

**THE IMPACT OF TRAINING ON STAFF PERFORMANCE IN PUBLIC  
SECTOR ORGANIZATIONS: A CASE OF IMMIGRATION DEPARTMENT**

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

**2018**

**CERTIFICATION**

The undersigned certify that she has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation entitled “**The Impact of Training on Staff Performance in Public Sector Organizations: A Case of Immigration Department**” in partial fulfillment of the requirements for award of the Master Degree of Human Resources Management of The Open University of Tanzania.

.....

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**(Supervisor)**

.....

Date

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**DECLARATION**

I, **Evangelina E. Muganyizi**, do hereby declare that this dissertation is my own work and that it has not been presented and will not be presented to any other university for a similar or any other award.

.....

Signature

.....

Date

**DEDICATION**

This work is dedicated to my lovely family

## **ACKNOWLEDGEMENT**

This work has been made possible through the efforts and support of several individuals. However, as the researcher, I would like to thank the Almighty God for giving me health and strength to accomplish this work. The researcher acknowledges her heartfelt and deep sense of gratitude to the Supervisor Dr. Janeth Isanzu for her passion, encouragement, understanding in developing study design and successful conclusion of this study. Special thanks and appreciation is extended to lecturers and members of the University for their Assistance, Guidance and counsel, as well as fellow students for their insightful collaboration and advice throughout my study. Thank you all for the incredible inspiration, support, commitment and affection you showed me. God bless us all.

**ABSTRACT**

This study was carried to find the impact of training on staff performance in public sector organizations: the case study of Immigration Department Dar es Salaam. The objectives of the study were to identify the types of training given to staff by Immigration Department, examining the extent to which staff training has improved staff performance at Immigration Department and examining the challenges hindering the effective implementation of trainings at the department. The study adopted case study design. The study used simple random sampling technique to obtain a sample size of 57 respondents. Questionnaires, interviews and documentary review were used for data collection. The principal findings shows that the major purposes of training at Immigration Department is aimed at improving employee performance through imparting and enhancing the knowledge and skill to the staff on E - services and improving customer care services. Major types of training offered to staff at Immigration Department are - on the job trainings and off the job trainings. The study has found that due to training employees commitment has improved , services provision has been well done and customer satisfaction has been realized to increase . It has been found that there an increase of productivity and employees reduced turnover. The overall staff performance has improved due to effective staff training being conducted at Immigration Department although there some constrains / challenges such as lack of enough budget for training. It is recommended that the Department should also consider enabling employees to further their studies to improve their qualifications

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**LIST OF ABBREVIATIONS**

HR	Human Resources
MoHSW	Ministry Of Health and Social Welfare
NSSF	National Social Security Fund
RST	Random Sampling Technique
US	United States

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Overview**

This chapter provides a background that contextualizes the research problem. It states the research problem, objectives of the study and explains the motivations and justification of the study, methodology, scope and limitations of the research and the underlying assumptions.

#### **1.2 Background to the Study**

Staff training is among issues that intends to improve employees skills or increase the level of knowledge for a particular job. Staff training seeks to improve employees performance by ensuring that employees are equipped with the needed knowledge and skills. It is always argued that individual growth does not start or end in ones' self. An organization needs to develop an employee's skills and abilities so as to perform better in the particular position(Kiamba, 2013).

An organization management needs staffing with competent personnel. Therefore employees needs regular training so as to improve their skills, knowledge, abilities and competence so as to enhance their individual and organization performance. If employees are to feel valued for the work they do, need training so as to improve their performance, then they need to see visible signs of management's Commitment to their training and career needs(Sambila, 2013).

Moreover, training and development is among of human resource management functions. Training and development is a function that enables employers to invest in employees with relevant skills so as to perform at the needed standard. Training and development is believed to motivate employees to perform better. The quality of employees and their development through training are major factors in determining long-term profitability and optimum performance of organizations (Qorro, 2013).

According to Gao (2013), planned training needs to identify the needs of employees to be trained, thus defining what skills and knowledge to be trained and what attitudes to be changed. The objectives of the training and development are to be clearly stipulated. Planned training seeks to meet the needed objectives by using the right combination techniques.

### **1.3 Statement of the 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 2012) 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. For instance, a manager in an organization will not be successful until he has subordinates beneath him who are well equipped with skills, talent and knowledge (Kamara, 2012).

Immigration as Public Sector organizations established and put forward vision so as to be an efficient and focused utility in supporting the development of Tanzania. The department's vision is to become not only efficient in the provision of its Services to its public, but also to be able to run all its operations in sustainable way so as to contribute to the socio-economic development of Tanzania (Omary, 2014).

However, currently the public in the country are not happy and satisfactory with the service provided by the department due to daily problem with provision of pass and unethical business conduct and responsibility of the management in general. It is also true that most government institutions performance is rated poor with lower production.

## **1.4 Specific Objective**

- i) To identify the types of training given to staff by Immigration department
- ii) To examine the extent to which staff training has improved staff performance at Immigration department.
- iii) To assess challenges facing immigration department on implementing effective training programs.

### **1.4.1 Main Objective**

The aim of this study is to assess the impact of training on employee's performance in public sector organizations and the study takes Immigration department as its case study.

## **1.5 Research Questions**

- i) What are the types of training and development at Immigration department?
- ii) Has training improved staff performance at Immigration department?
- iii) What are the challenges facing immigration department on implementing effective training programs?

## **1.6 Significance of the Study**

The achievement of this study serves as researcher's partial fulfillment of the academic requirements for the award of Master in Human resource managements. Also the study Compares theoretical training in the classes with practical learning; furthermore it helps to know the causal problem of unstable and shortage of employees performance in Tanzania which lead to unsatisfactory of service to the customer.

The study informs the Management of the immigration department and other public organizations that to increase productivity, there is need to have and retain well trained and motivated employees. Also helps to develop and maintain a quality work life, which provides an opportunity for employee's job satisfaction and self-actualization.

Furthermore the study helps the organization to understand the importance of training and developments towards good performance of an organization. Finally, it is to aid management of public sector organization to introduce modern schemes for training and development, so as to be able to meet the challenges of change in the future.

The study helps the staffs to know the importance of training and development on individual motivation and performance toward the assigned duties at the work place.

The study also provides other researchers with areas for future research and literatures that have been addressed to this topic. Furthermore it helps other researchers with the same topic to identify and know the gap existing compared to their research done in different areas.

### **1.7 Scope of the Study**

This study focused on looking at the impact of training and development on employee's performance in public sector organizations and the study takes Immigration department as its case study. The study specifically studied on the major purposes, types of training given to staff by Immigration department, the

training and staff development policy, procedure and practices used by Immigration department and the extent to which staff training has improved staff performance at Immigration department.

### **1.8 Organization of the Study**

Chapter one gives a presentation and Background of the Study, where by the accompanying angles were talked about, foundation to the examination, proclamation of the issue, goals of the investigation, look into questions, hugeness of the examination and constraints of the investigation, chapter two presents the definition of key terms, hypothetical system, observational writing audit, theoretical and empirical literature reviews. Chapter three presents the research methodology. Chapter four presents the findings and discussion of the study and chapter five presents the summary, conclusion and Recommendation of the study

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Overview**

Among the crucial tasks of human resource management today is training and development. Most of the managers today agree with notation that employees training and development leads to organizational better performance. According to Sangau (2012) argues that few people nowadays may deny the importance of employees training in an organization. Employees training are crucial and important but it's expensive. Employees training arises employees focus towards organizational goals and objectives achievement.

#### **2.2 Definition of the key term**

##### **2.2.1 Training**

Abel (2013) argues that training can be defined as a learning process in which people in an organization acquire skills, knowledge, experience and altitude that they need to perform better their job for the achievement of an organization goal. An important element of training that is very relevant for staff performance includes skills and knowledge, employee altitude and behavior, motivation, Ability and innovation, empowerments, commitments, effective and efficiency, measurement, standards, communication, self-directed/ management and create own competency.

##### **2.2.2 Employee's Performance**

According to Delow, (2013) Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies assess their

employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success. The job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

### **2.2.3 McGhee and Thayer's Three-Level Analysis**

According to **Jucious** , (2014) While several different approaches can be used to identify the training needs of an organization, McGhee and Thayer's Three-Level Analysis is the most commonly used. The model provides a systematic means of conducting a TNA at three levels: organizational, operational (or task), and individual (or person). The levels of analysis are a hierarchy which descends from the organizational level to the personal level. At the same time as you descend the hierarchy, you also move to a more micro focus in the organization. TNA will be the basis for a sound argument to link training to the organization's *strategic intent* as well as to gain support from management, and for organizational commitment at all levels. Attention to detail and engagement of all key stakeholders in the TNA is essential if meaningful and worthwhile training programmes are to be developed from its determinations.

The relevance of McGhee Thayer model of analysis particularly at firm. A Training Needs Analysis (TNA) is a process by which an organization's needs are identified and articulated. The process has identified: An organization's goals and

its effectiveness in reaching these goals, Discrepancies or gaps between an employee's skills and the skills required for effective current job performance, Discrepancies or gaps between an employee's skills and the skills needed to perform the job successfully in the future (Jucious, 2014).

Ultimately, the model identified needs which require addressing in some way. It not only provided clear direction for identifying training needs, but also served as a basis for evaluating how effective previous training programs have been. The two outcomes are a training need and a non-training need. A Training Need revealed a performance gap, and the gap can be filled with training. It exists when the employee does not know how to do the job – it is a lack of knowledge, skills, and attitudes (Jucious, 2014).

#### **2.2.4 The Importance Staff Training and Their Performance**

According to Moore (2015) Employees competencies have to be improve through effective training programs .Employees training does not only improve overall performance of an employee in current jobs but also increases employees attitude , skills and knowledge for the future job, thus contributing to superior organizational performance. The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah2010).

Huselid, (2005) suggests the need for renewed attention to employee training due to its ability to cut cost and reduce performance shortfalls in organizations. It has been proven on countless occasions that, there is a “Strong link” between various training and development practices and organizational performance (Komba, 2013) In regard to the above writers, training and development can facilitate the achievement of corporate strategy and improves organization performance. Therefore training must be aligned to organizations policies, objectives, strategies in order to result in high performance in the organization.

According to Swart *et al*, (2015), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance.

It is noted that training facilitated to realize the level of employee performance, where employees do not perform well. This will lead to find out where they lack knowledge of a particular issue. It is always so that employees possess a certain amount of knowledge related to different jobs.

### **2.2.5 The Linkage of Training to Staff Performance**

Frequently questions have asked why integrated training and performance. The capability to link between training and performance gives out several outcomes that enhances performance .Training will link to performance if only the training program is linked to specific employees need and organizational needs . This is the last frontier, after all – using coordinated talent management programs to make organizations “better”(whether that means higher revenues, more units



shipped, more members served, or whatever tangible bottom – line metric is mission critical (Dewo, 2014).

According to Kenney and Reid (2010) Planned training in an organization needs to achieve necessary improvement of job performance. Kenny and Reid argued that planned training has the following steps: identifying and define training needs so as to know what is to be trained and what should be improved, define the learning require in term of skill, knowledge and attitudes need to be changed, define the objective of the training, develop a training program plan to meet the needs and objectives using right training techniques, decide who provide training and to whom training should be directed, evaluate the training , amend and validate training if necessary.

According to Nijkamp (2013)planning training should being of identifying and defining the need for training , to pin point learning requirements , also planned training identifies the programs to be in calculated, also it evaluates the training trainers techniques. Also must identify the needed facilities and locations for training and finally must know how to implement the train.

#### **2.2.6 The Aspects of Staff Performance That Can Be Improved By Training**

The overall ideally of training program is to close the performance gap between how employees currently perform and how they need to perform in future to meet the specified objective and finally achieve the goal of the organization. Specific objectives can include membership sales goals, improved retention rates and

increased personal training participation; however, increased profitability is the ultimate goal (Salehe, 2013).

Training creates individual ability, innovation, competencies to empower employees to contribute on effectiveness and efficiency on pursuing the specified objective toward reaching the company goal. The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible benefits for both individuals Performance as well as the organization Performance. Changing to Technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques (Jope, 2014).

### **2.3 Empirical Literature Review**

Driskell (2011) argued in his study that type of training implemented, training content and trainee expertise also affect the training outcomes. Success of training Program always depends on how the training was given, what was the content and who was the trainer. Haslinda and Mahyuddin (2009) found that lack of support from top management and peers, employees' individual attitudes, job-related factors and also the deficiencies in training practice are the main factors which affect the effectiveness of training to staff performance. If there will be less support from top management and peers, job is not going well or somehow there is problem in job and absence of training practice then there is less chance of effective training program which might result to poor performance.

A study by Kidunda *et al.*, (2014) at National Social Security Fund (NSSF) discovered that the problem of training at the Fund was lack of clear training programs. The study revealed that, one of the factors limiting implementation of training program is lack of awareness and clear training program to some staffs at NSSF. The gap was the poor management at NSSF, which fail to inform the staffs before about the importance of training to staff performance.

Another research undertaken by Hamis, (2010) at the Tanzania's Ministry of Health (MoHSW) found that the training at the Ministry was not effective because the Government did not allocate sufficient funds for the training purpose. Moreover the training programs were not implemented and worse still there was no training evaluation conducted to measure training acquired and actual translation of such training into actual work performance. However the training function has been affected by several factors some being that, the concept has not been understood in organizations.

People in managerial positions have remained idle on training responsibilities thinking that the job is solely a responsibility of the Training or Personnel Departments. In fact training is a responsibility for every manager and supervisor. The study revealed that; the gap was shortage of funds to facilitate the training as well as poor perception among managers that training responsibility is only for training /personnel departments. At the end of the study; the concept of training to MOHSW was clear understood to all staffs and MOHSW found the way to get funds for training, also managers took its responsibility on training program.

In addition, training may enable consistency in performance across conditions. For example, Driskell et al. (2011) conducted a study including 79 U.S. Navy technical school trainees who performed a computer-based task. Trainees participated in a stress-exposure training session. This training exposes trainees to information regarding stressors (e.g., noise, time urgency), to the stressors, and how these stressors are likely to affect performance. Results showed that training was beneficial in that trainees performed well under a novel stressor and when performing a novel task. Thus, stress training helps maintain performance consistency. Performance consistency may also result from enhancing trainees' self-efficacy or self-management skills.

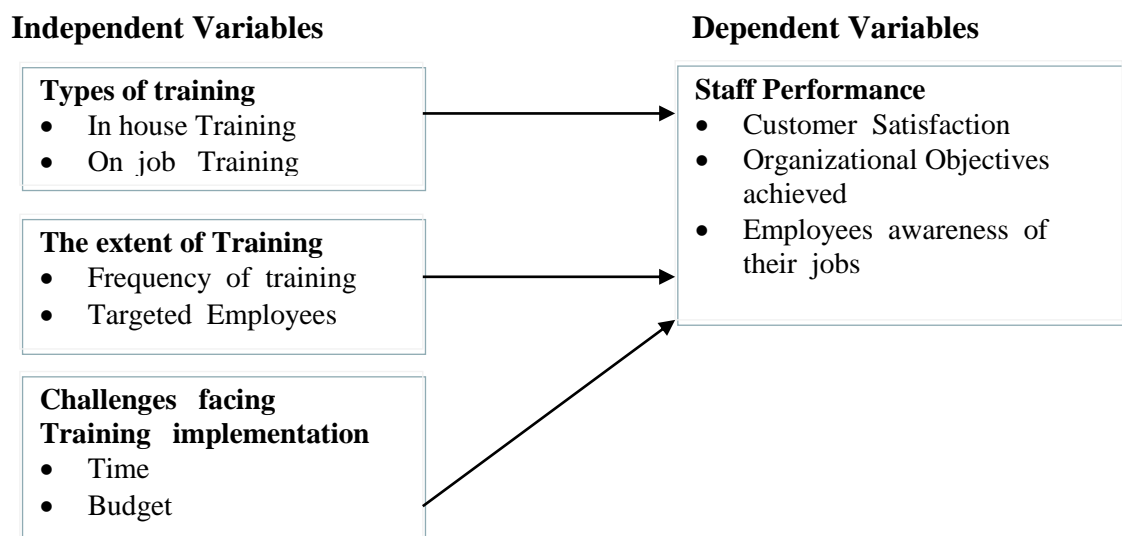
A research conducted by Fey *et al.*, (2012), on the effect of training and development on the employee performance, submitted that, there is a solid positive correlation between both management development and employee training and development program, and organization performance in Russian team - based affiliates of Western corporations. This suggests that, both management and employee development were meaningfully interrelated with organization performance. He added that, an emphasis on employee development, with employments safety, is possible to be common by employees in terms of high level of organizational obligation. Committing funds into employee training and development may also be essential for Western organization struggling to attain a competitive advantage through high value products and services, particular features that were not paid much attention to during previous planned economy.

A study was conducted by Sharma and Upneja (2015) to examine the issues persuading financial performance in the small hotels at Arusha in Tanzania. The outcomes of this research submitted that insufficient employee training and development programs was among the factors accountable for low profitability in the hotels thus providing indication to HR professionals on the importance of this constituent in the business sector. Notwithstanding the accessible mixed bag of strategies, an association must be careful when selecting preparing systems for its utilization. A cautious utilization of preparing routines might be an exceptionally practical financing. Despite the fact that a standout amongst the most vital stages in the preparation process, assessment and observing is regularly the most disregarded or slightest sufficiently completed part.

## 2.4 Conceptual frame work

Basing on the research topic and literatures both theoretical and Empirical review.

The following is the conceptual frame work developed by the research.



**Figure 2.1: Conceptual Framework**

Source: Researcher's Creation (2017)

The conceptual framework above shows the independent and dependent variables to this study and how they affect each other in this study. The first independent variable in this study was types of training being undertaken at the firm, the study looked on the house and job trainings. The second independent variable to this study was to see the extent to which training is being done at the department whereas the researcher looked on the frequency of training being undertaken and the most targeted employees. Lastly the researcher looked on the challenges facing training implementations whereas looked on the time challenges and budget challenges. However the dependent variable to this study was staff performance whereas the researcher looked if customers are satisfied on services provision. also found if employees are aware of their tasks due to the training being imparted to them. Lastly the researcher saw if the department's objectives are being met hence employees are trained

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Overview**

The chapter provides a description on how the study was conducted. This chapter included research design, target population, sampling procedure and sampling size, source of data collection, research instrument, and administration of the instrument and analysis of data.

#### **3.2 Research Design**

According Ennon (2014) The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you have effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. A good research design is essential for a successful research process.

This study was case study. This approach gave insight into the problem understudy, detailed investigation and was enable the researcher to know more about the impact of training on staff performance in public sector organisation with reference to Immigration department .Using this design the researcher was able to obtain new knowledge on the problem being studied as it gave a room for intensive interviews which enables the problem to be well understood (Saunders, 2013).

#### **3.3 The study Area**

The study area refers to a key step in research process. The objective is to obtain a

study area where the average of pollutant levels measured at fixed monitors was a good estimate of the average population exposure. This means that anthropological or sociological research intended to gather and relate data on various aspects of a geographical region and its inhabitants, as natural resources (Gao, 2013). This study was conducted in Immigration department Dar es Salaam city. The researcher selected the area due to the fact that is easily accessed for data collection. Also saved the researcher in terms of time and cost.

### **3.4 Research Approach**

According to Kilo, (2013) the types of study based on Quantitative and qualitative research. Where by Quantitative research is generally associated with the positivist/post positivist paradigm. It usually involves collecting and converting data into numerical form so that statistical calculations can be made and conclusions drawn.

Sangau (2013) Qualitative research is the approach usually associated with the social constructivist paradigm which emphasizes the socially constructed nature of reality. It is about recording, analyzing and attempting to uncover the deeper meaning and significance of human behavior and experience, including contradictory beliefs, behaviors and emotions. Data was collected once across a population through sampling technique - Random sampling technique (RST) in which questionnaires and interview schedules were administered.

### **3.5 Target Population**

According to Wello (2013) in statistics, the population, or target population, is the



total population about which information is required. Study population is the population from which sample is to be drawn. Commonly, the population is found to be very large and in any research study, studying all population is often impractical or impossible. Therefore, sample unit gives researchers a manageable study population and representative subset of population.

Therefore the target population was in the department of human resource and to all employees of Immigration Department which comprising officers, technicians, office clerks, accountants, computer operators, secretaries, drivers, security officers and other positions which need to have a trained employee's.

### **3.6 Sampling Procedure**

According to Kembo (2013) a sampling procedure defines the rules that specify how the system calculates the sample size and it contains information about the valuation of an inspection characteristic during results recording (attributive, variable, and manual). Sampling procedures are usually used at characteristic level of a task list or material specification

Random (probability) Sampling procedure or techniques was used to include all the staff at Immigration department in the study so as to allow for adequate representation of the various views concerning with staff training and development.

The simple random sampling technique was used so as to give an equal chance of every employee at the department to be included in the sample size. The researcher took every third of the employees at the firm ( Kamau, 2014).

### 3.7 Sample size and Sampling Frame

According to Jope (2014) Sample size determination is the exact number of items selected from a population to constitute a sample. It is an act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population.

Sampling frame is the list of all objects or elements in the population from which sample was drawn. The sample size was obtained from the total number of workers in the study area. The researcher used 57 respondents as a sample size, since the general population of the study cannot be studied in as whole, The respondents was selected for estimations of the results of this study which depends on the parameter being estimated (Kamara, 2013) .

The sample size was determined by calculations so as to obtain significant level and confidence level of the results. The sample size in this study was determined by the formula shown below:

$$n = \frac{N}{1 + N * (e)^2}$$

Where: n = the sample size

N = the population size

e = the acceptable sampling error

Assuming a 96% confidence level, the acceptable sampling error is thus 0.04. As such total sample size required for survey was 57. The sample size was from

managers and employees from human resource department and other department which comprised employees like accountant, computer operators, secretaries and other positions which were included in the study.

### **3.8 Source of Data Collection**

The data for this research work was obtained essentially from primary and secondary sources. Where by primary source was employed using the questionnaires, interview Methods. The purpose of these techniques is to investigate the awareness of training program and the role Immigration department plays in the training and development of its employees (Rowland, 2015).

The secondary data, which constitutes the source of data, was gathered from the Immigration department corporate plan, its Human Resource Management policy, Books and journals on Human Resource Management, training and development (Kembo, 2013).

### **3.9 Data Collection Techniques**

The research study employed various techniques of data collection including interview and questionnaire and documentary review.

#### **3.9.1 Interview**

The researcher intends to interview the respondents directly to draw the first-hand knowledge on various aspects of the study. Since an interview is an oral administration of questionnaires and therefore a face to face encounter, it was

basically used in obtaining information from the top officials of the Immigration for the study (Jope 2014).

### **3.9.2 Questionnaires**

The researcher also obtained information by using questionnaires as well. The questionnaires contained both open and close ended questions so as to give the respondent freedom to answer them in one's understanding. The questionnaires to respondents from Dar es Salaam who were ordinary employees of the Immigration (Ifodin, 2013).

### **3.9.3 Documentary Review**

Also the research used documentary review to solicit. The research reviewed different human resource policies being employed at the Immigration for the study. Also the research reviewed different financial reports of the department so as to find out the level of profitability attained (Saunders, 2009).

### **3.10 Data Analysis**

Data analysis means the computation of some indices or measures along with searching for patterns of relationships that exist among the data groups. Analysis, particularly in the case of survey or experimental data, involves estimating the values of unknown parameters of the population and testing hypotheses for drawing inferences (Kothari, 2005). According to Kothari data analysis takes place after data have been collected. Analysis of data requires a number of closely related operations such as estimation of categories, application of these categories to raw data through

coding, tabulation and then drawing statistical inferences. Collected data was condensed in few manageable groups and tables for further analysis. Thus, the researcher classified the raw data into some purposely and usable categories. Tabulation was part of a technical procedure where classified data was put into tables.

In the process of analysis relationships or differences supporting or conflicting with the original was subject to tests of significance to determine their validity.

### **3.11 Validity and Reliability of the Tools**

#### **3.11.1 Validity**

Joppe (2000) provides the following explanation of what validity is in quantitative research: Validity determines whether the research truly measures that which it is intended to measure or how truthful the research results are. The validity of data collection tools were assured by accommodating comments from the supervisor, administration of tools by the researcher and testing of some tools before the actual data collection. Data collected was valid because the instruments used in data collection as stated (empirical research), was concerned with people's attitudes and behavior, information from respondents, outputs of analyzed data regarding the study.

#### **3.11.2 Reliability**

Joppe (2000), argue that reliability is the extent to which results are consistent over time and an accurate representation of the total population under study is referred to

as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. All respondents made the study reliable for its findings obtained. Different questions was constructed cutting across the information required, hence the reliability of data to be collected.

### **3.12 Research Ethics**

Permission to conduct this study came from relevant authorities including Immigration Department and Open University. In addition to that the respondents were assured of the confidentiality of the information that they provide to the researcher.

In this study , the researcher observed not to be biased and subjective towards the study during interview sessions the researcher did not induce her own feeling towards the interviews , leaving them to give their views with regard to the research objectives.

Further still as respondents filling the questionnaires were left free to answer what they know without some subjective directions on answering the questionnaires

However data collection was on single basis, in order to avoid data which is influenced by group members. Moreover confidentiality was observed, no name is mentioned of any respondent or interviewee who was mentioned in this study. The study is ethical free zone

## **CHAPTER FOUR**

### **4.0 PRESENTATION AND DISCUSSION OF FINDINGS**

#### **4.1 Overview**

The aim of the study was to examine the impact of training on staff performance in Public sector organization and the study takes Immigration department. This chapter presents the main findings that address these research questions. The findings of the study are presented in thematically order while referring to the research objectives. The analysis was done in descriptive analysis.

#### **4.2 Responses rate**

This targeted 100 respondents however due to some constrains only 57 respondents were obtained. However the response rate had no any negative impact hence 57% of the respondents were obtained and responded to the question imposed to them.

#### **4.3 Respondent s' Profile**

The respondents profile includes Gender, Age, education level, and working Experience of employees in Immigration department. The respondents profile is presented in the subsections below.

##### **4.3.1 Gender of Respondents**

In order to determine the distribution of gender between men and women among the respondents. Analysis was made and presented in the table below.

**Table 4.1: Gender**

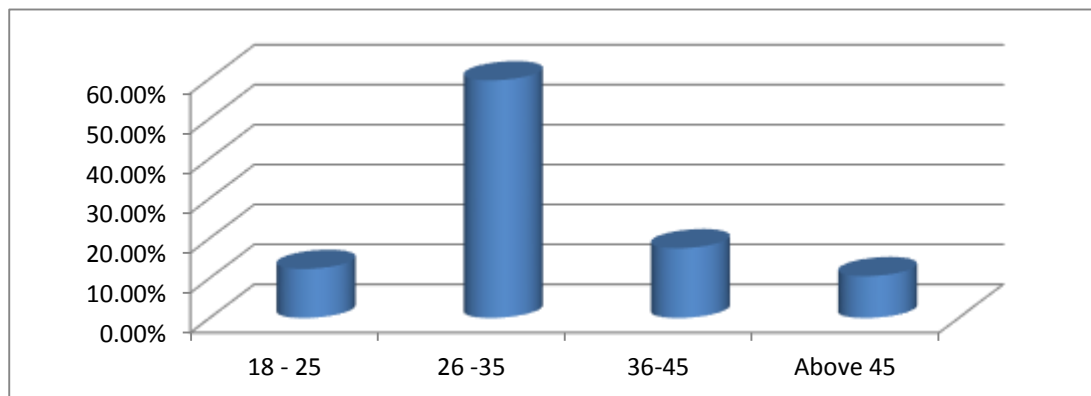
Responses	Frequency	Percent
Male	39	68.4
Female	18	31.6
Total	57	100.0

Source; Field Data (2017)

The table 4.1 shows that 39 of the respondents which constitute 68.4 % of total respondents were male and 18 of respondents with 31.6 % of the total respondents are female. The findings suggest that both male and female were included in this study. There were more male than female respondents in study. This gives an impression that there are more male employees at the immigration department than female employees

#### 4.3.2 Age of the Respondents

The age group of the respondents was also analyzed to find if there was any direct link to training as one of the factors that hinder employee training. The findings are summarized below Figure 4. 1 Age of the respondents.

**Figure 4.1: Age**

Source; Field Data (2017)



The figure 4.1 shows that 34 respondents with 59.6 % are in 26 – 35 years age group. While 10 respondents representing 17.5% are in the group with the age of 36 – 45 years. 6 respondents representing 10.5% are in the age with above 45 years and 7 respondents with 12.3% are in the group with the age of 18 – 25 years.

From the above findings the researcher concludes that the majority of immigration department are young people with a range of age between 26 -35 and these are groups that are active.

However the findings indicate Immigration department has employee with the age of 18 - 26 which make a total of 12.3% and employee with the age above 45 years which constitute 10.5 % of the total population.

#### **4.3.3 Academic Qualifications / Education level**

The researcher also wanted to find out the educational level of the respondents who were involved in the study. The table 4.2 below is the analysis of respondents' academic qualifications.

**Table 4.2: Education of the Respondents**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Ordinary level	4	7.0
Diploma	20	35.1
First Degree	25	43.9
Master	8	14.0
Total	57	100.0

Source; Field Data (2017)

The findings presented in the table 4.3 shows that 4 (7.0 % ) of the respondents are Ordinary level 20 respondents which constitute 35.1% are diploma holders. Also 25 (43.9%) of the respondents have bachelor Degree and 8(145) of the respondents are Masters holders.

In regard to the above analysis and interpretation it can therefore be concluded by the researcher that currently the immigration department has more employees with the level of first degree education.

#### **4.3.4 Work Experience of Respondent**

From the findings the Work experience of the respondents was analyzed and presented in the table 4.3 below.

**Table 4. 3: Working experience of the Respondents**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
1 - 10	43	75.4
11 - 20	9	15.8
21 - 30	5	8.8
Total	57	100.0

Source; Field Data (2017)

Table 4.3 Indicate that 43 respondents which is equal to 75.4 % of the total respondents their working experience at the department is ranging from 1 – 10 years. Whereas 9 of employee which makes 15.8% of the respondents their working experience ranges from 11 -20 years and 5 respondents which is equal to 8.8% their work experience is ranging from 21 – 30 years

From the analysis of the above data, the researcher assumes that majority of employee at the immigration department have a working experience of with 1 -10 years. According to age distribution group and educational level of the respondents presented above, majority of the workers are young people with a range of age between 26 -35 and education level of Diploma/ first degree holder and these are groups that are active and able to perform many work in the organization.

#### **4.4 The types of Training Offered to Staff at Immigration Department**

The first objective of the study was to find out the types of trainings at the department understudy . Therefore respondents were asked on the types of trainings which were undertaken at the department. The analysis from findings was done and presented in the subsections below as.

##### **4.4.1 On job training at Immigration department**

As far as types of training was concerned , the researcher wanted to find out if on job training is among the types of trainings which has been offered at the department , the analysis was done and presented in the table 4.4 below.

**Table 4.4: On Training at the Department**

<b>Responses</b>	<b>Frequencies</b>	<b>Percentage</b>
Strongly disagreed	6	11
Disagreed	10	18
Agreed	20	35
Strongly agree	11	17
Total	57	100

Source: Field Data (2017)

The findings presented in table 4.4 shows that 6(11%) of the respondents have strongly disagreed on the notion that on job training is not always offered at the department. While 10(18%) have just disagreed , however 20(35%) of the respondents have agreed that one of the types of training being undertaken at the department is on Job training . The respondents pointed out that on job training is referred as a training takes place so as to enhance the job performance at the office. On job training is the one that is based on the daily duties of the firm to as the objective of the firm can be reached. While 11(17%) have strongly agreed.

The findings to the above analysis and interpretation gives an impression that on job training is the one being undertaken mostly at Immigration department. This is due to its importance in the improvement of job performance.

Also data from interview session has shown that on job training is always provided at Immigration department. As one of the interviewees was quoted,

*“We always focus on job training at our office hence we want to impart our employees with the current job performance techniques , such training of electronic service provision and customer care. It has been used by many firms in different parts of the world”*

This has been echoed by Driskell, (2012), in most of firms and organizations do conduct on job training. It may occur as the employee performs actual work or it may occur elsewhere within the workplace using training rooms, training work stations, or training equipment. On-the-job training is most frequently supplied by

another employee who can competently perform the job that he or she is teaching. On-the-job training is occasionally performed by an external provider as in the case of specialized equipment. In another example, a vendor trains a marketing system a group of employees is adapting to their own work procedures.

Thus on job training is the analysis of how individuals obtain and develop many skills through formal education learned on the job. The basic idea of human capital theory is that Management and firms invest in workers skills in order to increase their productivity, much as persons invest in financial or physical assets to get or earn income. Result from employee responded that they do go to the training out of their work place however this types of training need time and resource to be invested in the training program.

#### **4.4.2 Off Job Training at Immigration Department**

Also the researcher wanted to find out if off job training is one of the types of training being practiced at Immigration department . The findings are presented table 4.5 below.

**Table 4.5: Is Off Job Training One of the Types of Training Used at the Department**

<b>Responses</b>	<b>Frequencies</b>	<b>Percentage</b>
Strongly disagreed	7	12
Disagreed	4	7
Agreed	26	45
Strongly agree	20	35
Total	57	100

Source: Field Data (2017)

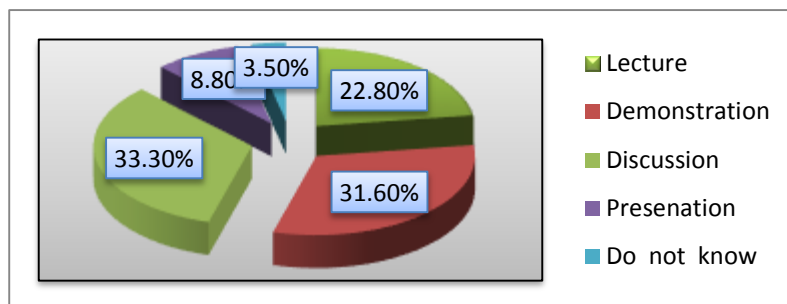
The finding presented in the table 4.5 shows 7(12%) of the respondents strongly disagreed that off job training is always not undertaken, while 4(7%) just disagreed. Moreover 26(45%) of the respondents have agreed that off- job training is one of the types of training being undertaken at the Immigration Department. While 20(35%) of the respondents have disagreed that the off- job training is not one of the types of training at the department and 20(35%) of the respondents have strongly agreed. The findings give an impression that off job training is being undertaken at the department.

Findings from interview session with training manager declared that

*‘ Off job training are non-related work related trainings , these are trainings which impart employees with the knowledge about other social life apart from job performing such as fire caution seminars, HIV and AIDS seminar or security measures ’*

#### 4.4.3 Methods Used for Training at Immigration Department

Also analysis on the methods which are used to deploy the kind of training being undertaken at the department was done. These findings were presented in figure 4.2 below



**Figure 4.2: Methods used for Training at Immigration Department**

Source: Field Data (2017)

Figure 4.2 indicate that 19 of respondents which constitute 33.3 % out of 57 say that the most method of training used by department is discussion. While 31.6 % say that method used to facilitate training is Demonstration. Also 22.8% of the respondents identified that lectures as one of method of training is used at the department. Also 8.8% of the respondents have pointed out that presentation method is also used for training of staff at immigration department and 3.5 % of respondents did not say anything.

Findings obtained from the study as it show that immigration department offer the method of training such demonstration and discussion. These methods are given to staff through on- the -job and off- the- job training. Thus on job training is the analysis of how individuals obtain and develop many skills through formal education learned on the job. The basic idea of human capital theory is that Management and firms invest in workers skills in order to increase their productivity, much as persons invest in financial or physical assets to get or earn income.

According to Welo, (2012) argued that there are different methods that are being used for training in an organization . Such methods can be lecture, demonstrations, discussions and seminars.

#### **4.5 Improvement of Staff Performance Due To Training at Immigration Department**

The Second objective of this study was to find whether training has improved staff performance at Immigration department. The analysis was done by looking of

the major purposes of the trainings and how far were the trainings purposes met the analysis was done and the findings are presented in the subsections below .

#### **4.5.1 Major Purposes for Training at Immigration Department**

The researcher wanted to find out what are the major purpose which has made trainings to be undertake recently , the results of the analysis are presented in the tables below.

**Table 4.6: Was Adaption of e-Service One of the Major Purpose For Training at Immigration**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Yes	40	71
No	17	29
Total	57	100.0

Source: Field Data (2017)

The findings presented in table 4.6 shows that 40(70.9%) of the respondents said agreed that adaption of electronic services was one of the major purpose of training at Immigration department office. Thus there have a number of electronic services such as the introduction of E- government , and electronic payments systems . Upon the introduction of the E- services most of employees faced a number of challenges such failure to operate efficiently. Therefore the management decided to conduct training so as to master the E-services. However 17 (29%) of the respondents denied that the major purpose was not on the adaption of E- services.



**Table 4.7: Improvement of Customer Care One of the Major Purpose at the Immigration Department**

	<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
	Yes	37	65
	No	20	35
	Total	57	100.0

Source: Field Data (2017)

The findings presented in the table 4.8 shows that 37(65%) of the respondents have said yes improvement of customer care was one of the major purposes which trainings aimed to achieve . While 20(35%) of the respondents have said no the major purpose of training at the department was not improvement of customer care services. The findings give an impression that the major purpose for training was to improve customer care services. It was found that there have a number of customer complaints due poor customer care at the Department. In order to resolve the situation the department conducted training so as to enhance employees customer care.

Findings from Interviews with the senior human resource manager of Immigration department indicate that, the major purpose of training and development activities in the organization is to improve workers job performance and to enhance staff capacity with great knowledge and skills to meet the changes with new technology by gaining new insights so as to achieve the organization objective or goals The findings suggest that the major purposes of training is to enhance employees performance at the department

Moreover from interview it has been noted that training and development policies in place (Human Resource Manual Policies 2011 and Training policy) which established to achieve the purpose of training and development of the staff and help to attain the organizational goals. Interview with the Training Manager indicate that the policy statement of training and development is to have a sustainable policy that will address present and future skills requirements to meet the firm's strategies.

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).

**Table 4.8: Has Training Improved Staff performance at the Immigration Department?**

<b>Responses</b>	<b>Frequencies</b>	<b>Percentage</b>
Strongly disagreed	12	21
Disagreed	8	14
Agreed	21	37
Strongly agreed	16	28
Total	57	100

Source: Field Data (2017)

The findings presented in the table 4.9 above shows that 12(21%) of the respondents have strongly disagreed that the trainings being offered at the

Immigration was have of improved the performance at the department at all and 8(14%) of the respondents have just disagreed on the notion. However 21(37%) of the respondents have strongly agreed the trainings being offered has helped to improve the performance of the employees at the department hence they have been easy adaption of electronic services provision and most of the clients satisfaction has been raised.

Data from interview session has showed that training at the Immigration department as materialized a number of significance , thus most of employees have raised their confidence in performing their duties. The interviewee declared that,

*“Taking the year 2011/12 as a base line, due to staff training which helps the employees to acquire knowledge, skill attitude and good behavior which creates ability and competence to the staff in relation to performance of duties, The organization has increased its productivity by 9 %. From the year 2011/12 to 2012/13. From the year 2012/13 to 2013/14 the organization has increased its productivity by 19 %. From the year 2013/14 to 2014/15 the organization has decreased its production by 22 % this is due to other factors rather than lack of training to staff.*

Also the interviewee revealed that due to training such as career development for high learning, customer care training, workshop training, seminar training given to the staff through on the job training with the major purpose of adaptation of new technology on E – Service at the department, employees skills, knowledge, attitude and behavior have been modified and developed to improve their performance in the effectiveness and efficiency on the provision of service to the customer. In the year of 2015/16 complaints from customers have been reduced due to the number of training given to the staff on customer care. These training have increased motivation

and job satisfaction to employees; the department staff has developed innovation strategies on provision of services to the customer and reduced employee turnover. All these lead to the increased productivity and which in turn increases performance.

The finding presented above reflects to the argument presented by Black and Lynch (2012). Companies committed to investment in their human resource generate long term and sustainable profitability for the company. In a study in America on the impact of human capital investments such as employer-provided training and development, Black and Lynch stated that “returns on training and development investments increase productivity by 16%”. This further reinforces the role of training on employees. Based on the attributes that are developed the employees implement them on their tasks and thus the company is able to improve thus generate the profits for the firm. Also because the attributes are imparted and developed through the systematic and planned training program, it becomes a part of the employees thus they are able to implement them on every task thus the increased profit leading to sustainable profitability.

Furthermore Peter Drucker argues that, Staff performance is measured by Profit. In fact measuring productivity by profit can be used as an effective tool for measuring team productivity. Measuring by profit involve watching only the bottom line. To measure results, one of the vital important factors rely on is the effectiveness ratio thus it measure how much gross profit the company gets for every dollar spend on salary. According to Peter Drucker (2013), other ways to Measure Staff performance

is through management by objective, 360-degree feedback and Quality of Tasks Completed also are the ways of measuring staff performance.

#### **4.6 Challenges Facing Immigration Department on Implementing Effective Training Programs**

The last objective to this study was to find out the challenges facing the department in implementation of the training programs, the analysis was done by looking on the budgetary constraints and time challenges, the results are presented in the table 4.6 below.

**Table 4. 9: Challenges Facing The Implementation Training Programs**

<b>Responses</b>	<b>Frequencies</b>	<b>Percentage</b>
Budgetary Constrains	20	35
Time Challenges	37	65
Total	57	100

**Source: Field Data (2017)**

The findings presented in the table 4.9 shows that 20( 35%) of the respondents have argued that budgetary constraints, hence to conduct trainings are very costly to undertake, whereas at sometimes the department missies fund for conducting such trainings. While 37(65%) of the respondents have pointed out that the major challenges hindering effective implementation of trainings is time limit, it has been noted trainings are time consuming whereas other productive activities need to go on.

## **CHAPTER FIVE**

### **5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview**

This chapter concerns with summary of the findings and conclusion with regard to the findings of the research study.

#### **5.2 Summary**

Training at Immigration department dates back to the time the commenced of the business as witnessed from the sample of respondents with different background characteristics of gender, Age, education level, and working Experience. It can also be seen from the responses from the tables above that most of the respondents are aware that Immigration department have a training program in place. It has been noted that the major purpose of training activities at Immigration department is to improve workers job performance on provision of service, customer satisfaction and to enhance staff capacity with great knowledge and skills to meet the changes with new technology by gaining new insights so as to achieve the organization objective or goals. Findings show that the major types of training offered to staff by Immigration department is through on - the- job training and off-the- job training. The most popular Method of training used by Immigration department is through discussion and demonstration. Other methods of training include lectures and presentation.

Training given to staff at Immigration department has been noted to improve the personally performance as well as Realizing organization objective performance as it

helps them to increase skill, knowledge, and change the individual behavior and personality on how to perform a better job. Training improved performance at Immigration department through productivity improvement. Also different type of training given to staff helps in creating the health working environment by developing leadership skill and give motivation to perform better and corporate performance improved.

The most Challenges which hinder the Immigration department on the effective implementation of the staff training program are limited budget for training and the duration of the training is not enough especially for the newly engaged employees which makes difficult to cover the whole training content and to acquire more skills.

### **5.3 Conclusions**

From the results of the study or findings it can be concluded that, training has noted to improve staff performance at Immigration department. It has on job training program which was introduced from the inception of department. All employees no matter their qualification, age or rank consistently go through on job training. Training has been effective with its core objective being to improve individual and organizational performance as can be seen from the improvement in returns per unit invested in expenditure as well a consistent increase in productivity. The training programs has resulted in improvement in skills, efficiency and performance as well as the acquisition of new skills and knowledge. However, should consider the possibility of other training programs besides its off job training one so as to ensure

that the department is abreast with developments in the sector and globally as well as providing options for its employees and providing the benefit of choice.

#### **5.4 Recommendations**

Immigration Department current on job training program is effective but the Department should also consider enabling employees to further their studies to improve their qualifications.

Immigration Department should also continue with its on job training programs with periodic analysis of the program to ascertain its effectiveness, the certainty that the program caters to the specific needs of its employees and that program is in line with developments of the time.

Immigration Department should increase transparency to let the public know their contribution to the Tanzanian economy in terms of employment.

It is important for the Tanzanian public sector to understand that training does not have an impact on just employee performance but on a firm's overall performance. There should be a willingness thereof, to invest in employee training with the understanding that it is an investment that will yield returns.

As employees continue to struggle with cost-cutting measures that force fewer people to handle rising workloads, proper training is more vital to professional success than ever. For employees, training can strengthen workplace skills and lead



to greater long-term job security. From an employer perspective, having well-trained workers is key to maintaining competitive performance and distinguishing a company from its rivals.

### **5.5 Areas for Further Studies**

More studies must be done on the impact of employee training on organizational costs. Also studies should be done of the effects of organizational culture on employees training.

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## APPENDICES

### APPENDIX 1: QUESTIONNAIRES

Dear Respondent, I am a final year student at Open university , carrying out a study on *THE IMPACT OF TRAINING ON STAFF PERFORMANCE IN PUBLIC SECTOR ORGANIZATIONS: THE CASE OF IMMIGRATION DEPARTMENT.*

This study is strictly for academic purposes and the information will be treated with much confidentiality. Please I ask for your corporation in answering the questions below

#### Part A: Personal Information

Here, I would like to have some personal information about you –undoubtedly for analytical purpose

##### 1. Age

- a) 18-30years (     )
- b) 31-45years (     )
- c) 46-55years (     )
- d) d). 56+ years (     )

##### 2. Sex

- a) Male (     )
- b) Female (     )

##### 3. Marital Status

- a) Single (     )
- b) Married (     )
- c) c Divorced (     )

**4. Education Level**

- a) Primary Education ( )
- a) Secondary Education ( )
- b) University ( )
- c) Other (Specify).....

**PART B: The types of training given to staff by Immigration department**

- 5. Do you get any kind of training programs at the department?
  - a) Yes
  - b) No
  - c) Do not know
- 6. Do you get in - house training?
  - a) Strongly agree
  - b) Agree
  - c) Disagree
  - d) Strongly disagree
- 7. Do you get on job training programs at the department ?
  - a) Strongly agree
  - b) Agree
  - c) Disagree
  - d) Strongly disagree
- 8. Do you get non - job training at the department?
  - a) Strongly agree
  - b) Agree

- c) Disagree
  - d) Strongly disagree
9. What methods are used in providing trainings at the department
- a) Lecture
  - b) Demonstrations
  - c) Discussions
  - d) Presentation

**Part C: The extent to which staff training has improved staff performance at Immigration department.**

10. What were the major purposes of training you attended?
- a) Adaption of electronic services to acquire more knowledge and skill in order to improve performance
  - b) Improvement of customer care service by build capacity or career development
11. Has training Improved E - service provision at the department?
- a) Strongly agree
  - b) Agree
  - c) Disagree
  - d) Strongly disagree
12. Has training led to Increase of customer satisfaction?
- a) Strongly agree
  - b) Agree
  - c) Disagree

- d) Strongly disagree

**Part D Challenges facing immigration department on implementing effective training programs**

13. Do you face Shortage of time for training at the department

- a) Strongly agree
- b) Agree
- c) Disagree
- d) Strongly disagree

14. Is there Lack of enough fund for conducting training?

- a) Strongly agree
- b) Agree
- c) Disagree
- d) Strongly disagree



**APPENDIX 2: INTERVIEW CHECKLIST**

- a) Do you get any kind of training programs at the department?
- b) Do you get in - house training?
- c) Do you get on job training programs at the department ?
- d) Do you get non - job training at the department ?
- e) What methods are used in providing trainings at the department
- f) What were the major purposes of training you attended?
- g) Has training Improved E - service provision at the department?
- h) Has training led to Increase of customer satisfaction?
- i) Do you face Shortage of time for training at the department
- j) Is there Lack of enough fund for conducting training?

**APPENDIX 3: RESEARCH TIME TIMETABLE/SCHEDULE OF  
ACTIVITIES**

PARTICULARS	MONTHS						
	12	1	2	3	4	5	6
Writing the proposal							
Pre-testing of the research tools							
Data Collection Process							
Data Coding and Compilation							
Data Analysis, Interpretation and Report Writing							
Submission of the Report							

**APPENDIX 4: RESEARCH BUDGET**

Financial Budget according to Nyagawa, P (2001) , is the money required at a stage of work of the research. The research will incurred the following costs.

S/N	PARTICULARS	AMOUNT(TSHS)
	<b>Stationeries</b> Flash diskettes 50000 Rim paper 18000 Pens 7000 Pencil 3000	78,000/=
	<b>Secretarial</b> Photocopy 20000 Printing 30000 Binding 10000	60,000/=
	<b>Personal expenses</b> Meals cost per day 7000 * 12 weeks	588,000/=
	<b>Transport expenses</b> Bus fare 3000*12 weeks	252,000/=
	<b>Other expense</b> Communication	700,00/=
	<b>Total</b>	<b>1,048000/=</b>

Signatures

Student's Name: **Evangelina. E Muganyizi**

Date .....

Comments of the Supervisor

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Supervisor ..... Date .....