

**THE EFFECTS OF TRAINING ON EMPLOYEES' PERFORMANCE:
A CASE OF THE ZANZIBAR SOCIAL SECURITY FUND**

MWANAKHAMIS KASSIM KHAMIS

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

2019

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: *“The Effects of Training on Employees’ Performance: A Case of the Zanzibar Social Security Fund (ZSSF),”* in partial fulfillment for of the Requirements for Master of Human Resources Management of the Open University of Tanzania.

.....

Dr. Salum Soud Mohamed.

(Supervisor)

.....

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or the Open University of Tanzania in that behalf.

DECLARATION

I, **Mwanakhamis Kassim Khamis**, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my family for the encouragement and support given to me throughout this study. I also dedicate the entire staff of Zanzibar Social Security Fund for the wonderful cooperation, guidance and support they rendered to me during process of collecting data from the respondents. May God bless the work of their hands and reward them abundantly in everything they are doing.

ACKNOWLEDGEMENT

I thank Almighty God for making it possible for me to complete this piece of work. Special thanks for the knowledge, wisdom, courage and determination he has granted me. I would like to appreciate my Supervisor, Dr. Salum Soud Mohamed and I acknowledge the moral support from Director of the Open University in Zanzibar coordination center for their patience, advice, guidance, mentorship, tireless efforts and supervision of this study right from its inception to the end. Thank you so much. Without your encouragement and devotion, I wasn't going to complete this work. God bless you. My great appreciation is extended to Family for their patience, kind and support and I pray that God will grant them abundantly.

I send my appreciation also to the Management crew of ZSSF for allowing me to conduct my study in such Organization. Thanks also going to my respondents who sacrificed their time in giving me relevant information that backed my research. Special thanks to the informants from each department in ZSSF, whose names are withheld. Finally, I am indebted to all my friends who in one way or another contributed in the production of this research work as well as advising me on making necessary correction before submission.

ABSTRACT

The study focused on the effects of training on the employees' performance in the Zanzibar Social Security Fund. Four objectives of the study were: to determine the types of training the ZSSF uses to train its staff to improve the skill and competencies to perform their work. Determine the training methods used by the ZSSF to train the employees, to determine the challenges the ZSSF faces in training its employees and the effects of training on the employees performance at ZSSF. Survey design was employed, questionnaire and interview were used. The results indicated that the ZSSF is dedicated to offer varieties of trainings such as on job training, orientation training and coaching training. All these were done to equip employees with needed skill and competencies to handle the major role ZSSF has which is to service the members (retirees) and those still in services. Further, the results indicated that, ZSSF uses various methods to train the employees. These methods were lecture, power point presentation and discussion methods. The results showed that distance training methods which would somehow limit the employees' movement but still minimize the costs of training at the ZSSF were rarely opted. Furthermore, the results indicated that sometimes the ZSSF faces the problem that interfere the training schedule. These problems included funds, shortage of time and favoritism. Lastly, the results showed that the trainings offered at the ZSSF have improved the customer care and has improved the record keeping.

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENT	vi
ABSTRACT.....	vii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS	xv
CHAPTER ONE	1
GENERAL INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background of the Study	2
1.3 The Statement of the Research Problem.....	2
1.4 General Objective	4
1.4.1 Specific Objectives	4
1.5 General Research Question.....	4
1.5.1 Research Questions	4
1.6 Significance of the Study.....	5
1.7 Scope of the Study	6
1.8 Organization of the Study	6

CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Conceptual Definitions	8
2.2.1 Employee Training	8
2.2.2 Employee Performance.....	9
2.2.3 Organization Performance	9
2.3 Theoretical Literature Review	10
2.3.1 Goal Theory	11
2.3.2 Resource-Based View (RBV) Theory	12
2.3.3 Learning Theory	15
2.4 Empirical Literature Review.....	16
2.4.1 Empirical Literature Review World Wide.....	16
2.4.2 Empirical Literature Review in Africa	19
2.4.3 Empirical Literature Review in Tanzania.....	24
2.5 Research Gap	25
2.6 Conceptual Framework.....	27
2.7 Theoretical Frame Work.....	27
2.7.1 Relationship between Dependent and in Dependent Variables	27
2.7.2 Training Needs Analysis (Assessment) TNA	28
2.7.3 Methods and Techniques of Training	28
2.7.4 Training Delivery Style	30
2.7.5 Training Evaluation	30

CHAPTER THREE	32
RESEARCH METHODOLOGY	32
3.1 Introduction.....	32
3.2 Research Design	32
3.3 Area of the study.....	32
3.4 Study Population.....	33
3.5 Sample Size and Sample Design	33
3.5.1 Sample Size.....	33
3.5.2 Sampling Design.....	34
3.6 Data Collection Methods	34
3.6.1 Primary Data	35
3.6.2 Secondary Data	35
3.7 Data Collection Tools	35
3.7.1 Interviews.....	35
3.7.2 Questionnaires.....	35
3.8 Validity and Reliability of Data.....	36
3.8.1 Validity of Data	36
3.8.2 Reliability of Data	37
3.9 Data Analysis.....	37
3.10 Research Ethics.....	37
CHAPTER FOUR.....	39
DATA PRESENTATION ANALYSIS AND DISCUSSION	39
4.1 Introduction.....	39
4.2 Background Information of Respondents	39

4.2.1	Age Structure	39
4.2.2	Gender.....	40
4.2.3	Marital Status	41
4.2.4	Education Qualifications Information	41
4.2.5	Type of Training Programme at ZSSF	42
4.2.6	In House Training at ZSSF	42
4.2.7	On the Job Training	43
4.2.8	Orientation Training after being Employed.....	43
4.2.9	Training Methods.....	44
4.2.10	Challenges of Training at ZSSF.....	45
4.2.10.1	Funds as a Challenge Inhibiting Training at ZSSF	45
4.2.11	Time as a Factor Limit Training at ZSSF	46
4.2.12	Favoritism Hindering Training at ZSSF	46
4.2.13	The Effects of Training on the Employees’ Performance at ZSSF	47
4.2.14	The Training and Ability of Employees to Keep Record	48
4.2.15	Training and Ability of Employees to Issue Loan.....	49
4.3	Interviews Analysis.....	49
4.3.1	Types of Training Given to the ZSSF.....	49
4.3.2	Training Methods.....	50
4.3.3	Challenges facing the ZSSF.....	51
4.3.4	Effects of the Training on the Employees’ Performance at ZSSF	52
4.4	Discussion of Findings.....	52
4.4.1	Types of Training Programme at ZSSF	52
4.4.2	Training Methods at the ZSSF	53

4.4.3	Challenges Inhibiting Training at the ZSSF	55
4.4.4	The Effects of Training on the Employees' Performance at ZSSF.....	55
CHAPTER FIVE		57
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS		57
5.1	Summary	57
5.2	Summary of Findings	57
5.3	Conclusion.....	59
5.4	Recommendations for the Study	59
5.5	Area for Further Study	60
REFERENCES.....		61
APPENDICES		68

LIST OF TABLES

Table 3.1: Sample Size	33
Table 4.1: Age Structure	39
Table 4.2: Gender.....	40
Table 4.3: Marital Status.....	41
Table 4.4: Education Qualifications Information	41
Table 4.5: In House Training	42
Table 4.6: Shows the Results of on Job Training Rating.....	43
Table 4.7: the Results of Orientation Training after being Employed.....	43
Table 4.8: Training Methods used at ZSSF to Train the Employees.....	44
Table 4.9: Fund as a Challenge in Implementation of Training at ZSSF	45
Table 4.10: Time Factor Limiting Training at ZSSF.....	46
Table 4.11: Favoritism as Factor Hindering Training at ZSSF.....	46
Table 4.12: Training and Customer Care.....	47
Table 4.13: Training and Record Keeping.....	48
Table 4.14: Training and Improvement in Loan Issuance	49

LIST OF FIGURES

Figure 2.1: Conceptual Frameworks 27

LIST OF ABBREVIATIONS

CDP	Contextual Dimension of the Performance
OJT	On the Job Training
RBV	Resource Based View
SPSS	Statistical Package for Social Sciences
TNA	Training needs Assessment
ZSSF	Zanzibar Social Security Fund

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

In this World of Globalization, employers have focused much in the training of their employee largely because they want to gain competitive advantages through employee performance as explained by Armstrong and Baron (2002) that human resources are valuable and a source of competitive advantages. Improved capabilities, knowledge and skills of the talented workforce have been proved to be a major source of competitive advantage in a global market.

To develop the desired knowledge, skills and abilities of the employees to perform well on the job, requires effective training programs that may also effect employee motivation and commitment Meyer and Allen, (1991). In order to prepare their employees to do their job properly, organizations have to offer training as to optimize their employee's potential. Giving them long term training, new skills and career development. Most of the firms will enable them to cope with any changes that they may happen in the future, thus, improving the employee performance through superior level of motivation and commitment.

Employee performance is a job related activities expected of a worker and how well those activities were executed. www.bussinessdictionary.com. The organization performance is the reason why Organization exist, if the organization does not add value it has no reason to exist, that's why today's Organization invest much in their employees. Peoples are the Organization's key resources and Organization performance largely depends on them Armstrong (2006).

Employee performance is very important in achieving Organizational goals, if the Business focuses on high innovative quality product or services employee performance play a critical role so as to reach the goal intended such that customers are well satisfied. The reputation of any Organization depends on the employee performance due to excellent services or product in which customers are provided by employee.

1.2 Background of the Study

Many factors affect employee performance that managers need to be aware of and should work to improve at all times. To get the maximum performance from employees, you need to provide them with the tools they need to succeed. Managerial standards can be a factor in motivating or de-motivating employees, according to technology employment resource.

The Zanzibar Social Security Funds has been doing training to its staff to improve the knowledge, skills and value of the organisation. However, the extent to which the effects of the training to its employees has not be analysed in order to improve it and to upgrade the new need training contents needed by the entire staff. The current study wants to investigate the effects of training on the employees performance among Zanzibar Social Security Fund.

1.3 The Statement of the Research Problem

It has been noted that training improves employees skills, ability, competence and increases their performance and organizational productivity. The importance of training has been recognized due to high competition among organizations. It has been

found that technological development has led to highly influence the investment of firms in human resource through training. Managers have realized the importance of investing in employees skills and competences, and this means considerable and continuous investment in training and development (Beardwell and Holden 2013).

Training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Cole 2002) therefore, training means investing in the people to enable them to perform better and to empower them to make the best use of their natural abilities.

In the government of Tanzania, many organizations both private and public sector engage in training and development of staff so that they can achieve its purpose by adding value to its key resource – the people it employs. It has become necessary for organizations to provide long and systematic training and development programs for its employees. This is because every aspect and activity of an organization involves people. The Zanzibar Social security fund is responsible for provision of retirement benefits to the retirees who have retired from the services in Zanzibar.

The observation in the way the employees work at the Zanzibar Social Security Fund may signal some delays in the service provision to the retirees. The retirees claim to delay in getting their terminal benefits (old age benefit), education loans benefits, maternity benefits, they delay to access their monthly payments and even once they request some benefits that they are entitled before retirement like loans they don't get the service in time. The Zanzibar social security Fund on the other side has been

trying to improve the employees performance by exposing its employees in various trainings. There is need to determine the effects of these trainings on improving the employees performance so as to design the best training programme to boost the employees competencies for betterment of the employees and the organization.

1.4 General Objective

To determine the effects of training on the employees performance among Zanzibar Social Security Fund employees.

1.4.1 Specific Objectives

- (i) Determine the types of training programmes given to the employees in the Zanzibar social security Fund.
- (ii) Determine the training methods the Zanzibar social security Fund use to train its employees.
- (iii) Explore the challenges the Zanzibar social security Fund experiences in training it employees.
- (iv) Determine the effects of training on the employees performance in the Zanzibar social security Fund.

1.5 General Research Question

What are the effects of training on the employees performance in Zanzibar Social Security Fund organizations?

1.5.1 Research Questions

- (i) What are the types training programmes given to the employees in the Zanzibar social security Fund.

- (ii) What are the training methods the Zanzibar social security Fund use to train its employees.
- (iii) What challenges the Zanzibar social security Fund experiences in training its employees.
- (iv) What are the effects of training on the employees performance in the Zanzibar social security Fund.

1.6 Significance of the Study

The social sector continues to grow in Zanzibar and is facing many challenges including market competition. So there is a justification for this study so that it will come up with the suitable way that will help the process of employees training in Parastatal organization such that they can provide better customer service and gain competitive advantages. Also, this particular study is expected to make contributions to the existing literatures and directions to Chief Executive officers and human resource personnel of Parastatal Organization in Zanzibar since there is no study concerning the impact of training on employee performance carried out in Social Security Sector and Parastatal Organization in Zanzibar. There is obvious gap in the literature which shows the direct link between employee training and their performance in organization.

Therefore, the findings of this study will serve as basis for future research in this area particularly to Zanzibar and generally across the region. Due to major changes of technology, this study will inform training personnel the suitable training design and programmes to their employees so as to achieve organization performance and objectives.

As for the policy implications, the findings will provide useful insights for Zanzibar and other developing countries' policy makers on the impact of employees' training on employees' performance in an organization. Identifying these impacts will enhance them to create conducive environment and ensure the availability of adequate funds for the training programs within respective organizations.

The study will reveal the effects of the training on the employees performance, this will enable the Zanzibar Social Security Fund to plan more resources towards training programme to equip needed skilled and knowledge and competence to the employees.

1.7 Scope of the Study

The study studied the effects of employees training on employees performance in the Zanzibar Social Security Fund (ZSSF). A study was dwelling on the employees of Zanzibar Social Security Fund only.

1.8 Organization of the Study

This study was structured into five chapters; Chapter one started by presenting the background of the study, problem statement. It continues by providing the research objectives and the significance of the study. Chapter two presented the review of the theoretical and empirical literatures on the employee training and its impact on employee performance. The study methodology which is presented in chapter three, discussed procedures to be used in obtaining data, sampling size and techniques, data collection methods, research design and data analysis. Chapter four presents and discusses the findings. Chapter five provides a summary of the study and suggests

some policy measures to enhance training program in order to improve employees' performance in organization. Towards the end of the chapter, future research direction was also suggested.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provided a review of related literatures on the topic under research. The review was organized in to two broad sections which are theoretical literature and empirical literatures.

2.2 Conceptual Definitions

This part showed various concepts appeared on this research topic which researcher selects for; like as employee training, employee performance and organization performance.

2.2.1 Employee Training

Training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. Cole (2002).The focus of training is the job or task and to develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires. According to Garavan (1997) training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

The implementation of training and development programs are critical factors that most organizations need in order to enhance employee performance. Employee training can be on-the-job training (OJT). In this method, the trainee learns under the

guidance of an instructor and taught important skills to perform it. Methods such as coaching, job rotation and committee assignments are among the known methods used to provide on-the job training.

2.2.2 Employee Performance

Kenney et al., (1992) was of the view that employee's performance as measurement of performance of an employee on the basis of the set standards by the organization. They demonstrate that good performance illustrates how well an employee has performed his or her assigned tasks. On the other hand, Aguinis, (2009) was of the opinion that performance is viewed at two approaches, namely Tasks Dimension of Performance (TDP) and Contextual Dimension of Performance (CDP). The former includes activities that allow the completion of tasks while the latter includes behaviors that make an employee act responsibly toward an organization.

Moreover, employee's performance can be analyzed under certain indicators which are used to measure individual performance in organization. This was for instance given by Aguinis (2009) that who sees performance indicators as procedural knowledge, declarative knowledge and motivation. In this context, Aguinis (2009) shows it is not only training that can lead to the organization performance but there must be some other catalyst like motivation.

2.2.3 Organization Performance

Organization performance is the system which comprises the actual output or results of an organization as measured against its intended outputs (goals and objectives) organization performance is when all parts of an organization work together to

achieve great results with results being measured in term of value deliver to customers (Richard et al. 2009).

It encompasses various specific areas of firms outcomes such as financial performance (profits, returns on investment, returns on the assets, likely others), products market performance (sales, market share,) shareholder returns (total shareholder return, economic value added) customer services, social responsibility, employee stewardship, performance measurement system and performance improvement, organizational engineering, external environment development, organizational capacity and organizational motivation.

The presence of key definitions of the topic can sometimes be quite extensive, when you need to make sure that the readers have a full grasp of all the necessary details of a particular topic. Also, defining your terms may seem tedious, and you don't want to be patronizing when communicating with your readers, but you don't want to be misleading either.

2.3 Theoretical Literature Review

The nature of the training in the public sector has changed over the recent decades. Traditionally, training was considered to be job-focused limited to the technical skills and abilities needed by public employees to perform their specific tasks. Individuals obtained their education first and subsequently received training in a working environment. The following four theories underpinned employee training and organization performance have been identified by the collection of theorist.

2.3.1 Goal Theory

Goal theory, as developed by Latham and Locke (1979), highlights four mechanisms that connect goals to performance outcomes: 1) they direct attention to priorities; 2) they stimulate the process of Performance Management effort; 3) they challenge people to bring their knowledge and skills to bear to increase their chances of success; and 4) the more challenging the goal, the more people will draw on their full repertoire of skills. This theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed.

As adapted to this study people are more likely to achieve difficult yet attainable goals than they are to achieve less difficult goals. In addition, the theory proposed establishes an intimate link between goal setting and employees training. Organizations leaders wanting to increase efficiency and productivity can benefit from fully understanding the theory and its underlying principles. Lack of accomplishment of goals leads to job dissatisfaction. Thus Goal Setting Theory can be useful in predicting job satisfaction. Job satisfaction is an important attribute for employee productivity and commitment to the organization.

Also, the Goal setting involves the conscious process of establishing levels of performance in order to obtain desirable outcomes. If individuals or teams find that their current performance is not achieving desired goals, they typically become motivated to increase effort or change their strategy Locke & Latham, (2006). An organizational goal is thereby of vital importance because it helps an individual to focus his or her efforts in a specified direction in performing specific tasks.

In other words, goals canalize behavior. A direct linear relationship between goal difficulty, level of performance, and effort involved. This relationship will stay positive, as long as the person is committed to the goal, has the requisite ability to attain it, and doesn't have conflicting goals.

The employee performance of such organization comes through the action taken from implementing the setting goal, which should include; setting a structure that directs actions and behaviors, which improve the unsatisfactory performance. Setting a goal through regarding training program application will change a person's behavior in order to work towards achieving the set goal. Goal-setting theory predicts that people will channel effort toward accomplishing their goals, which will in turn affect performance thus the organization must be prepare the SMART goals, which are conditions that are necessary to make goals effective.

2.3.2 Resource-Based View (RBV) Theory

The resource-based view (RBV) is based on the idea that the effective and efficient application of all useful resources that company can muster helps determine its advantage. The origins of the resource-based view can be traced back to earlier research. Retrospectively, elements can be found in works by Wernerfelt (1984), where emphasis is put on the importance of resources and its implications for firm performance. Major concern in RBV is focused on the ability of the firm to maintain a combination of resources that cannot be possessed or built up in a similar manner by competitors. This paradigm shift from the narrow neoclassical focus to a broader rationale, and the coming closer of different academic fields (industrial organization

economics and organizational economics being most prominent) was a particular important contribution.

Some aspects of theories are thought of long before they are formally adopted and brought together into the strict framework. A resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their barrier. RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-outcomes cannot be imitated by competitors, which ultimately creates a competitive substitutable, as well as firm-specific. A firm may reach a sustainable competitive advantage through unique resources, which it holds, and these resources cannot be easily bought, transferred, or copied, and simultaneously, they add value to a firm while being rare.

The adaptations of this theory are catered on managerial routines at the capability level, rather than apply to the resource base level. In other words, organization management need to make the most of their existing resource material in term of tangible, network resources, cultural, knowledge resource, skill, experience as well as procedural resources with the resource of potential dynamics yet simultaneously understand the ongoing depreciation of this resource base at all time. Resources are the inputs or the factors available to any organization, which helps to perform its operations or carry out its activities. The unique value-creating resources will generate a sustainable competitive advantage to the extent that no competitor has the ability to use the same type of resources, either through acquisition or imitation. The organization development and employees performance depends on the ability of use

identical or similar resources that make the same implications on a firm's performance. This ability of a firm to avoid imitation of their resources should be analyzed in depth to understand the sustainability strength of a competitive advantage.

According to the characteristics of the RBV, rival firms may incumbents of the market, since they do not possess the required resources to perform at a level that creates a threat and competition. RBV provides the understanding that certain unique existing resources will result in superior performance and ultimately build a competitive advantage. There is a vital need to modify and develop resources in order to encounter the future market competition.

In order to survive and stay ahead of competition in any public sector organizations, the new and modern resources become highly necessary. The need to update resources is a major management task since all business environments reflect highly unpredictable market and environmental conditions, which will reinforce employees in organization improving their performance. The existing winning edge needed to be developed since various world and market dynamics may make existing value-creating resources obsolete.

Also, Organizations use different resources to accomplish goals. The major resources used by organizations are often described as follow: (1) human resources, (2) financial resources, (3) physical resources, and (4) information resources. Managers are responsible for acquiring and managing the resources to drive the organizational task as well as enabling employees performing their rights, duties and responsibilities which can lead to accomplish the organization goals.

The employee performance seems to improve when all assets that are available in organization uses during the production process and service delivery at the right time and right needs and transformed into output from input. The presence of numerous resources of organization may be inelastic in supply and be possible sources of performance difference, For example, highly skilled employees, creative laborers, effective managers, and modern and quality resources and information resources.

On the other hand, Resource-Based View (RBV) theory as described in Rumelt (1984), advocates that an organization can gain competitive advantage by attracting and retaining competent human resources. A relevant training improves their capacity for optimal performance as well. By implications, the effectiveness of training depends on the pattern of job related knowledge, competencies and behavior that are important for greater performance and organizational success.

2.3.3 Learning Theory

Also there are three terminologies used in this environment, which is learning, or education, training and development. Theoretically these terminologies are confused in their use. Long, et al (2016) keep clear that training and development is an organizational process whereby employees can learn new things as well as relearn and reinforce existing knowledge and skills. This means that training is sustainable process to make an employee go parallel with new technologies, skills and knowledge. The most important for the existing management is to think about the new opportunity and method of training and skills that can develop effectiveness and efficiency of employee in which finally could be added advantage to the respective organization.

On the part of McGehee and Thayer (1961) viewed that employees acquire new skills and knowledge by observing other employees whom they have confidence in, credible and who seem to be more knowledgeable. In addition, training is influenced by persons' ability to successfully learn new skills, which is originated from encouragement and observation on others. Taking what McGehee and Thayer (1961) say, it seem that they of the view that there is no need of employees training because the employees will learn and acquire new skill as they continue working by seeing what other employees are doing.

Moreover, Stoner et al (2004) differentiate those three terminologies as he explain that Training is directed towards maintaining and improving current job performance, while development seeks to develop skills for future jobs, both Managers and non-Managers may receive help from training and development programs, but the mix of experience is like to vary.

2.4 Empirical Literature Review

Empirical literature review shows different review that has been done by different researcher concerning particular problem in the world. Empirical reviews usually focus more on the findings of the previous studies in relation to the study under research at present.

2.4.1 Empirical Literature Review World Wide

Elnaga and Imran (2013) used exploratory method to investigate the relationship between the training and performance of the employee through the analysis of the existing literature of the different studies, report, books and periodicals related to the

topic so that they could suggest how firm can improve their employees' performance. Their study concludes that the effective training has positive impact on employee performance to the organization performance.

On the other hand, Amir, et al (2013) examines the impact of employee training on job performance in Education Centre in Pakistan. They used the descriptive and survey methodology because their aim was to portray accurate profile of Pakistan Education centre. They finally realize that employee training has much benefit to them and organization in general if the training will be systematic and also consider global perspective. However, they were of the view that training must be implemented together with other human resource functions.

On the part of Saghir (2014) examine the impact of training and development on employee performance in Supermarket Industry in Karachi. He clearly explore that training has positive impact on employee performance and it is necessary issue rather than luxury. The study emphasizes that training and development should always be quantitative and effective. It is seen through Saghir findings that training has something positive to do with the employee performance and finally the organization performance.

Mohammed (2014) observes the impact of effective training on employee performance in Dubai Public sector. The study discovers that training has a positive impact on employee performance but it needs commitment, which has cost implication in its process.

Moreover, Anitha, et al (2016) examines the impact of training on employee performance in Private Insurance sector in Coimbatore District in India. The result obtained shown that training imparted to employees of Private Insurance company in Coimbatore improve the level of their performance considering other factors such as education level and work experience. The employee performance seemed in the level of productivity after training. Effective training programs aimed at improving the employees' performance can be given through different methods such as coaching, cooperation and participation by the subordinates.

This enables employees to actively participate on the job and perform better. Additionally, training programs enable employees to deal with the customer in an effective manner and respond to their complaints in timely manner. Meanwhile, employees' training helps an organization to make best use of their human resources; therefore, enhance their abilities and competencies that are needed at the workplace.

Many studies on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance than those who are unhappy with their jobs, Landy (1985). Similarly, employees are more likely to turnover if they are unsatisfied; thus are demotivated to perform better.

Additionally, Pfeiffer (1994) highlighted that a well-trained workforce is more capable of achieving performance target. Generally speaking, employee could be satisfied when feels competent to perform jobs, which is greatly achieved through better training programs, Kinicki and Kreitner (2007).

The empirical studies conducted by Eisenberger et al. (1986) indicated that employees' performance is affected by number of factors such as organizational structure and culture, job design and group dynamics. These factors contribute to the decreasing of employee performance. In order to improve employee performance and realize effectiveness of training, managers should take necessary measures, including among others motivation, job satisfaction and organizational commitment.

Moreover, Wright and Geroy (2001) elaborated that employee competencies changes through effective training programs. This was also agreed by Swart et al. (2005) who argued that good quality training program that leads to employee motivation positively relate to higher employees' performance within organization.

2.4.2 Empirical Literature Review in Africa

Abeba, et al (2015) examined the Impact of Training and Development on employee performance and effectiveness focusing on Five District Administration office, Bole sub - city, Addis Ababa, Ethiopia. The outcome of the study reveals that training and development has positive correlation and vital relationship with employee performance and effectiveness.

Ahmed (2014) assesses the effect of Training on employee performance in Public sector Organization in Kenya, A case study of NHIF Machakos branch in Kenya. The result of the study found out that Training has an impact on organizational productivity although researcher seen that there were challenges from the management which lead failure for the organization to provide adequate training to employee.

Hogarth (2012) in his study showed that staff training it doesn't help much to improve the performance of SIC employee due to the reason that Training on SIC insurance Company is not systematic. This findings is slightly different from the previous researcher reviewed who was openly agreed that employee training has direct relationship with their performance at work place. By the view of this scholar the staff training has nothing to do with the improving performance.

Franklin et al (2014) examined the Impact of Training and Development on employee performance a case study of ESCON Consulting South Africa. The findings reveal that non conducive working environment and lack of resources hinder the Training and Development at ESCON otherwise if the said element and other factor which researcher show as hindrances could be improved, as well as training and the performance could be.

Nassazi (2013) investigated the effect of training on employee performance in Uganda telecommunication industry. The three biggest telecommunications companies used as a case study. The Result of the study point out that training have a clear effect on the performance of the employee but these success are due to the reason that companies have good and clear policies concerning training and training and development. On the other hand, Obisi (2001) was on the concrete view that the need and objectives of the training program should be identified before offering it. This is because a well-planned training is capable of shaping them toward improving performance. It is worth noting that a well-trained worker can wisely use organizational resources and minimum level of wastages.

Imran et al., (2013) holds that employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance. This conceptual paper aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The research approach adopted for the study conforms to qualitative research, as it reviews the literature and multiple case studies on the importance of training in enhancing the performance of the workforce.

Further the paper goes on to analyse and understand the theoretical framework and models related to employee development through training and development programs, and its effect on employee performance and on the basis of the review of the current evidence of such a relationship, offers suggestions for the top management in form of a checklist, appropriate for all businesses, to assess the employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through desired training program. The study in hand faces the limitations as there are no adequate indications to correlate directly the relationship between training and employee performance.

Hence, there is a need for conducting an empirical research in future to test the proposition discussed in the study. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance and ultimately concludes along with recommendation to give

directions for future research by applying different level of analysis on exploring the impact of training practices on employee performance.

Nassazi (2013) holds that employees' are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Also position them to take on the challenges of the today's competitive business climate. Although extensive research has been conducted in the area of Human Resource Management, the same cannot be said on employee training especially as it concerns developing countries.

The purpose of this thesis was to evaluate the effects of training on employee performance, using the telecommunication industry in Uganda as case study. 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, the methods employed and finally the effects of training and development on employee performance.

The study was based on three case studies of the biggest telecommunication companies operating in Uganda. A qualitative research approach of the data collection was adopted using a questionnaire comprising of 18 questions distributed to 120 respondents. Based on this sample the results obtained indicate that trainings 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.

Rashid (2017) conducted a study in Kenya. The purpose of this study was to investigate the effects of training and development on employee performance at Equity Bank. This study was guided by the following specific objectives. To investigate how training and development needs are determined at Equity Bank. To examine the effect of training and development programs on employee performance at Equity Bank. To determine the influence of motivation on employee performance at Equity Bank. To find out how training and development contributes to employee performance at Equity Bank. The study was of importance to the management of commercial banks in Kenya in understanding the successes and challenges of the training and development and its effect on employee performance. This contributed to improvement in the training process in the organization. The study was also of value to the academicians and future researchers, as it added knowledge to the field of staff training and development. A survey research design was used for this study. The survey design was appropriate for this study because it allowed investigation of possible relationships between variables as well as data collection from broader category and comparisons between variables.

The study population was 1000 staff of the Equity Bank in Kenya. A sample of 138 was drawn using random stratified sampling approach from a list of sample frame provided by the employee register at Equity Bank. The data was collected by use of a questionnaire. The data analysis was conducted through calculation of frequencies, means, percentages, and bivariate analysis in form of cross tabulations.

The findings were presented using Tables and figures. On the effect of training and development programs, the study showed that Equity Bank has training programs for

diversified positions in the organization and the training programs are of high quality and are very effective. These training programs have improved the employees' skills and competencies and overall performance of the organization. It is very important for organizations to put in place training programs in order to thrive in this competitive environment. On the role of employee motivation on performance, the study showed that training enhances employee motivation as it allows for employee recognition within the organization. Likewise training aligns employees to the organizational goals at Equity Bank. The study concludes that training and development affects employee performance positively. It shows that training and development needs are essential for an organization.

It was further concluded that the organization does not identify and assess employees need for training and development more often. The study also concludes that more training programs should be undertaken. The study recommends that the organization should assess employees need for training and development more often and conduct them as need arises. It is also recommended that the organization should train its employees as soon as they finish evaluating them as a remedy to help them perform better.

2.4.3 Empirical Literature Review in Tanzania

Karia, et al (2016) assessed the importance of training and development in Public Water Utilities in Tanzania. The study find out that Training and Development is statistically positively correlated on the performance of public water utilities in Tanzania. The study recommend the implementation of the training need assessment

and budget for implementation of training and development programme as they hold positive influence on the employee performance and organization.

Jagero, et al (2012) examined the relationship between job training and employee performance on Courier Company in Dar es Salaam Tanzania. The result of the study show that works performance has a positive relationship with the training imparted to the employees. In their view the more staffs are trained the more efficient they become.

Mwapira (2015) investigates the role of Employees Training in the Organization performance at Tanzania Revenue Authority, Ilala Tax Region Dar es Salaam. The result reveals that, training is an important strategic tool for improving employee performance. Therefore researcher suggest organization should keep on increasing training budget every year believing that they will have competitive staff.

Hassan (2011) scrutinizes the impact of Training and development on the performance of administrative staff in the public sector organizations a case study of the Second Vice President's Office - Zanzibar. The result of the study shows that the training has a positive impact on the performance although for the case of this specific study is different, for that there is a poor implementation and non systematic training.

2.5 Research Gap

It was believed that in-service training has significant impact on employees' performance in an organization. Training builds competencies of employees to perform their job in an effective way, prepares them to hold future position and helps

them to overcome underperformance. So far, existing literatures on impact of training on employee performance such as on banking industry; in Nigeria by Falola et al (2014), pharmaceutical companies; in Pakistan by Akbar and Hafeez (2014), health workers; in Kenya by Wanyoike and Onyango (2014), Mangalore Pipe Industry; in India by Ramya (2016). Most of these studies were conducted outside our borders and examined profit oriented private sector and companies.

On the other hand, few domestically conducted studies on public sector such as Hassan (2011) at Second Vice President's Office, Zanzibar and Habi (2013) at Morogoro Municipal Council to a greater extent focused on central-government based organizations; but to the best of my knowledge studies on parastatal organizations are insufficient. Hence, it is justifiable to conduct research on these sidelined organizations.

Similarly, lack of sufficient empirical studies within the country gives enough justification for the need to conduct research in this area. This is because the findings from other studies might be quite different from what will be drawn from this particular study. The difference might originate from the nature of the data, organizational operations and geographical location.

Therefore this particular study intends to fill this gap by laying out impact of employee training on employee performance in Zanzibar Social Security Fund (ZSSF). At the same time, the study will give an insight on appropriate strategies to improve performance and long run productivity of an organization under the study.

2.6 Conceptual Framework

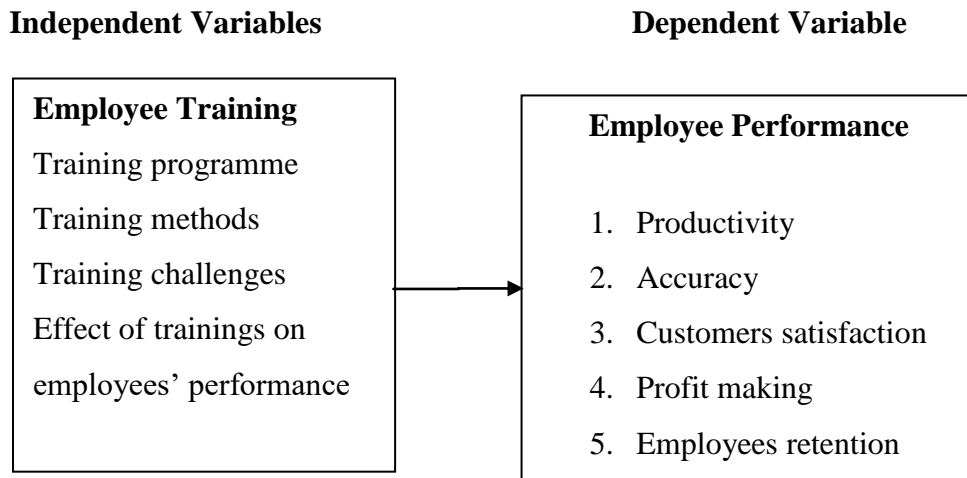


Figure 2.1: Conceptual Frameworks

Source: Researcher's Creativeness

2.7 Theoretical Frame Work

2.7.1 Relationship between Dependent and in Dependent Variables

There is a positive relationship between the employees training and organization performance. Based on the critical review of the literature, it is clear that organization performance can be influenced by several training factors which will impacts performance, including; training needs analysis, training design system, training delivery system and training evaluation.

The researcher is self-motivated and self-initiated to complete this research in relation to Academic, Organizational and Personal perspective. Following are the reliable sources of gaining information through books, journals, articles, government records or previous research on the same topics.

Theoretical framework gave more explanation about the two variables, which are Training as Independent variable and organization performance as dependent variable as elaborating below.

2.7.2 Training Needs Analysis (Assessment) TNA

This is the process of identifying the gap of employees training and related training needs. Training needs consider organization business need, current competencies, cost, procedure, and methods of training and effectiveness Armstrong, (2000). TNA style leads on preparing effective Training programme by correctly identify needs, to show what and who need to be trained.

TNA should always be performed where a major new development in policy, equipments, acquisition or procedure is deemed to have potential impact up on the current training regime. It involves the component like data as assimilation, cognitive ability, communication skills and attitude and structure of the personnel operationally. The best way to think when we arrange the TNA system is to look on Organization goal and objectives, content or courses and budget availability of close training gap and the current capabilities of employees in the organization this will assist to get best outcomes. If the effective TNA applied in an Organization It will speed up the transition of adopting changes, reduces risk and impact on the business and ensure that your people are not only prepared for the changes but fully equipped and will help the trainee to achieve his goals and dream in the life. Again with that the Organization resources may be at risk and both employees and Organization performance will be static Grinsberg, (1997).

2.7.3 Methods and Techniques of Training

A multitude of methods of training is used to train employees. DeCouza et al (1996) categorized training methods into two groups (i) on the job training and (ii) off-the job

methods there are a variety of training approaches that managers can use. These may include the following:

- (a) On-job training – it is a training that is planned and structured that takes place mainly at the normal workstation of the trainee- although some instruction may be provided in a special training area on site – and where a manager, supervisor, trainer or peer colleague spends significant time with a trainee to teach a set of skills that have been specified in advance.” On the job training looks at methods that are applied in the workplace, while the employees are actually working. On-the-job training is the most common and popular training employees get when they first join an organization and in some cases that is the only training available. This method includes the following form of training orientation, apprenticeship, coaching, mentoring, job rotation, special assignment, and distance and internet base.
- (b) Off-job training – this is a form of employee training at site away from the actual work environment. It often utilizes lectures, presentations, case studies, role-playing and simulation. Looking at the various definitions by these researchers, it can be found out that both on the job and off the job training is very important in training employees.

To carry out the training, everyone involved in the training should be informed well in advance of the training session(s). It is equally important that the person(s) delivering the training – whether on-job or off-job training – are well versed in what has to be achieved and the most suitable techniques to adopt.

2.7.4 Training Delivery Style

Training delivery is a very important part of Training and development, Carlos (1995). Employee are very conscious about the delivery style Michael Armstrong, (2000). If someone is not delivering the training in an impressive style and he is not capturing the attention of the audience, it means he is wasting the time it is very necessary for the trainer to engage it audience during the training session. Delivery style has significance because it shows the improvement of performance to employees.

Delivery style are like, mobile team which involves team of two or more trainees visiting different areas to conduct certain issues, simultaneous model is where employees trained simultaneously, example one day or more days. A cascade model also is training style it acts through training small group of people in both voting operational skills and training techniques on some issues or topic. Also, there is more style like storytelling, power point presentation, and video portion, and overhead projector, black/white board written and practical.

Also, there are interactive style like group discussion, quizzes, case studies, Active summaries, Questions and answers, multimedia demonstration, and participant control. The use of best delivery style will assist trainees to understand easy and it will lead them to apply the training skills, knowledge as well as experience on performing their task effectively, which can results higher efficiency to organization.

2.7.5 Training Evaluation

Training evaluation involves assessment of effectiveness of training programs and training cycle. This assessment is done by collecting data on whether participant

where satisfied with the training program, effectiveness of participant's skills is enhanced and participants are able to apply new skills at the work place.

The reason of evaluate training program is to learn from experience for future improvement, knowing purpose of training evaluation, accountability, issues, comparing, cost and benefit of HRD programs, deciding training needs for future program, measuring results and changes.

Training transfer is where learner able to transfer knowledge and skills learned in a training session back to their jobs. Effective training designs incorporate learning goals and enhance learning transfer ultimately leading to improve individual and organizational performance.

Training evaluation done by the use of both qualitative examples; Interview design is the best evaluation tools and quantitative tools like samples question. The tools selected according to purpose methods of evaluation and summary results.

Training Evaluation starting after looking reaction, learning and the behavior change of employee which will an approximately result which is useful for making further decision purposely.

The presence of best application of training evaluation will assists organization to get best results which will assists on make best decision on plan, implementing and operate their organization tasks by keeping the employee up date during the night time, content /knowledge/skills for the night organization need. Beyond that the original goals and objectives will be delay on accomplishment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter was broadly explained the methodology to be applied for this particular study. This chapter presented the research design, population of the study, the sample and sampling techniques, instruments for data collection and method, data analysis and presentation methods and the research procedures.

3.2 Research Design

The research design is the plan on how the study will be done and how the data will be analysed, Bogdan and Bicklen (1998). The study used the survey design. Survey design is the design, which uses the questionnaire to allow the researcher to seek opinion from respondents and provide feedback to improve the programme. The survey design was implemented by interpretive design, which used the interview to analyse data. Thus this study used mainly the survey design. Since the intention of the study was to seek opinion from respondents to opine on the issues related to the effects of training on the employees performance, the design which is suitable to collect the opinion to wider sample, survey design was seen appropriate design to be used in this study study as would cover the large area for less cost as recommended by Silverman (1997).

3.3 Area of the study

The study was conducted at Zanzibar Social Security Fund Headquarter. It is located at Kilimani Mnara wa Mbao Zanzibar in Urban West Region along Nyerere Road nearer to State House of Migombani. This area has been chosen because it can be

accessed easily by the researcher and also to testify if the training affects employee's performance.

3.4 Study Population

The population the study focused with the permanent staffs of the Zanzibar Social Security Fund (ZSSF). There are 160 permanent staffs from different ZSSF departments and units and they are of different level of seniority and education.

3.5 Sample Size and Sample Design

3.5.1 Sample Size

The study used 90 respondents who are staffs of Zanzibar Social Security Fund which included among others the Managing Director, Human Resource Manager, Heads of Departments and units and all other remaining employees. It is necessary to involve the Managing Director and Human Resource Manager since they are overall employees' supervisor of organization and on human resource activities, respectively. Similarly, Heads of Departments and units were involved because they are responsible for employees under their respective departments and units are expected to participate in the training programs and performance evaluation.

Table 3.1: Sample Size

S/N	Respondents	Sample Size (N)	Percentage (%)	Sampling Design	Data Collection Tool
1.	Managing Director	01	1.1%	Purposive sampling	Interview
2.	Managers	09	10%	Purposive sampling	Interview
3.	Heads of Units	6	6.6%	Purposive sampling	Questionnaire
4.	Supporting employees	74	82%	Random sampling	Questionnaire
	Total	90	100%		

3.5.2 Sampling Design

Sampling design defined as the process of selecting sample from population. There are two types of sampling design, which is probability sampling and non-probability sampling. Probability sampling design is used in conclusive research. In this design each and every element has a known chance of being selected in the sample. The known chance does not mean equal chance, Chawla & Sondhi (2011).

The reason behind sampling design is because researcher will collect data accurately and short time with low cost. The respondents selected by using both purposive and random sampling design. In purposive, Researcher selects a sample based on their knowledge about the study. The respondent selected according to the purpose of the sample this is to ensure the acquisition of different and reliable information from different respondents.

The choice of Managing Director, Human Resource Officer and Heads of Departments was done purposely so as to get reliable information about the topic whereas other employees were random in order every employee to get equal chance of being selected hence bias are removed on researcher side.

3.6 Data Collection Methods

The data collection method is the process of gathering information from the different respondent Bhattacharyya (2006). There are two types of data collection methods which are secondary data and primary data. This field used both primary and secondary method so as to enable the researcher to collect data in easier way.

3.6.1 Primary Data

Primary data is a data that has not been collected before Wiid and Diggines, (2009) it is the data, which is collected firstly by the researcher from the field for the purpose of answering research question.

3.6.2 Secondary Data

Secondary data are data obtained from literature sources or data collected by other people for some other purpose. Thus secondary data provided by the second hand information and include both raw data and published ones Saunder et al (2007).

3.7 Data Collection Tools

3.7.1 Interviews

Patton (2002) holds that interviews are the methods where the interviewer asks the question orally and the interviewee responds orally. The interview is a best method where the interviewer intends to elicit deep information about the experience of the topic. In this context the interviewer asked to the managers of ZSSF who provided the needed information to address the objectives of the study. The method has the advantage of providing deep thick information. However the method is tedious and the respondents may hide information to fear researcher presence or shyness. Bad experiences are equally hidden by respondents.

3.7.2 Questionnaires

Questionnaires are a series of questions, each one providing a number of alternative answers from which the respondent can choose. White (2002) According to him there is two types of questionnaire, which is mailed questionnaire and self-administered.

For the purpose of this study, Researcher used self-administered questionnaire in order to get quick and clear response. The study was included open ended and close ended questionnaire that was distributed to 70 different employees of different departments as well as positions. The questionnaire has the advantage of collecting information more quick than any method (Silverman, 1997).

Furthermore the questionnaire has advantage of encouraging response and free volunteers as they feel un intimidated as there is hiding of names and identify (Gray, 2009). However the method is limited only to elite who can read and write and sometimes there a problem of misrepresentation of respondents.

3.8 Validity and Reliability of Data

Validity and reliability are element of both measurement and data collection instrument. For performance measurement to be effective both data collection tools and measurement must be valid and reliable so as to generate accurate and complete data. The study was performed by pilot testing in order to check and overcome possible errors. In case of any discrepancy, it was refined ensure its consistency. The test was done on five respondents from the study population who will then be excluded from the final analysis. This applied purposely to avoid empirical bias and to ensure the reliability and validity of data exists. When research is repeatedly conducted but provides similar results and completed information, the collected data are termed as reliable and valid, Kothari (2004).

3.8.1 Validity of Data

Validity refers to the extent to which a test measures what we actually wish to measure Kothari (2004) it is the most critical criterion and indicates the degree to

which an instrument measures what it is supposed to measure. Validity is the most important consideration in test evaluation. The concept refers to the appropriateness, meaningfulness and usefulness made from the test score, validity always refer to the degree to which that evidence support the inference that are made from test scores Weiner and Braun (1988). According to Kothari (2004) there are three types of validity, which are content validity, Criterion related validity and Construct validity.

3.8.2 Reliability of Data

Reliability refers to the consistence of measurements, given a specific measurement tool. A measurement is said to be reliable if is consistently produce result where the only variability is due to the process not to measurement error Anderson, (2008) Reliability has to do with the accuracy and precision of a measurement procedure, Kothari (2004).

3.9 Data Analysis

The data analysis in this study involved organising the questionnaire and getting the frequently and percentage and present the results in table format. The SPSS version 22 was used. The interviews also were read and categories developed and general themes were developed. Interview data was analysed using thematic approach as recommended by Patton (2009).

3.10 Research Ethics

The current researcher understands that though the search for knowledge is important to the current world but the task should not violate the rights of freedom of individuals. In that regard the research made an informed consent to the respondents

to ask them to fill the questionnaire and attend interviews. There were no forced respondents involved in this study. Further, the researcher obtained a research clearance letter from the university to inform the ZSSF administration that the current researcher was needed to collect data from their organisation.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the data obtained through questionnaire and interview at the Zanzibar social security fund scheme. The data are presented following the background of the respondents, and the data are presented under the research objectives. Then the analysis followed.

4.2 Background Information of Respondents

4.2.1 Age Structure

Table 4.1: Age Structure

SN	Year	Frequency	Percentage
1	18 -30	10	12.5%
2	31-45	35	43.7%
3	46-55	28	35%
4	56+	07	8.75%
	Total	80	100%

Table 4.1 shows the age of the employees at the Zanzibar Social Security Fund. Looking at the table higher percentage of the employees comes from the age 31-45 which covers 43.7 percent. In terms of the considerations of the age active and productive in work this is the actual age that is very active in performing the organization functions such as marketing the scheme to many people so that they can join the scheme and get the future benefits. Further observation at Table 4.1 shows

that the employees at the age of 46-55 are also many (35.5 percent) and they have settled and continue their working spirit to the organization goal attainment, given that this age has senior officials such as managers and senior human resource officers, the organizational planning and functioning are stable.

4.2.2 Gender

Table 4.2: Gender

SN	Sex	Frequency	Percentage
1	Male	35	43.75%
2	Female	45	56.25%
	Total	80	100%

Table 4.2 indicates that the Zanzibar Social security funds almost, and equally has fairly employed the male and female in its organization. Though the female dominates by having 56 percent but the employees are having equal chance of employment. This first gives the customers a picture that the organization is open to serve all people of the Zanzibar who are interested and those who are abide the law to join the scheme.

Additionally, since the Zanzibar Social Security Funds is associated with services provision to the customers, such as loan issuance to the clients, old age benefits, maternity benefits to the members of the scheme, these task require tolerance from the providers as the clients are always demanding and any delays puts the organization at weak reputation, the female staff are good providers of the services than the male staff. This may suggest high number of female employees at ZSSF (56.2 percent).

4.2.3 Marital Status

Table 4.3: Marital Status

SN	Type of Marital	Frequency	Percentage
1	Single	30	37.5%
2	Married	45	56.25%
3	Divorced	05	6.25%
	Total	80	100%

The Table 4.3 shows that more than 56 percent of the employees are married. This implies that the organization has stable employees who can attend work while have few frustrations and they have health families thus high contributes to the performance of the organization. The data in this table has indicated few 6percent of the employees have divorced. This number of divorces is insignificant to affect the employees' performance at the organization and cause such issues of following divorces cases at the court of law.

4.2.4 Education Qualifications Information

Table 4.4: Education Qualifications Information

SN	Type of Education Qualification	Frequency	Percentage
1.	Primary	-	
2.	Secondary	15	18.75%
3.	University	65	8125%
4.	Total	80	100%

The Table 4.4 indicates that high number of the ZSSF have high qualification paged at the university degree (81 percent). This implies that the organization recognizes well-trained personnel in the development of the organization. This is likely to increase the efficiency of the organization and speed up the service delivery at the organization. The organization also does not neglect the operational staff who need sometimes not to have the high qualifications (18 percent) but equally have the contribution towards the administrative and technical work of the organization.

4.2.5 Type of Training Programme at ZSSF

The questionnaire inquired on the training programme offered at the ZSSF to employees. The responses were as follows: 75 (93.7) percent said YES and 05 (6.2) percent said NO. Another question inquired in the whether the employees get **the in house training to improve their skill and competencies**. The responses were summarized as follows:

4.2.6 In House Training at ZSSF

Table 4.5: In House Training

Sn	Rating scale	Frequencies	Percentage
1	Strongly agree	15	18.75%
2	agree	60	75%
3	disagree	05	6.25%
4	Strongly disagree	00	00
	Total	80	100

The result under Table 4.5 shows that 93.75 percent of the respondent agreed that ZSSF employees get in house training, while 6.25 disagree that the employees of ZSSF do not get the in house training. The result shows that the organization is

concentrate much on giving its employees in house training. Another question asked if the ZSSF employees get on job training at the organization to improve their work skills and competencies.

4.2.7 On the Job Training

Table 4.6: Shows the Results of on Job Training Rating

SN	Scale rating	Frequencies	Percentage
1.	Strongly agree	55	68.75%
2.	Agree	15	18.5%
3.	Disagree	5	6.25%
4.	Strongly disagree	5	6.25%
	Total	80	100%

The result under Table 4.6 shows that more than 70(87%) of the respondent agreed that ZSSF employees receive on job training, while 10(13%) disagree that the employees of ZSSF get the on job training. The higher number of the employees who receive the on job training shows that the organization is committed towards training its employees to equip them with the needed skills and competencies to perform their jobs with efficiency and effectiveness to ensure the organization goals are attained. The last question under this theme asked on whether the ZSSF employees get orientation after being employed at the organization. The table results were as follows:

4.2.8 Orientation Training after being Employed

Table 4.7: the Results of Orientation Training after being Employed

SN	Scale rating	Frequency	Percentage
1.	Strongly agree	53	66%
2.	agree	25	31.25%
3.	disagree	01	1.25%
4.	Strongly disagree	01	1.25%
	Total	80	100%

The Table 4.7 shows that there were 78(97%) of the respondents who agreed that at the ZSSF there a good number of the employees who get orientation training after being employed. This reflect the high priority the organization places on the need to orient by training its new staff by equipping them with needed skills to adapt to the new competitive of the market in the organization.

4.2.9 Training Methods

The questionnaire inquired which of the training methods were used by the ZSSF to train it employees to improve their work skills and competencies?

Table 4.8: Training Methods used at ZSSF to Train the Employees

SN	Training Methods	Frequencies	Percentage
1.	Lecture method	15	18.7%
2.	Demonstration	05	6.25%
3.	Discussion	10	12.5%
4.	Presentation and power point	45	56.25%
5.	Distance Learning	05	6.2%
	Total	80	100%

The Data in Table 4.8 shows the training mostly preferred by the organization to train the ZSSF employees. The data shows that the presentation and power point method was the most used methods was power point presentation where it was rated at 45(56 percent), lecture method 15(18.7percent) and followed by discussion method (10 12.5percent). Where demonstration methods and distance education methods were rated as low used training methods in the organization with 6.2 percent each.

The above data are presenting the picture that no single method used by the ZSSF to train its employees to attain the skills and competencies to perform the work at the organization. The power point and presentation leads, followed by the lecture method and discussion. This model of combining the methods gives the chance to the employees who are not comfortable in one method to benefit from other used methods in the training. However, though the distance education methods which include attachment, clip, internet, teleconference were least used they have a great advantage in reducing the costs that the organization uses in the training budget than other conventional methods which require the trainees to be at the same place for attending the training (lecture, demonstration and power point presentation).

4.2.10 Challenges of Training at ZSSF

4.2.10.1 Funds as a Challenge Inhibiting Training at ZSSF

Table 4.9: Fund as a Challenge in Implementation of Training at ZSSF

SN	Scale	Frequencies	Percentage
1.	Strongly agree	49	61.2%
2.	Agree	21	26.25%
3.	Disagree	07	8.75%
4.	Strongly disagree	03	3.75%
	Total	80	100%

The data result in Table 4.9 indicates that 87.4 percent agree that the ZSSF experiences shortage of funds in the process of training its staff. The data results also indicated that 13 percent disagreed that the organization does not experience shortage of funds in the process of training its staff. The given data above is apparent that there

is high number of the respondents who suggested that the organization experiences the challenge of finance resources in initiating and practicing training to its staff.

4.2.11 Time as a Factor Limit Training at ZSSF

Table 4.10: Time Factor Limiting Training at ZSSF

SN	Scale	Frequencies	Percentage
1.	Strongly agree	30	37.5%
2.	Agree	22	27.5%
3.	Disagree	10	12.5%
4.	Strongly disagree	18	22.5%
	Total	80	100%

The Table 4.10 indicates that 65 percent agreed that one of the factors that hinder the training at ZSSF is time. The results further indicates under this table that 35 percent of the respondents disagree that the organization has no problem of time in initiating and executing training to the organization employees. Generally the data indicate that the organization has a very busy schedule to the extent that they fail to plan well the training schedule to the employees.

4.2.12 Favoritism Hindering Training at ZSSF

Table 4.11: Favoritism as Factor Hindering Training at ZSSF

SN	Scale	Frequency	Percentage
1.	Strongly agree	50	62.5%
2.	agree	05	6.25%
3.	disagree	22	27.5%
4.	Strongly disagree	03	3.75%
	Total	80	100%

The Table 4.11 indicates that 68.7 percent of the respondents agreed that favoritism is a factor that hinders the training at the ZSSF. Further more the data showed that 31 percent of the respondents disagreed that at the organization there is no favoritism that hinder the training efforts at the organization.

4.2.13 The Effects of Training on the Employees' Performance at ZSSF

Table 4.12: Training and Customer Care

SN	Rating scale	Number	Frequencies
1.	Strongly agree	60	75%
2.	Agree	15	18.7%
3.	Disagree	03	3.75%
4.	Strongly disagree	02	2.5%
	Total	80	100%

The Table 4.12 indicates that 93.7 percent of the respondents agreed that the training that the ZSSF offers has improved customer care at the organization. Further, the data under this table has shown that 6.2 percent of the respondents disagreed with the opinion that the training offered at the ZSSF has improved the customer care at the organization. The result implies that the efforts that the organization is investing in training of the employees has brought positive results by improving the customer care and this is likely to improve the organization service delivery and increase the efficiency and hence rise the profit of the organization which may be translated in increasing the number of customers, timely payment of the customers claims

(education loans, old age benefits, maternity benefits and keeping customers contribution records).

4.2.14 The Training and Ability of Employees to Keep Record

Table 4.13: Training and Record Keeping

sn	Rating scale	Frequencies	Percentage
1.	Strongly agree	35	43.7%
2.	Agree	24	30%
3.	Disagree	11	13.75%
4.	Strongly disagree	10	12.5%
	Total	80	100%

The results under Table 4.13 indicate that the respondents agreed by 73.7 percent that training that the ZSSF offers at the organization improved the record keeping of the customers' contribution in the scheme. The results further indicate under the same table that 26.2 percent disagreed with the opinion that the training that the ZSSF is offering has improved the customers' contribution records at the organization. It must be noted that many of the scheme like this have problem of records keeping where sometime the government organization submit their employees contributions but one may not at some point the contributions are missing in some months. This has been a source of serious problem between the clients and the ZSSF scheme. To handle this problem the organization is using a lot of resource to train the employees in various record keeping methods which including hard copy and soft copy to maintain the correct contributors' records.

4.2.15 Training and Ability of Employees to Issue Loan

Table 4.14: Training and Improvement in Loan Issuance

Sn	Rating scale	Frequencies	Percentage
1.	Strongly agree	05	6.25%
2.	Agree	30	37.5%
3.	Disagree	30	37.5%
4.	Strongly disagree	15	18.57%
	Total	80	100%

Table 4.14 indicates that the training offered by the ZSSF has averagely improved the ability of the employees to offer and process loans to the clients by 42.7 percent, while 56 percent of the respondents disagreed on the statement. This may suggest that the ZSSF although is offering loans to the clients such as loan for education, the training has not impacted a lot to the organization functioning.

4.3 Interviews Analysis

4.3.1 Types of Training Given to the ZSSF

During interview at ZSSF it was revealed by the employees that the organization offers various trainings to improve the skills and competences of the employees. One staff said:

We are well given training to allow us to manage our work. For example the training unit during time of recruitment we were given orientation on how to manage the work at the organisation, letter we were given computer training as most of the work here are conducted through internet.

The employee at the ZSSF during interview said that the organisation has been organising training to the staff so that they can improve their skills and knowledge and competence to handle the work at the organisation. One of the employees said:

We are given training to improve our performance; we have been given training on how to maintain clients' contributions. From the time we received this training were able to check and keep correct record of our clients' contributions. The training has made the organisation to control loss or displacement of the clients' contributions and increase the credibility and reputation of the organisation.

The interview reflected that the organisation is also managing training to the staff such as conducting the training for retirement. This type of training empowers the employees to conduct further retirement training to the clients. This type of training has been of importance to the customers as they are given techniques of managing their benefit to keep on living and working in their projects after their employment.

4.3.2 Training Methods

The training methods used at ZSSF to train the employees to acquired the skills and competencies to perform their work. During interview one other respondent said this in relation to the training methods used by ZSSF to train its staff.

The organisation has been using various training methods such as lecture methods, power point presentation and discussion to train its employees on various carrier issues such as improving the customer care and use of internet to improve the communication within the organisation and outside the organisation.

One of the respondents during interview indicated that during training the employees are given chance to learn new organisation rules governing the ZSSF, the strategies to improve the number of clients to join the organisation. The most effective ways ware

the use of Power point presentation and then the staffs are required to discuss in groups and present. This made everyone to follow and apply the knowledge at work because one has participated on the learning process. The interview indicated that also the new appointed head of sections are given coaching on various matters of the organisation and as they master they can lead the section and take full responsibility. The coaching can take to six months.

4.3.3 Challenges facing the ZSSF

The interviews on the challenges facing the ZSSF revealed that the organisation face several challenges in training of its employees. The respondent said as follows:

Here at the ZSSF were receiving training to equip the employees to manage their work of providing services to the retirees. Sometimes the expected training may not come at the right time due to the finance status and we are forced to postpone the training or to shift the training to the next financial year.

One of the employees at ZSSF indicated that the organisation has no smooth way towards training. The respondents were lamenting that when it comes to the short course the training human recourse officer may show favouritism and those who were supposed to attend are left untrained.

In the last financial year i was required to attend the record keeping training at Zanzibar sates university, despite the my name to be in the waiting list for the training, was left out of the few ten employees who attended the training.

Another employee during interview said this in relation to the factor that hider training at the ZSSF:

The organisation schedule is very tight. Sometimes we need even few weeks for training and doing orientation but the time is not on our side and we are force to cut down the time for training.

4.3.4 Effects of the Training on the Employees' Performance at ZSSF

The interview held at the ZSSF on the effects of the training on the employee's performance at the organisation showed that the training has greatly improved that the employees working skills and competencies. For example of the respondent said that:

Since we have been trained on the use of computer and keeping of the contribution and posting the same, we are attending the customers with easy, efficiency and without delays and accuracy. The story of the customers' contributions misplacement or wrong posting is not there anymore.

In another interview the respondent indicated this in relation to the effects of training on the employees' performance at ZSSF:

The trained employees have increased their ability to communicate, design announcement intending to attract customers, and tamely provision of the old age benefits to the clients. This has raised the confidence of other employees to join the scheme for the future retirement benefits in Zanzibar

One of the employees during interviews said that in relation to the effect of training to the employees at ZSSF:

The training at the organisation has made the employees to increase work morale. They can work more hours and absenteeism has ended among the members this is because they were printed on the strategic plan of the organisation and they were given and sensitised that the employees effectiveness is the engine of the organisation productivity, so they are more motivated as they feel that they are part of the organisation and the growth of the organisation is their growth to them as well.

4.4 Discussion of Findings

4.4.1 Types of Training Programme at ZSSF

The Data obtained from questionnaire indicated clearly that the ZSSF employees get training or exposed to various trainings to empower them get skills and competencies

to do their work of serving the retirees in Zanzibar (old age payment schedules). Those who accepted this were 75 percent. This was further strengthened by the status of in house training practices at the ZSSF, which was agreed by 93percent. Furthermore it was revealed that the ZSSF employees get on job training. This was accepted by 70 (86%). Last evidence on the availability of training opportunity at the ZSSF was revealed by 78 (97%) percent of respondents who accepted that once employees are employed are given an orientation at the organization. Interview data also indicated that the ZSSF employees are given orientation during recruitment time so as to enable them to fit well to the environment of work, which is largely to save the members who are under the ZSSF.

Implication of all these opportunities is that the ZSSF commits itself towards improving skills and knowledge and competences so as to increase organization productivity. Productivity at the ZSSF is counted on the correct recording keeping of members' contribution, increasing members to join the scheme, invest the money and generally raise the profit of the scheme as well as good provision of service as well as good provision of service to retirees of Zanzibar. Armstrong (2006) is in favour of the strategy of training if the firm intends to raise its productivity. Father says: people in an organization are very important resources and organization performance largely depends on them.

4.4.2 Training Methods at the ZSSF

The data from interview indicated that the organization has been using various training methods such as lecture, power point presentation and discussion to training employees at the organization. The data result shows that such trainings have

improved their customer care and use of internet to improve communication within the organization and outside the organization. Further analysis of results for interview indicated that the use of power point presentation and computer group discussion motivated employees to learn during training with enthusiasm as they were fully participating in learning process. The interview also indicated that, the ZSSF used a system of coaching as a training method, where the new employees were attached to the senior staff to learn how to handle department issues. This method took almost six months. Department issues include: registering new members, posting contribution of members, processing payment, giving and processing loans to members.

The data from questionnaire indicated that, power point was rated by 45(56.2 percent), lecture methods 15(18percent) and followed by discussion method 10(12.5 percent). The results above present a picture that no single method is suitable for all time in training, but the combination of both give positive results in transferring needed competencies, skills and knowledge to the employees. Furthermore distance learning methods have not been widely recommended 6 percent at the ZSSF. Though they may have less cost than conventional classroom teaching which require the mentor or experts to contact with trainees. It is also obvious that staff avoid it as it may not involve travelling outside the centre thus employees cannot get the per diem.

The above findings extend the study established by Evangelina (2018) who said that the immigration department in Dares salaam was also using the lecture, discussion, presentation methods and on job training to training its employees to improve their ability to service the people in the issuance of services largely passport to the Tanzanians.

4.4.3 Challenges Inhibiting Training at the ZSSF

The interview indicated that the ZSSF sometimes, employees are not exposed to training as the organization suffers with funds shortage. This made the ZSSF to postpone or shifts the training to next financial year. The data from interview has also shown that those who are required to attend training sometime are not the one who are allowed to attend training. This is a favouritism problem among the senior officers to fellow friends or relatives. Consequently, the impact of training may not be realized as the one attended is not for that training. The questionnaire indicated the following to be the challenge inhibiting training at the ZSSF. Funds 70 (87.4 percent), time 55 (65 percent) favouritism 55 (68.7percent).

The above findings is in line with Franklin (2014) who established that non conducive environment and lack of resources made the ESCON company in South Africa fail to execute its training plan to its employees. Evangelina (2018) established related findings when established that the immigration department in Dar es Salaam had faced the same problem in training of its staff when they lacked enough financial resource and time; and they were required to cut the training time that affected the content given to the employees.

4.4.4 The Effects of Training on the Employees' Performance at ZSSF

Questionnaire data indicate that the employees at ZSSF after training improved their customer serves the members (93.7 percent) percent, further the data showed that the employees who received training improved the records keeping (73 percent) percent. However, the training yielded averagely ability of the employees in loan issuance (42 percent).

Interview data indicated that training given to employees has improved skills in using computer skills thus able to keep members contribution well (no wrong post). The training received has improved the employees' accuracy in payment and eliminating delays in payments. Furthermore the training to employees has improved work spirit and work morale as the employees feel they are part and parcel of the growing organization. The interview has revealed that absenteeism has ended at the ZSSF due to training. The finding of this study extends the finding established by Jagero et al (2012), who established that training given to employees of Courier Company in Dar es Salaam improved their work efficiency and increase productivity of the company. Further this study finding confirms the Nassazi's (2013) observation that, training has clear effect on the employees' performance.

This was further supported by Rashid (2017) when established that training made to one of the equity banks employees in Kenya had made them improve their working and knowledge on the banking tasks. The training made them feel more recognised and thus they were aligned more to the bank organisation goals thus they were performing better.

The findings presented above reflects to the argument presented by Wright & Geroy (2001). The fundamental purpose of staff training is mainly to enhance the knowledge, skills an attitude of the workers necessary for the future job thus contribute to superior organizational performance. Training ensures staff has adequate skills, competent and capable of career development that gives rise of performance in a given organization. There is a necessity for employee training to be an integral part of an organization for total quality management Drucker (2008).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The study on the effects of training on the employees' performance was done in Zanzibar at the Zanzibar Social security funds scheme. The study use 90 respondents both senior staff, middle cadre employees and supporting staff. The study use survey design complemented with interpretive design (interview). The purpose of the study was to determine the effect of training on the employees' performance in ZSSF.

The study was guide by four objectives. These were 1. Determine the types training programmes given to the employees in the Zanzibar social security Fund, 2 Determine the training methods the Zanzibar social security Fund use to train its employees, 3 Explore the challenges the Zanzibar social security Fund experiences in training it employees, 4 Determine the effects of training on the employees' performance in the Zanzibar social security Fund.

5.2 Summary of Findings

The first research question inquired on the type of training the ZSSF offers to its employees to improve their skills and competencies. The results indicated that the ZSSF is dedicated to offer varieties of trainings such as on job training, orientation training and coaching training. All these were done to equip employees with needed skill and competencies to handle the major role ZSSF has which is to service the members (retirees) and those still in services.

The second question inquired on the training methods the ZSSF uses to train its employees to improve their skills and competencies at the organisation. The results indicated that the ZSSF uses various methods to train the employees. These methods were lecture, power point presentation and discussion methods. The results showed that distance training methods which would somehow limit the employees' movement but still minimise the costs of training at the ZSSF were rarely opted. The method that works more is that of combining more than one method as it made the employees to be involved in the training.

The third research question inquired on the challenges that face the ZSSF in training the employees. The results indicated that sometimes the ZSSF faces the problem that interfere the training schedule. These problems included funds, shortage of time and favouritism among the senior officers. These problems made the ZSSF sometime to shift the training schedule or to postpone.

The last research question four, inquired on the effects of training on the employees performance. The results showed that the trainings offered at the ZSSF have improved the customer care and has improved the record keeping. The latter has made the improved in the posting of the members' contributions, thus raise that reputation of the organization. The training, however, seems to averagely influence the employees to handle the loans to the members at ZSSF. The deeper reason for this is that many of the members cannot afford the interest for the house loans set by ZSSF. Training has also improved staff attendance and this has improved the over services provision at the organisation.

5.3 Conclusion

It can be concluded from the ensuing discussion that the trainings the ZSSF have been planning and executing have positive effects to the organisation; as they have improved the work morale, improved customer care and has also improved record keeping of the members' contribution. These trainings thus have raised the satisfaction of the customers and increase the members under the scheme. It has been also noted that the behaviour of absenteeism has declined due to training; as the employees see and feel that the organisation's growth is their growth too.

Generally they employees due to training they have aligned with ZSSF goals of improving the organisation performance. This findings implies that the Zanzibar social security Fund scheme is doing whatever possible to endure the employees have the relevant knowledge, skills and motivation to keep on highly perform to ensure they compete with rivals which offers same type of services like GEPF, PSPF and NSSF.

5.4 Recommendations for the Study

It has to be realised that the training of the employees' is a must if the organisation intends to raise its productivity. There is need of the organisation to set more budgets to do more training that will empower the employees to plan, innovate and raise the performance of the organisation. Also management can consult their employees concerning training issues before decision making to seek employees views about training. Apart from the budget, ZSSF must introduce training Policy that can guide and the way to be followed step by step in the implication of employees training for that policy make training to be clear known the employees in such a way grievances and complaint reduced.

The ZSSF have been using more the conventional training methods such as lecture, power point and discussion. There is need of the ZSSF to plan and execute the distance training methods as they use less cost in training without diluting the content of training, and make sure that the training organized are systematic and relevant with employees task such that employees can improve efficiency and productivity. The organisation needs to put in place a training policy to enable the organisation not to waste resources in the kind of training that do not impact the goals of the organisation.

The organisation must see that there is enough funds for regular staff training in the ZSSF, this will increase the workers commitment and increase the profit of the organisation. The organisation is called to formulated an integrity unity that will foresee the practice and handle claims on the nepotism involved in the assigning training opportunity among the ZSSF.

5.5 Area for Further Study

The study focused on the effects of training on the employees' performance at the ZSSF. Another study is recommended to focus on the effects of training on the organisation performance. Another study may look on how training can be used to improve the organization performance. More over same study can be conducted in other sector either from the public or private organizations and private companies' institutions. The researcher insists further research should be attempted to collect data from other relative topic such as workplace environments to see if there are same effect of the Training.

REFERENCES

- Abeba, M., Masele, D., & Lemessa, B. (2015). 'The Impact of Training and Development', *The Journal of Human Resource and Sustainability Studies*, 3(1),188-197.
- Aguinis, H., & Kurt, K. (2009). Benefits of Training and Development for Individuals and Teams, Organizations, and Society. *Annual Review of Psychology*, 60(7), 1351-1377.
- Ahmed, M. (2014). The Effect of Training on Employee Performance in Public Sector of Kenya: (Unpublished) M. A. Dissertation, A Case Study of NHIF Machakos Branch Kenya.
- Amir, E., & Amen, I. (2013). The Effect of Training on Employee Performance: *European Journal of Business Management*. 5(4), 20-41.
- Armstrong, M., & Baron, A. (2002) *Strategic HRM, The Key to Improved Business Performance*. New York: Prentice-Hall.
- Amstrong, M. (2006). *A Handbook of Human Resource Management Practice: 10th Edition*. London: Kogan Page Limited
- Amstrong, M., & Taylor, S. (2014). *Handbook of Human Resource Management Practice*. London: Kogan Page Limited
- Amstrong, M. (2000)*Understanding training*. Human Resource Management Practice. 8th Edition. London: Kogan Page Limited
- Anderson, C. M. (2008). *Quality and reliability*: London: Wiley online library
- Anitha, R., & Ashok, K. (2016). 'The Impact of Training on Employee Performance in Private Sector Insurance in Coimbatore District'. *International Journal of Management Research and Review*. 10(4), 1079-1089

- Beardwell, T., & Holden, L. (2013). *Human Resource Practice* 5th edn. New York: John Wiley & Sons Inc
- Bhattacharyya, D. K. (2006). *Research methodology*, 2nd Edition. New Delhi: Oxford University Press.
- Bogdan, R. C. & Biklen, S. K. (1998). *Qualitative research in education: An introduction to theory and methods* 3rd edn. Massachusetts: Sage.
- Carlos, A., & Braga, P. (1995). 'The Impact of the Internationalization of Services on Developing Countries'. World Bank report, Global Economic Prospects and the Developing Countries Washington. <http://www.worldbank>.
- Chawla, D., & Sondhi, N. (2011). *Research Methodology*, 1st Edition: New Delhi: PVT Ltd.
- Cole, G. A. (2002) *Personnel and Human Resource Management*. 5th edn, London: Continuum.
- DeCouza, D. A., & Robbins, P. (1996). *Human Resource Practice* 5th Edition. New York: John Wiley & Sons Inc.
- Elnaga, A., & Imran, A. (2013) The effect of Training on employees performance *European Journal of Business and Management* 5(4),
- Evangelina, M. E. (2018). The impact of training on the performance in public sector organization. A case of immigration department. Master dissertation of the Open University of Tanzania.
- Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, D. (1986). Perceived organizational support: *Journal of Applied Psychology*, 71(3), 500-507.
- Falola, H. O., Osibanjo, A. O., & Ojo, S. I. (2014). Effectiveness of Training and Development on Employees' Performance and Organization Competitiveness

in the Nigerian Banking Industry. *Bulletin of the Transylvania University of Brasov*. Vol.7.

Franklin, D., Richard, C., & Anis, M. (2014) The Impact of Training and Development on Employee Performance in the ESCON Consulting, *Singaporean Journal of Business and Management Studies*. 2(1), 34-41.

Garavan, T. N. (1997) ‘Training, Development, Education and Learning: Different or the Same?’ *Journal of European Industrial Training*. 3(1), 70-91.

Grinsberg, L. (1997). “Training for the long haul”. *Computer Shopper*, article s/070396/17 (3) pg 70-77.

Gray, D. E. (2009). *Doing research in the real world*. London: Wiley online library

Habi, L. (2013). Effectiveness of Training program in Public Organisation: (Unpublished) M. A thesis: A case study of Morogoro Municipal council Tanzania, Morogoro, Tanzania.

Hassan, K. (2011). Impact of Training and Development on the Performance of Administrative Staff in the Public Sector Organizations: The Case of the Second Vice President’s Office – Zanzibar.

Hogarth, J. (2012). The Impact of Training on Staff Performance: A Case Study of SIC Insurance Company Ghana. *International Journal of Business and Management Review*, 4(9), 1-23.

Imran, A., & Amen, I. (2013). The Effect of Training on Employee Performance. *European Journal of Business and Management*, 5(4), 78-90.

Jagero, N., KombaM, H. & Mlinga, M. (2012). ‘The Relationship between on the Job Training and Employee Performance on Courier Company in Dar es

- SalaamTanzania'. *International Journal of Humanities and Social Science*, 2(1), 1-10.
- Karia, A., Omari, S., Mwanangor, S., & Kimori, Y. (2016). 'The Importance of Training and Development in Public Water Utilities in Tanzania', *African Journal of Education and Human Development*, 2(2), 57-71. ISSN:2518-0304.
- Kenney, J., Reid, M., & Barrington, S. (1992). *Training Interventions, Managing Employee Development*: Chartered Institute of Personnel & Development 5TH edn, ISBN10-085292660
- Kinicki, A. & Kreitner, R. (2007). *Organizational behavior*: New York: McGraw-Hill. ISBN; 9788078029363/xxxiii
- Kothari, C. R. (2004). *Research Methodology in Composition Research*: 2nd Edition. New Delhi: New Age International (P) Ltd.
- Landy, F.W. (1985). *The Psychology of Work Behavior*. 3rd Edition. United States Dorsey Press.
- Latham, G. P., & Locke, E. A. (1979). Goal-setting: A motivational technique that works. *Organizational Dynamics*, 5(2), 68-80.
- Latham, G. P., & Locke, E. A. (2006). New direction in Goal setting theory: *Open Journal* 15(5), 256-268.
- Long, C. S., Kowang, T., O. Chin., T. A., & Hee, O. C. (2016). Improving Organizational Performance through Training Function: A Review *International Business Management*, 10(4), 475-478. ISSN1993-5250
- McGehee, W., & Thayer, P. W. (1961). *Training in Business and Industry*. New York: John Wiley.

- Meyer, J. P., & Allen, N. J.(1991).‘ A Three-Component Conceptualization of Organizational Commitment’. *Human Resource Management Review*. 1(1), 61-89.
- Mohammed, R. (2014) *Impact of Effective Training on Organizational Performance in Dubai Public Sector*, Policy Brief. By Cardiff Metropolitan University.
- Mwapira, D. (2015). The Role of Employees’ Training in Organizational Performance: A Case Study of Tanzania Revenue Authority (TRA) Offices at ILALA Tax Region, Dar-es-Salaam.
- Nassazi, A. (2013). Effects of Training on Employee Performance. Evidence from Uganda Unpublished dissertation of Business Economic and Tourism, Kampala, Uganda.
- Obisi, C. (2001). ‘Employee Development, Issues and Dimensions’, *Uncial Journal of Public Administrator*, 1(7), 21-25.
- Patton, M. Q. (2002). *Qualitative research and evaluation methods, 3rd Edition*. Thousand Oaks, CA: Sage.
- Patton, N. B. & James, W. T. (2009), Effective Training; Systems, Strategies and Practices. 3rd edn. *Journal of Vocational Behavior*, 2(1), 41-50.
- Ramya, N.(2016). The Effect of Training on Employee performance. *International Journal of Scientific Research and Modern Education*, 1(1), 21-30.
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organisational performance: towards methodological best practice. *Journal of Management*, 35(2), 718–804.
- Rashid, Y. Z. (2017). Effect of Training and Development on Employees’ Performance: The Case of Equity Bank Kenya, URI:<http://erepo.usiu.ac.ke>.

- Rumelt, R. (1984). *Towards a Strategic Theory of the Firm*, in Lamb, *Competitive Strategic Management Journal* 12(3) 167-185, Prentice-Hall, New Jersey, United States.
- Saghir, J. (2014). *Impact of Training on Employee Performance in context of supermarket industry of Karachi, Pakistan*. <https://www.slideshare.net>
- Souder, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students*, 2nd Edition. New York: Prentice Hall.
- Silverman, D. (1997). *Qualitative research, Theory, method and Practice*. Thousand Oaks: Sage Publication.
- Silverman, D. (1997). *Qualitative research, Theory, method and Practice*. Thousand Oaks: Sage Publications Inc.
- Stoner, J., A. F., Freeman, E., & Gilbert, D. (2004). *Management*, 6th Edition. New Delhi: Pearson, Education.
- Swart, J., Mann, C., Brown, S., & Price, A. (2005). *Human Resource Development: Strategy and Tactics*. New York: Elsevier Butterworth-Heinemann Publications Oxford.
- Akbar, W., & Hafeez, U. (2014). Impact of Training on employees performance: Business Management and Strategy Vol.6 No.1
- Wanyoike, D. M., & Onyango, J. W. (2014). Effect of Training on employees performance: A survey of Health workers in Siaya County, Kenya: *European journal of Material science*. 1(1), 22-34.
- Wernfelt, B. (1984). *Strategic Management journal*, 5,2: Wiley online Library.
- Wainer, H., & Braun, H. I. (1988). *Test validity*. Hilldale, NJ: Lawrence Earlbaum Associates.

- Wiid, J., & Diggines, C. (2009). *Marketing Research*, Cape Town: Juta Academics and company Ltd.
- Wright, P. C., & Geroy, G. D. (2001). 'Human Competency Engineering and World Class Performance: A Cross -Cultural Approach, Cross Cultural Management', *An International Journal*, 2(1), 34-50. ISSN;2249-0868
- Pfeffer, J. (1994), *Competitive Advantage through People*. Boston, MA: Harvard Business School Press
- White, B. (2002). *Writing your MBA Dissertation*, London.1st Edition. New York: Cengage learning- EMEA Publishers. ISBN13:978-1844800995.

APPENDICES**APPENDIX I: STUDY QUESTIONNAIRE****QUESTIONNAIRE FOR ZANZIBAR SOCIAL SECURITY FUND****EMPLOYEES****THE EFFECTS OF TRAINING ON EMPLOYEES PERFORMANCE AT ZSSF**

This questionnaire is mainly intended for educational purposes and would not be used for any other purpose. The researchers are students of Open University of Tanzania

This research work is one of the requirements for the award of a Masters Degree of Human resource Management. We therefore assure you that your answers and comments would be treated confidentially.

INSTRUCTION: Please tick $\sqrt{\quad}$ beside the responses that are applicable.

A: personal information of the Staff**i) .Age**

a.18-30 years

b.31-45 years

c.46-55year

d. 56+years

ii). Sex

a.Male

b.Female

ii). Marital status

a Single

b.Married

c.Divorced

iii). Educational level

a. Primary

b.Secondary education

c. University

d. Others

B.Types of training programmes offered at ZSSF

i).Do you have training programme to improve employees performance at ZSSF?

a .Yes

b.No

c. Don't know

ii).Do you get in house training at ZSSF to improve employees performance?

a.Strongly Agree

b.Agree

c.Disagree

d. Strongly disagree

iii). Do you get on job training to improve employees performance at ZSSF?

a.Strongly Agree

b.Agree

c.Disagree

d. Strongly disagree

iv).Do you get orientation training immediately after being employed at ZSSF?

- a.Strongly Agree
- b.Agree
- c.Disagree
- d. Strongly disagree

C.Training methods

i).Which of the following training methods are used to train the ZSSF employees to improve their work skills and competencies

- a.Lecture method
- b.Demonstration
- c.Discussion
- d.Presentation on power point
- e.Distance learning

D.Challenges of training at ZSSF

i).Do funds shortage considered as a challenge in training the ZSSF employees?

- a.Strongly Agree
- b.Agree
- c.Disagree
- d. Strongly disagree

ii). Do time factor become barrier in training the ZSSF employees?

- a.Strongly Agree
- b.Agree
- c.Disagree

d. Strongly disagree

iii).Do favouritism considered a barrier in training the ZSSF employees?

a.Strongly Agree

b.Agree

c.Disagree

d. Strongly disagree

E.The effects of training on the employees performance

i).Has the training offered by ZSSF to employees improved customer care to clients?

a.Strongly Agree

b.Agree

c.Disagree

d. Strongly disagree

ii).Has the training offered by ZSSF to employees improved the employees ability to keep proper customers contribution records?

a.Strongly Agree

b.Agree

c.Disagree

d. Strongly disagree

iii) Has training offered by ZSSF to employees improved their ability to issue loans to the customers?

a.Strongly Agree

b.Agree

c.Disagree

d. Strongly disagree

APPENDIX II: Interview guides to ZSSF employees

Q1. What training programmes the ZSSF offers to its employees for purpose of improving thier knowledge,skills and competencies?

Q2. What training methods the ZSSF apply to train its employees to improve thier performance?

Q3.What challenges the ZSSF experience in training its staff?

Q4. What are the effects of training on employees performance at ZSSF?

THANK YOU FOR YOUR COOPERATION