



CONTRIBUTION OF TRAINING ON IMPROVING EMPLOYEES' PERFORMANCE IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA: A CASE OF IRINGA MUNICIPAL COUNCIL

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ABSTRACT

The purpose of the study was to assess the contribution of training on employees' performance in Local Government Authorities in Tanzania taking Iringa Municipal Council as a case. Specifically, to examine how job efficiency contribute to employees' performance in Local Government Authorities; to find out how job Satisfaction contribute to employees' performance in Local Government Authorities; and to examine whether job Commitment contribute to employees' performance in Local Government Authorities. The study employed cross-sectional design whereby quantitative and qualitative research approaches were used to gather data to answer the research questions and summarize the results. The targeted population was 200 employees from different departments in Iringa Municipal Council where a sample size of 105 was drawn out of it and administered with questionnaires and 5 HoDs were interviewed. Simple random and purposive sampling techniques were used for the selection of respondents for the sample in the study. Data were analyzed using descriptive, inferential statistics and content analysis. The study found that job efficiency, job satisfaction and job commitment through training contributes to employees' performance, if employees are efficient, satisfied and committed to their job after being trained, and it triggers employees' performances. Pearson correlation shows that there is a positive relationship between independent variables which includes job efficiency, job satisfaction and job commitment with the dependent variable which is employees' performance. Findings revealed that; training positively contribute to improved council's service delivery, staff training increases efficiency in service delivery and employees are equipped with professional knowledge, experienced skills and valid thoughts. Finally, it was established that mentorship promotes professional growth, development and the acquisition of new skills with the direction and advice of a seasoned expert. Lastly, it was recommended as per findings that; the government should allocate a significant portion of the budget to human resource training programs; management should ensure that employees are involved in the identification of areas in which they require training. The organization should devise a clear policy for staff selection and training of staff in the same and make them an integral part of the program.

INTRODUCTION

The importance of training in any organizations is never to be ignored, training and development and its continued learning process has always had an influence on growth of any industry. Training is now becoming inevitable due to the changing technologies that emerge in various industries and in various working environment. It has been proved by many studies in the past that there are sound connections between various training and development practices and different measures of organizations performance for example a study of (Van, 2012).

In any organizations, people are the critical component of the Organizational system (Banna, 2000) Human resources of the Organizations are taking the connotation of 'human capital' instead of mere labor, Superior performance is ultimately based on the people in an organization, the right management principles, systems and procedures play an essential role. The capabilities that create a competitive advantage come from people, their skill, discipline, motivation, ability to solve problems and their capacity for learning (Ostroff, & Knnie, 2004).

Competitive advantage creates strength of organizations and this strength depends on the knowledge and skills of the people it employs; however, all employees are not equal in the same settings. To bring them up to the required level, the Organizations offers different training and developing program (Raymond, 2002). Organizations conducts training to its employees due to the recognition of the central role of human resources in the emerging work organizations such as teams, network structures, learning organizations, and knowledge management in coping with the coming on of global marketplace. Currently organizations are facing competition from the global market players in the areas of productivity, quality, and competitiveness, this makes training program becomes inevitable to most organizations that aim at excellence in current business environment (Muhammad, 2015). Hence theoretically training contributes to training. This research aimed at assessing the contribution of training program conducted to employee in public Organizations.

According to Raja et al (2011) Training and development is a very important tool for an organization to compete in this challenging and changing world. Facing fierce competition and ever rapidly changing market environments, large corporations must find ways to improve productivity, efficiency, customer service, staff retention and other key drivers of corporate profitability (Training and development) should they want to be more profitable and be competitive in the industry (Vitcet, 2009). New teaching-learning and training methods are arising due to the modern-day revolutionization in the economic, labour and technological world of workforce. These changes demand to put the theory and practice behind, while prioritizing the more global, integrated, flexible and vocational training (Abeeha and Bariha, 2012). For example, the introduction of e-banking system has rapidly changed work process in the banking industry, thus the need for constant up date of knowledge by the employees to meet the continuous challenges. As a result, most banks in Nigeria in recent years keep retrenching and recruiting new employees.

One would expect better performance, on contrary the opposite stands despite the number of on-the-job trainings, short course and long course training program offered to employees to enhance their capacities (Ngirwa, 2005). This has led to poor scores in performance indicators which in most cases are the areas that employers use to gauge how well an employee is performing. These indicators include communication, decision making, job skills and work relationships; these indicators are typically general and applicable to all employees in an Organizational setting, although Organizations may customize their own indicators based on operation or activities (Ngirwa, 2005).

There is a gap between the expected performance and the actual performance of the employees in different organizations throughout the globe. This gap can be bridged through well designed training programs, so, the present study assessed the contribution of job efficiency, job satisfaction and job commitment through training towards employees' performance in Local Government Authorities.

Training has its strategic positioning and it directly contributes towards organizational business goals and objectives (Mjenga, 2002). The roles of training and development include; Assisting employees to acquire and maintain the knowledge, skills and abilities to provide quality services to clients in the most efficient and economical manner possible, it provides employees with opportunities for personal growth and professional development, and it prepare employees to assume broader responsibilities, adapt to change, and improve performance.

Human resources are the main asset at modern organizations, which makes the skills, mastered by employees an important factor in determining the current situation as well as the future of an organization, which are impacted by the performance of the human resources. The impact of training on employee job performance research area in HRM. The way an organization train's its staffs can influence its efficiency (Iqbal et al, 2014, Padamanaban & Shakeel-Ul-Rehman, 2013; Elanga & Imran, 2013). Several training practices can be used in order to enhance employee job performance, which results in improving the performance of the organization as a whole. Thus, training practices can be the main factor for the success of a firm, which justifies their evaluation through research. Influence of human resource management and training practices on organizational performance has been an important topic of research recently (Manning, 2015; Jayakumar & Sulthan, 2014; Treven et al, 2015).

In the current world of fast changing science and technology, training is a vital practice to any Organizations whether a public or private sector. By being aware of this, the District Councils organize and conducts training to employees to cope with the continuous changes in the demands of work environment particularly the changing technology and standard that are either set locally, or by Regional Integration set standards.

The reason for conducting this training activities is basically to build capacity of the employees so as to improve performance in Local Government Authorities; however, there has been a concern that yet some LGAs underperform. For example, the researcher has observed several reports that contain inconsistent data from LGAs, prevalence of communication breakdown despite the training and orientation on communication modalities, delayed decision-making and inability to allocate resources. Organizational issues such

as lack of management support for training and development programmes, constrains training and development (Eric, 2012). Training and development has a positive impact to the employee's performance in public sector organization even though there are some barriers which hinder the real impacts of training and development program namely poor and low budgetary allocation tend to hamper the deliverance of such program, poor managerial concern towards training and development program as well as absence of the relevance training and development program (Kibibi, 2013).

For example, a significant amount of Agricultural Sector Development Program (ASDP) and District Agriculture Development Plans (DADPs) funds has been carried over from the year 2009/10 to date because the Municipal Treasurer (MT) had delayed to authorize its disbursement to implements development plans and yet these are the very same highly trained employees who knows how crucial their quick response are required for smooth operations of an organizations and there are complaints regarding timely service provision regardless the existence of the client chartered services.

LITERATURE SURVEY

Job Efficient and Employees Performance

There is no doubt that there is a very huge relationship between the increased job efficiency and employees' performance that is to say the number of resources in case of money and time used to achieve a goal towards an assigned task will be very minimal if employees are well trained and developed in their areas of experience at workplace. Efficiency it is based on how much raw materials, money and other resources are necessary for producing a volume of output. It is calculated as the number of resources used to produce a product or service. It is concerned with 'doing things right. If employees are well trained and developed will always produce the amount of output required always at the level that exceeds the number of resources deployed.

According to the dynamic developments of all work fields, the organization must develop their HR to strategic HR, because organizations cannot apply a strategic training plan unless they have a strategic human resource management system in place. In the strategic human resource management literature, strategic training is regarded as a vital way of raising employee efficiency (Richard et al., 2009). Human Resource Management is a way of connecting the human resource function with the strategic goals of the organization. Efficiency of employees it depends on how the organization prepare its human resource through training and development to utilize the resources available simply because resources are very scarce while human wants are unlimited.

Job Satisfaction and Employees Performance

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al., 2015).

Satisfaction always acts as a corner stone for an employee to provide his or her full potential while performing his daily assigned duties and responsibilities. With no any peace of doubts there is a positive correlation between job satisfaction and employee's performance simply because without being satisfied with what a person he or she is doing there is no way a miracle might come out to force a person to bring an outstanding performance. Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of training and development has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in Local Government Authorities, job satisfaction has not still received the proper attention from neither various managerial cadre.

Job Commitment and Employees' Performance

Organizational commitment is a basic issue for the owners of companies and management. Organizational commitment has directly related with job satisfaction which influence the competitive position and profitability of an organization. As organizational commitment directly influences the employee performance so it has vast importance. Organizational commitment is the notion which has attracted the various practitioners and scholars of human resource management because it influences the organizational and employee's performance. Previous studies that employee's show commitment due to various reasons such as sense of obligation, costs associated with leaving organization, and attachment with organizational values. Organizational commitment is a multinational construct in which an employee exerts effort, show congruency with value and goals of organization and have a desire to organizational membership.

Commitment is the kind of bond among organization and employee in which he or she is working. The bond strength is dependent on different factors. This research intends to find the relation of organizational commitment with other factors. Employee behavior has a strong relationship with organizational commitment. Committed employee minimizes the chances of turnover and absenteeism. Commitment is said to be a willingness of employee to positively work for an organization and continue his or her work. Organizational commitment is an essential behavior for assessing the intention of employee to leave and employee contribution in organization. Thus, performance is the result of actions of employees who used his/her skills in few situations. Employee performance is a mutual perception, ability, and effort for tasks. Organizational objectives can be achieved due to good performance.

Although more efforts are required for enhancement of organizational performance, organizational commitment improves the organizational competitiveness and employee's performance Employees tend to learn if they accept the need for training and are more committed to it. For instance, if their motivation is weak, and if they doubt their ability to learn, no matter how well their training is designed and implemented, its effectiveness will be limited. Flipped (2016), also made mention on the fact that, the more highly motivated the trainee, the faster and more efficient a new skill or knowledge is learned.

Empirical Literature Review

The empirical study of literature is an interdisciplinary field of research which includes the psychology, sociology, philosophy, the contextual study of literature, and the history of reading literacy text (Shuttleworth, 2010). It analyzed the public response of the text mostly through means like media such as literacy text, films, theatrical performances, visual etc.

Empirical literature review from abroad (Canada, Ghana, Uganda and Pakistan)

The number of literature's which conducted outside Tanzania it might be in whatever corner of the world with different scholar's was discussed in order to supplement the necessity of conducting this study, as it has been elaborated below.

Yamoah (2013) conducted a study on "Employee training, empowerment and performance in Canada". The study was explanatory in nature and data was obtained through questionnaires from the sampled 80 organizations. The study proposed a conceptual model for achieving high job performance. The study revealed that when appropriately provided, training has a significant effect on employee performance and more still significant relationships were established between training and employee performance, empowerment and employee performance.

Eric (2012) concerned a study on "Effect of training and Development on Employee Performance at Accra Polytechnic". The purpose of the study was to investigate whether training and development would have an effect on the performance of employees with Accra Polytechnic as a case study. The methodology that was used for the study was survey. Primary data was collected from a sample of fifty (50) senior staff. Self-administered questionnaire was used in the collection of data for analysis. The study revealed that there were organizational issues such as lack of management support for training and development programmes, which constrained training and development. It was also found that training and development had positive impact on employees of the Polytechnic. The study recommended that in order for Accra Polytechnic to be successful as the first choice Polytechnic in Africa, management must empower all departments to engage in the training and development of employees to build potential and strengthen employees' competencies.

Nassaz (2013) studied on "Effects of training on employees performance, evidenced from Uganda". The purpose of this thesis was to evaluate the effects of training on employee performance, using the telecommunication industry in Uganda as case study. A qualitative research approach of the data collection was adopted using a questionnaire comprising of 18 questions distributed to 120 respondents. The study was based on three case studies of the biggest telecommunication companies operating in Uganda. In order to understand the study aim, four goals were developed and these focused particularly on identifying the training programs' existing in the industry, the objective of the training offered, and the methods employed and finally the effects of training and development on employee performance. Based on this sample the results obtained indicate that training have a clear effect on the performance of employees. The findings can prove useful to Human resource managers, Human resource policy decision makers, as well as government and academic institutions.

Engatou (2017) Also conducted a study focuses on "The impact of employees' training and development on organizational performance in National Financial Credit". The researcher got information from 30 respondents, through questionnaires, interviews and personal observation. It was inspired by the fact that some organizations do not seem to care about improving the capacity of their worker but instead frown at and punish any weaknesses portray by the workers. The researcher had as major objective to find out, whether National Financial Credit has training and development programs conducted for all employees, possible hurdles in the implementation of such programs and the practical effects training and development has on the performance at work. The researcher also emphasized on the various training methods designed and its implementation around the world during the training and development programs. The research also reveals that training and development is a necessity in every company particularly for the unskilled or the less experience employees. Generally, employees' work contribution was greatly improved due to the training methods and tools used by the company. Thus, it led to a positive impact on employee' performance and an improvement in their skills and job efficiency.

Muhamad (2013) conducted a study on "The impact of training & development on employees' performance in banks of Pakistan". Data collection was done taking sample size of 150 employees while receiving 104 valid responses using convenience & referral sampling. Analysis was done through the application of frequency tests & bar charts on the response rates in SPSS. This gives the study a quantitative and empirical direction for results. Taking an account of all this, a descriptive & quite explanatory approach is being chosen to carry out a study for checking out the impact that T & D has on the performance level of employees working in the banks of Pakistan. Three objectives were designed for the study; assessment of current practices, impact check, and proposition for better investment into T & D. This has been done selecting six representative banks of Bahawalpur (Bank Alfalah Limited, Muslim Commercial Bank, Habib Bank Limited, Allied Bank Limited, National Bank of Pakistan, and Bank of Punjab) as sampling unit. Employees in these banks were given a structured questionnaire that was designed to particularly measure the influence of T & D on respondents' skills like Job knowledge, work quality & quantity, functional skills, and their motivation & loyalty. Major findings were that most of the employees agreed to the item statements by making it clear that T & D had a positive impact on their Job knowledge, work quality & quantity, functional skills, and their motivation & loyalty and these are all linked to their performance either strongly or moderately but in a supporting direction. Hence, the study concluded up with T & D positively impacting the employees' performance in the banks of Pakistan.

Studies Done in Tanzania

Ndunguru (2015) conducted a study on "The role of on job training on employee's performance in Tanzania". The study used mixed method research approach as well as triangulation method of data collection was used. The purpose of the study was to analyze the impact of on-the-job training on employees' performance in public organization. Once an employee is trained, he gains op-

portunity to enhance his performance, his current job has direct impact on achieving the organizational objectives, his job performance outcomes are consistent with the goals of the organization and his good performance on his job gives him/her formal appreciation by the higher ups. The implications of the distinctive effect of employee training and other human resource practices on job performance measures and employee's career path were found remarkable. Generally, the findings of this study were found reliable with the studies conducted by other researchers on the contribution of human resource practices related to the job performance and employee's career for that case it's also relate with this study and finally provide a clear platform of being used as literature review in this recent study.

Kibibi (2013) made a study on "The impacts of training and development on the performance of administrative staff in the public sector organization in Tanzania". The study used descriptive and cross-sectional design and questionnaire and interview in data collection. The overall objective of this study was to find out the impacts of training and development on the administrative staff in public sector organization in the second vice president office (2nd VPO). Finally the findings of this study revealed that training and development has a positive impact to the employee's performance in public sector organization even though there are some barriers which hinder the real impacts of training and development program namely poor and low budgetary allocation tend to hamper the deliverance of such program ,poor managerial concern towards training and development program as well as absence of the relevance training and development program just to mention the few. Therefore, it is inarguably believed that have a direct correlation with the recent study due to the fact that the researcher intended to investigate the impacts of training and development on employee's performance in public sector organization hence form an outstanding base or platform of my study.

Fatuma (2013) conducted a study on "Major factors that constrains the implementation of the training at the Temeke Municipals in Tanzania". The study was descriptive and data was obtained through questionnaires from a sample of 120 employees in Temeke municipal. The study found that Temeke Municipals operates training programs prepared annually and major factors that constrains the implementation of the training are so many but some them namely availability of funds, awareness about the program's existence by employees, opportunity and ability of employees to attend training. Insufficiency of funds, inadequate time, lack of commitment and irrelevant training programs for employees were also identified as drawbacks to the program's implementation. It was concluded that the major positive factors that influence the implementation of the training program in Municipal councils in Tanzania is adequate fund, staff awareness of the training program's existence, opportunity and the ability to attend the program.

METHODOLOGY

The study was conducted at Iringa Municipal Council whereby the study involved employees form in Local Government Authorities in Iringa Municipal Council Tanzania. Descriptive statistics was used to analyse quantitative data while content analysis was used to analyse qualitative data. The study employed cross-sectional design whereby quantitative and qualitative research approaches were used to gather data to answer the research questions and summarize the results. The targeted population was 200 employees from different departments in Iringa Municipal Council where a sample size of 105 was drawn out of it and administered with questionnaires and 5 HoDs were interviewed. Simple random and purposive sampling techniques were used for the selection of respondents for the sample in the study. Data were analyzed using descriptive, inferential statistics and content analysis.

RESULTS & DISCUSSION

Contribution of job efficiency on employees' performance

Contribution of job efficiency on employee's performance is one among the important three variables the researcher decided to involve in his study and the findings revealed its validity through the respondent's response from the questionnaire's distributed and mailed to them. The results shows that many Municipal staffs involved in the study have positive response towards the increased efficiency as the results of training for example for the question whether job efficient municipal staffs may perform well their assigned duties about 71.4% of respondents have positive response towards the question, whether job efficient municipal staffs love their employment 61.9% of respondents complied with the question, Whether job efficient municipal staffs helps their co-workers to perform better 72.4% agreed the statement, whether job efficient municipal staffs handle with care customers basing on the nature of the service needs to be delivered 81% accepted the researcher's questionnaire, to whether job efficient municipal staffs do not abandon their current employment for the new one 68.6% agreed, Whether job efficient municipal staffs are very active in performing emergence task 71.4% complied with the questionnaire that for the increased efficiency is the results of training which in return increase employees performance. For that case Local Government should take into great consideration training practices so as to improve capacity building among employees hence increased efficiency as shown Table 1.

Table 1: Job Efficiency on Employee's Performance

Statements on Job Efficiency on Employee's Performance	Strongly Disagree		Disagree		No Opinion		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Job efficient staffs perform well their assigned duties	0	0	8	7.6	22	21.0	27	25.7	48	45.7
Job efficient staffs offer their utmost skills in performing their task	0	0	10	9.5	12	11.4	49	46.7	34	32.4
Job efficient staffs help and support their co-workers to perform better	3	2.9	13	12.4	13	12.4	32	30.5	44	41.9
Job efficient staffs love their employment	0	0	30	28.6	10	9.5	42	40.0	23	21.9
Job efficient staffs handle with care their customers basing on the nature of the service needs to be delivered	12	11.4	0	0	8	7.6	52	49.5	33	31.4
Job efficient staffs do not abandon their current employment for the new ones	8	7.6	8	7.6	17	16.2	50	47.6	22	21.0
Job efficient staffs are very active to the emergence task	8	7.6	3	2.9	19	18.1	32	30.5	43	41.0

Key: %= Percent; F=Frequency

Influence of Job Satisfaction on Employees' Performance

The study examined in order to answer the research question which was put into place. The findings revealed as indicated in table 2, huge percentage which is above 50% from six questionnaires' out of seven complied with the questionnaires that for the increased job satisfaction is the results of training which in return increases employee's performance.

Table 2: Job Satisfaction on Employees Performance

Statements on Job Satisfaction on Employees Performance	Strongly Disagree		Disagree		No Opinion		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Job satisfied staffs have morale at work	2	1.9	19	18.1	21	20.0	29	27.6	34	32.4
Job satisfied workers are very disciplined employees at workplace	2	1.9	0	0	25	23.8	47	44.8	31	29.5
Job satisfied workers always feels indebted to their employer	6	5.7	2	1.9	8	7.6	65	61.9	24	22.9
Job satisfied workers offers their leisure time in making sure that all tasks are performed	2	1.9	14	13.3	17	16.2	43	41.0	29	27.6
Job satisfied workers always love and respect their employer	2	1.9	4	3.8	34	32.4	17	16.2	48	45.7
Job satisfied workers have desire to accomplish task in time	12	11.4	0	0	20	19.0	28	26.7	45	42.9
Job satisfied workers are proud with their job	2	1.9	0	0	20	19.0	29	27.6	54	51.4

Key F=Frequency; %= Percent

Source: Field data (2021)

From table 2, the results show that many municipal staffs involved in the study have positive response towards the increased job satisfaction as the results of training, for example; for the whether job satisfied municipal workers have morale at work 60% complied with the questionnaire by agreeing; whether job satisfied municipal staffs are very disciplined employees at workplace 74.3% of respondents have positive response towards the question; whether job satisfied municipal staffs feels indebted to their employer 84.8% of respondents complied with the question, Whether Job satisfied workers offer their leisure time in making sure that all tasks are performed 68.6% agreed with the statement, whether job satisfied workers always love and respect their employer 61.9% accepted the researcher's claim; to whether job satisfied workers have desire to accomplish task in time 69.7% agreed, Whether job satisfied workers are proud with their job 79% complied with the questionnaire that for the increased job satisfaction is the result of training which in return increase employees performance.

Contribution of Job Commitment to Employees' Performance

The study developed along with some questionnaires purposely to answer the research question basing on the contribution of training on organizational commitment and without any doubt the results in the table 3 complied with the pre-determined guess of the researcher as many respondents had positive perception towards contribution of training on organizational commitment.

Table 3: Job Commitment on Employees Performance

Statements on Job Commitment on Employees' Performance	Strongly Disagree		Disagree		No Opinion		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Job committed Local Government workers perform their assigned duties willingly	6	5.7	14	13.3	20	19.0	27	25.7	38	36.2
Job committed Local Government workers perform their assigned task much better than those who are not Committed.	6	5.7	8	7.6	22	21.0	46	43.8	23	21.9
Job committed Local Government staffs work like professionals	0	0	2	1.9	18	17.1	64	61.0	21	20.0
Job committed Local Government workers are not thinking about finding a new employment else where	5	4.8	3	2.9	30	28.6	42	40.0	25	23.8
Job committed Local Government workers are very cooperative at work place	5	4.5	6	5.7	22	21.0	23	21.9	49	46.7
Job committed Local Government workers are willingly to use their own resource to make sure the assigned task is accomplished	2	1.9	8	7.6	27	25.7	44	41.9	24	22.9
Job committed Local Government workers are very flexible to observe professional ethical code of conducts	2	1.9	6	5.7	10	9.5	55	52.4	32	30.5

Key F=Frequency; %= Percent
Source: Field data (2021)

From table 4.8 the results show that many Local Government staffs involved in the study had positive response towards the increased job commitment as the results of training, for example for the question whether job committed Local Government workers perform their assigned duties willingly 61.9% complied with the questionnaire positively, whether job committed Local Government workers perform much better than those who are not committed 65.7% of respondents had positive response towards the question, whether job committed Local Government staffs work like professionals 81% of respondents agreed with the question, Whether job committed Local Government workers are not thinking about finding new employment elsewhere 63.8% agreed with the statement, whether job committed Local Government workers are very cooperative at workplace 68.9% accepted the researcher's claim, to whether job committed Local Government workers are willingly to use their own resources to make sure that the task is accomplished 64.8% agreed instead of 35.2% who rejected the claim, Whether job committed Local Government workers are very flexible to observe ethical code of conduct 82.9% complied with the questionnaire that for the increased organizational commitment is the results of training which in return increase employees performance.

Regression Analysis

Regression analysis is a statistical technique used to describe relationships between the independent and dependent variables (Stephanie, 2016). This study was guided by three hypotheses (independent variables) which were tested in order to assess whether there is significant relationship with the dependent variable (Employees' performance).

Multiple regression linear analysis was also conducted to examine how multiple independent variables (job efficiency, job satisfaction and job commitment) are related to the dependent variable (employee performance) whereby 105 observations were used. A multiple regression analysis is an analysis that involves one dependent variable and two or more independent variables.

The model used was linear regression as shown;

That is
$$EP = \alpha + \beta_1 JE + \beta_2 JS + \beta_3 JC + U$$

Where,

EP = Employee Performance; JE = Job Efficiency; JS = Job Satisfaction; JC = Job Commitment; U = Disturbance term

And $\beta_1 > 0$, $\beta_2 > 0$ and $\beta_3 > 0$

The estimated linear model was
$$EP = 0.278 + 0.490 JE + 0.571 JS + 0.492 JC$$

(0.523) (2.763) (6.423) (5.412)

$R^2 = 0.658$, $F = 38.770$, and t values are in parentheses

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.278	.531		.523	.603
Job efficiency	.490	.075	.460	2.763	.044
Job satisfaction	.571	.089	.542	6.423	.000
Job commitment	.492	.091	.451	5.412	.000

a. Dependent Variable: Employee performance

The estimated regression model indicates that a percentage change (1%) in job efficiency leads to a positive change of 0.490 in employee performance. A percentage change in job satisfaction leads to a positive change of 0.571 in employee performance. A percentage change in job commitment leads to a positive change of 0.492 in employee performance. All three parameter estimates are statistically significant at 5% level. However, all the algebraic signs of the parameter estimate for job efficiency, job satisfaction and job commitment conform to the hypothesized signs.

Table 5: Analysis of Variance – ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	9.416	3	3.139	38.770	.000 ^b
Residual	4.534	26	.081		
Total	13.949	29			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job efficiency, Job satisfaction, Job commitment

Interpretation

This was used to test the overall significance of the regression results.

The hypothesis test

HO: $\beta_1 = \beta_2 = \beta_3 = 0$ (model insignificant)

HA: $\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ (model is significant)

The level of significance is 5% = .05 with 95% confidence interval.

The calculated 'F' as shown in table 5 is 38.770 and the critical 'F' is 2.92

Since the calculated 'F' is greater than critical 'F', the researcher rejects null hypothesis in favor of the alternative hypothesis; that is β_1 , β_2 and β_3 are statistically different from zero implying that job efficiency, job satisfaction and job commitment affects employee performance in Iringa Municipal Council.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.822 ^a	.675	.658	.28453	.675	38.770	3	29	.000	2.760

a. Predictors: (Constant), Job efficiency, Job satisfaction, Job commitment

b. Dependent Variable: Employee performance

Interpretation

This test was used to explain the total variations in the dependent variable i.e., employee performance caused by variations in the independent variables i.e., job efficiency, job satisfaction and job commitment. In the case of the regression output the adjusted R² = 0.658 implying that the model explains about 65.8% variations in the employee performance hence the model does more than half in explain variations in employee performance.

Also, it indicates, R coefficient is 0.822 meaning that there is a correlation of 82.2% between the independent variables (job efficiency, job satisfaction and job commitment) and dependent variable (employee performance). This shows that the independent variables (job efficiency, job satisfaction and job commitment) are significant predictors of the dependent variable (employee performance) at Iringa Municipal Council.

Interview Analysis

Due to the fact that interview questions were very few and there were only five Heads of Departments (HoDs), they were interviewed in order to supplement the findings and since they have a good understanding of training conducted within the Council, then the researcher analyzed the HoD's responses according to the themes in the interview questions. These themes were taken as the impact of training on employee's performance and the same among them included the following: Efficiency, Job satisfaction as well as organizational commitment together with some challenges facing the implementation of training policies alongside with the suggestion on what should be done to improve training policies in Local Government Authorities.

By taking into consideration the importance of Job efficiency as a result of training in any organizational and Iringa Municipal Council in particular five Heads of Departments who were interviewed said that they did not receive any training rather than allowing their subordinates to go for further studies to the nearby Universities at their own expenses and sometimes not very often they go for partial training when there is new system to be operated and its only for the trainer of trainees or supervisors only. They concluded that training would help employees to carry out the assigned duties in an outstanding way hence improvement of their daily performance. For example, one of the HoDs said that,

"It has been a while since the Council took the employees under my supervision for training to update their career knowledge and abilities to carry out their duties rather than during the induction/introduction course. But from what am seeing and it should be taken as fact that, Training should be a massive event for me so that I could be in a better position of improving my subordinates' performance rather than allowing my subordinates to go for further studies to the nearby Universities at their own expenses and sometimes not very often they go for partial training when there is new system to be operated and its only for the trainer of trainees or supervisors only". (Council's HoD2; interview; 07 June 2021)

The second theme was Job satisfaction: All those who were interviewed agreed that training always improves and increase the employee's job satisfaction as they will always feel part and parcel of the organization hence to be used properly according to the knowledge and experience they have, for that case they were more valuable and recognized by the organization and finally the employees become more attentive and will work hard. For example, one of the HoDs said that

"As it can be seen that, Training plays a very vital and crucial role on improving and increasing employees job satisfaction in so doing employees always satisfied after being trained in different aspects of their duties and responsibilities by their employer which in return bring about deliverance of good services and sustainable performance" (Council's HoD4, interview; 20 July 2021)

Responses on the third theme Job commitment: the respondents comply with the statistics that, there is a strong relationship between job commitment and employee's performance in any organizational performance all of the five HoDs agreed that there is a strong relationship between training and employee's commitment hence performance. There is no way an employee will yield out something outstanding performance. For example, one of the Heads of Department said.

"With the high demand of outstanding performance, it is highly suggested that, Proper job performance is the results of highly committed employees to engage in hard working ideology and philosophy which are the results of proper employees training otherwise nothing positive might come out". (Council's HoD 3, interview 17 July 2021)

The fourth theme was the main challenges encountered in the implementation of training policies in Local Government Authorities. All five HoDs agreed that there are challenges facing the implementation of training practices in Iringa Municipal Council such as some Supervisors means top senior officers they do not take this issue seriously, another one is the absence clear selection criteria and this one is highly during the promotion of Council's employee, the absence of sustainable training policy its seems to be another hot challenge, nepotism is another challenge as it seems that the selection of employees to attend some of the very crucial training it is highly relies on whom you know and not on fair and mutual ground. For example, one of the HoDs said that

"There are a lot of challenges facing training policies in Tanzanian Local Government Authorities in Iringa Municipal Council including nepotism, absence of sustainable training policies, less concern from senior managers and the like just to mention the few" (Council's HoD 5, interview; 25 July 2021).

The fifth theme was suggestions on what should be done for effective training practices for positive and pre-determined expectation after the implementation of training and development, the some of the Heads of Departments have something to say concerning these modifications and some among them are as follows, as it was elaborated by one of the department heads,

"Professional Code of Conduct not to be neglected by both the superiors and subordinates, thus there should be always a fair and mutual grounds towards recruitment and selection of Council's employees of all departments to attend various training courses (specifically those increases work morale), relevant training practices basing on the nature of the Council's duties and responsibilities, Proper allocation of resources to finance training practices, Formulation of proper training policies which are recently not at hand, Also, the government should during budgetary meeting enough money should be properly allocated to finance training programs by considering the essential functions of the Local Government Authorities, top senior managers should stop misallocating funds which are directed to training programs, and the like just to mention the few" (Council's HoD 3, interview 10 June 2021).

Discussion of the Findings

The researcher wanted to compare the research findings with those of previous studies that presented in the literature review. This chapter presents the discussions on the facts findings in relation to the research questions and specific objectives of the study. The overall purpose of this study was to assess the contribution of training on employees' performance in Local Government Authorities; a case of Iringa Municipal Council. To achieve the general objective of the study, the study was guided by the following specific objectives: to examine how training contribute to the job efficiency to employees' performance in Local Government Authorities in Iringa Municipal Council; to examine whether training contribute to job satisfaction to employees' performance in Local Government Authorities in Iringa Municipal Council and to find out how training contribute to job commitment to employees' performance in Local Government Authorities in Iringa Municipal Council.

Relationship between Job Efficiency and Employees' Performance

The findings of this study revealed that job efficiency has a positive contribution to the employee performance as majority of respondents agreed that trained and improved staffs perform well their assigned duties. Training gives confidence to employees when they are performing their duties as they are sure of what they are doing. It helps employees to be specialized on their duties. There-

fore, there was a positive relationship between job efficiency and employee performance.

The findings of the study are consistent with the study done by Ndunguru, (2015) who found out that once an employee is trained, he gains opportunity to enhance his performance, his current job has direct impact on achieving the organizational objectives, his job performance outcomes are consistent with the goals of the organization and his good performance on his job gives him/her formal appreciation by the higher ups. The implications of the distinctive effect of employee training and other human resource practices on job performance measures and employee's career path were found remarkable. Generally, the findings of this study were found reliable with the studies conducted by other researchers on the contribution of human resource practices related to the job performance and employee's career for that case it's also relate with this study and finally provide a clear platform of being used as literature review in this recent study.

Also, a study done by Kibibi, (2013) is consistence from this study's findings as the findings revealed that training and development has a positive impact to the employee's performance in public sector organization even though there are some barriers which hinder the real impacts of training and development program namely poor and low budgetary allocation tend to hamper the deliverance of such program, poor managerial concern towards training and development program as well as absence of the relevance training and development program just to mention the few. Thus, it is inarguably believed that have a direct correlation with the recent study due to the fact that the researcher intended to investigate the impacts of training and development on employee's performance in public sector organization hence form an outstanding base or platform of my study.

Therefore, a null hypothesis (H₀) which states that thereis no significant relationship between job efficiency and employees' performance is rejected; hence H_A was fully supported.

Relationship between Job Satisfaction and Employees' Performance

The study found out that job satisfaction contributes positively to employee performance as most respondents agreed that satisfied workers are proud with their job. If employees are not satisfied with their job, their work efficiency will also be poor. So to have satisfied workers in the organization they always feel indebted to their employer, where as they offer their leisure time in making sure that all tasks are performed, in addition they love and respect their employer.

The findings of this study are consistent with the study done by Davis et al., (2015) who indicates that job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place.

These findings show that there is a positive relationship between job satisfaction and employee performance and therefore the null hypothesis (H₀) which states that there is no significant relationship between job satisfaction and employees' performance is rejected; hence, H_A was fully supported.

Relationship between Job Commitment and Employees' Performance

From this study it was found out that job commitment positively contributes to employee performance as most respondents agreed that committed local government workers are very cooperative at work place and in addition most respondents agreed that committed local government workers are willingly to use their own resource to make sure the assigned task is accomplished.

The positive relationship between job commitments was consistent with the study done by Flipped (2016) who indicated that although more efforts are required for enhancement of organizational performance, organizational commitment improves the organizational competitiveness and employee's performance Employees tend to learn if they accept the need for training and are more committed to it. For instance, if their motivation is weak, and if they doubt their ability to learn, no matter how well their training is designed and implemented, its effectiveness will be limited. In addition, the more highly motivated the trainee, the faster and more efficient a new skill or knowledge is learned.

Therefore, these findings show that there is a positive relationship between job commitment and employee performance and therefore the null hypothesis (H₀) which states that there is no significant relationship between job commitment and employees' performanceis rejected; hence, H_A was fully supported.

CONCLUSION

Job training, job statisfaction and job commitment have a pervasive influence on employee behavior and performance in organizations and management practice, training improves employee's proper utilization of the scarce resources basing on the assumption of little input to maximum output. Also, the goal setting theory is based on the assumption that people have conscious goals that energized them and direct their thought and behavior towards one end. In addition to that, many organizations have been turned into mega companies because they are/or were goal-oriented. Goals oriented organization should always improve its people's knowledge and abilities by taking them to training and development practices simply because there is no way an improvement at workplace would come out from the clear blue sky like a thunderstorm.

RECOMMENDATIONS

The findings indicate that job efficiency contributes to employees' performance in Local Government Authorities; therefore, Iringa Municipal Council should provide training programs to their employees so as to help employees be very specialized with their duties and be very comfortable in performing them hence increasing organization performance.

Moreover, the findings indicate that job satisfaction contributes employees' performance in Local Government Authorities; there-

fore, the researcher recommends that, Iringa Municipal Council should make sure that employees within the organization are well satisfied with training rendered to them by the Council. Based on the results of the study, the researcher recommends introducing more training programs for employees, which are more suitable to the skills needed at work, as well as giving employees equal opportunities for attending the training courses. Using modern methods for delivering the content of the training is also recommended.

Furthermore, the findings indicate that job commitment contributes to employees' performance in Local Government Authorities; therefore, the researcher recommends that, Iringa Municipal Council should ensure that employees feel sense of belonging when performing their duties through training them this will help to increase employee job commitment hence it increases their job performances.

Last but not least, job efficiency, job satisfaction and job commitment have found to have significance contribution on employee performance as indicated from the study results. In such sense, employee work performance depends much on job efficiency, job satisfaction and job commitment in order to increase organizational performance. There will be a need for Iringa municipal council to train and motivates their employees so as to ensure that employees are well satisfied and committed on their assigned duties, since, satisfied employees and committed employees are very important in the organization as they will be passionate about the organization hence they will be kin to increase organization performance.

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