribution of training and development in services delivery. You know, training and development i received from Bukoba Municipal Council has played a vital role in empowering me with excellent knowledge on caring the clients during service delivery. Moreover, it has equipped me with a wide variety of technical skills such as Microsoft office capabilities that help me to provide quality services to my clients ...” (Respondent – 1)

Moreover, another study participant added on acquisition of right attitude that,

“... You know, training and development is very important among employees, particularly here in Bukoba Municipal council. Considering my experiences, the training I received has helped me to gain the right attitude always as I perform my duties of services delivery. Moreover, it has equipped me with budgeting skills that helps to formulate effective budgets for rendering quality services to my clients ...” (Respondent – 3)

In addition to that, other study participants emphasized on role of training and development on employee motivation and assisting organizations to solve staff problems. This was reported by one study participant who said,

“... Training and development for me has played a vital role towards the way I deliver the services to the clients. Because, I am very highly motivated to preform my task because I have received training program recently, hence my love for work has increased significantly which plays a positive role in ensuring that I deliver serviced that are of good quality to my clients in Bukoba ...” (Respondent – 2)

Furthermore, another study participant added on acquisition of effective problem-solving skills that;

“... I agree with the notion that training and development plays a crucial role towards effective service delivery. I believe that, employees who have received training particularly in problem solving skills always help the organization to find solutions for problems encountered by the employees ...” (Respondent – 5)

Lastly, other study participants emphasized on the role of training and development indicators such as effective decision making, innovation, staff retention and data analysis expertise on effective service delivery. This was reported by study participants who said that,

“... It is true that, training and development plays a potential role towards services delivery. Based on my own experience, the training and development have helped me to make effective decisions to innovate the best way for arranging and retrieving client files when delivering services, which has played a crucial role towards client’s satisfaction and saving time needed to receive the services (Respondent – 6)

4.1 Discussion

In a nutshell, findings from this study reveals that, the training and development programs were effective in improving services delivery in Bukoba Municipal council as reported by the majority of study participants who were leaders, managers, head of departments and ordinary staffs. These findings are similar to the study of Bibi et al. (2018)who revealed that training and development and the support of the supervisors had a significant relationship with the retention of employees and services delivery. Similarly, the results also revealed that the work environment moderated the relationship between training and development, supervisors support, and employees' retention, which in turn lead to clients’ satisfaction, reducing delays and accessibility of services. Sung and Choi (2018) supports the above argument that, increased funding in training reduces the chances of an organization closing down and enhances service delivery to clients. For smaller organizations, informal workers training had an impact whereas for larger organizations, training of informal workers. Employees’ motivation and positive outlook are evidence-based benefits from training noted.

Karim et al. (2019) found out that employees are aware about training; employees are motivated through training; and training and development results into higher performance in services delivery. Moreover, the same study reported that, continuous process of training and development helps employees to develop skills, knowledge, and abilities that helps in services delivery especially in preventing delays, reducing waiting time, ensuring access and availability of services to the clients. Similarly, Ezigbo (2011) reported a positive relationship between training and

development with service delivery. Training and development enhance and capacitate employees to be capable and competent to face uncertainties and take timely and effective decision, to maintain a competitive edge in the market. Moreover, the same study reported that, effective training is of immense value to organizations as vital in capacity development, for the individual and organizational levels, as such influencing organizational performance.

5.0 Conclusion and Recommendations

The study results show that there is a strong optimistic relation among training and development of employees on services delivery. It is evident from the above results that employees who receive training and development programs are more confident to handle higher responsibilities. Majority of employees find training and development beneficial for their performance and training and development is positively and significantly impacting the job performance and productivity of its employees. Moreover, Training and Development is an important aspect of human resource management. It is important for organization to get skilled and capable employees for better services delivery, and employees will be than competent when they have the knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization.

In light with the reviewed material for this study the cost of not implementing training and development programs is much bigger than to implement training and development programs. Hence training and staff development is very important factor to ensure effective performance in the public offices in Tanzania. Public sectors should possess training and development policy and implement Training and development programs as a result of the Training Need Assessment. The study also recommends that public sectors should invest substantial amount of their budget for training and development programs as they hold important aspects on performance and services delivery through improved employee behaviour, attitude, knowledge and skills.

REFERENCES

- Ahmad, N., Iqbal, N., Mir, M. S., Haider, Z., & Hamad, N. (2014). Impact of Training and Development on the Employ Performance : A Case Study from Different Banking Sectors of North Punjab. *Nigerian Chapter of Arabian Journal of Business and Management Review*, 2(4), 19–24. <https://doi.org/10.12816/0011581>
- Bibi, P., Ahmad, A., & Majid, A. H. A. (2018). The impact of training and development and supervisor support on employees retention in academic institutions: The moderating role of work environment. *Gadjah Mada International Journal of Business*, 20(1), 113–131. <https://search.informit.org/doi/10.3316/informit.569509524542345>
- Chhabra, B. (2015). Person–job fit: Mediating role of job satisfaction & organizational commitment. *The Indian Journal of Industrial Relations*, 638–651. <https://www.jstor.org/stable/24547010>
- Ezigbo, C. A. (2011). Advanced management theory and applications. *Enugu: Immaculate Publications Limited*. <http://www.ijrdo.org/index.php/ams/article/view/3378/2652>
- Karim, M. M., Choudhury, M. M., & Latif, W. Bin. (2019). The impact of training and development on employees' performance: An analysis of quantitative data. *Noble International Journal of Business and Management Research*, 3(2), 25–33. <https://napublisher.org/pdf-files/NIJBMR-517-25-33.pdf>
- Kuruppu, C. L., Kavirathne, C. S., & Karunarathna, N. (2021). The impact of training on employee performance in a selected apparel sector organization in Sri Lanka. *Global Journal of Management And Business Research*. https://www.researchgate.net/profile/Chalani-Kuruppu/publication/349676889_The_Impact_of_Training_on_Employee_Performance_in_a_Selected_Apparel_Sector_Organization_in_Sri_Lanka/links/61b449951d88475981df40a1/The-Impact-of-Training-on-Employee-Performance-
- Licombe, L. (2018). *“Examining the Impact of Training and Development on Employees Performance in Public Sector: A case of Tanzania Telecommunication Company Limited (TTCL)”*. <http://repository.out.ac.tz/2186/1/LUCY - Dissertation Final-05-02-2018.pdf>
- Mwansisya, T., Mbekenga, C., Isangula, K., Mwashia, L., Mbelwa, S., Lyimo, M., Kisaka, L., Mathias, V., Pallangyo, E., Edwards, G., Mantel, M., Konteh, S., Rutachunzibwa, T., Mrema, S., Kidanto, H., & Temmerman, M. (2022). The impact of training on self-reported performance in reproductive, maternal, and newborn health service delivery among healthcare workers in Tanzania: a baseline- and endline-survey. *Reproductive Health*, 19(1), 143. <https://doi.org/10.1186/s12978-022-01452->
- Stone, R. J., Cox, A., & Gavin, M. (2020). *Human resource management*. John Wiley & Sons. <https://books.google.com/books>
- Sung, S. Y., & Choi, J. N. (2018). Effects of training and development on employee outcomes and firm innovative performance: Moderating roles of voluntary participation and evaluation. *Human*

Resource Management, 57(6), 1339–1353.
<https://onlinelibrary.wiley.com/doi/abs/10.1002/hrm.21909>

Younas, W., Farooq, M., Khalil-Ur-Rehman, F., & Zreen, A. (2018). The impact of training and development on employee performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 20(7), 20–23. <https://www.academia.edu/download/57021484/D2007042023.pdf>