**EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENT AUTHORITIES: EVIDENCE FROM CHUNYA DISTRICT COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT IN DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND MANAGEMENT**

**THE OPEN UNIVERSITY OF TANZANIA**

**2025**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled "The Effects of Training and Development on Employee Performance in Local Government Authorities" in partial fulfillment of the requirements for degree of Master in Human Resource Management (MHRM).

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**I**, Ridhiwani A. Mshighati 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 a similar or any other degree award.

...…………………...................

Signature

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Date

# DEDICATION

My family has provided me with the initiation to education, and hence, this work is dedicated to them. Without their love and hard-earned efforts which they used in ensuring I accomplished my education I would have been a different person.

# ACKNOWLEDGEMENT

The completion of this study owes much to the guidance, support, and constructive critiques of many individuals. While it is difficult to mention everyone by name, I extend my sincere appreciation to each and every one of them for their invaluable contributions.

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I would also like to extend my heartfelt thanks to my family for their continuous encouragement, love, and support. Their contributions were immeasurable, and without their belief in me, this journey would have been far more difficult. Their encouragement played a pivotal role in helping me stay focused and determined throughout my academic journey.

Lastly, I am deeply grateful to Almighty God for giving me the strength, wisdom, and protection needed to complete this work. His blessings made everything possible, and to Him, I give all the glory.

# ABSTRACT

This study investigates the impact of training programs, career development, and succession planning on employee performance within Local Government Authorities (LGAs), using Chunya District Council as a case study. The primary objective was to determine how these three human resource practices affect employee performance. Specifically, the study aimed to assess the relevance and effectiveness of training programs, the accessibility and influence of career development opportunities, and the role of succession planning in enhancing employee performance. A quantitative research methodology was employed, with data collected via structured questionnaires distributed to 302 employees of the Chunya District Council. The data were analyzed using descriptive statistics and regression analysis through SPSS. The key findings indicate that training programs significantly improve employee performance by enhancing skills and knowledge. However, there is a need for more tailored and diverse training methods to accommodate the varying needs of employees. Career development was found to positively impact employee job satisfaction and performance, but disparities in accessibility to development opportunities were noted. Succession planning was identified as crucial for maintaining leadership continuity and employee motivation, though a lack of transparency in the process was a concern for some employees. The study recommends diversifying training programs, ensuring equitable access to career development opportunities, and improving the communication and transparency of succession planning.

**Keywords**: *Employee Performance, Training Programs, Career Development, Succession Planning*

# LIST OF ABBREVIATIONS

|  |  |  |
| --- | --- | --- |
| **ALAT** | - | Association of Local Authorities of Tanzania  |
| **CAG** | - | Controller and Auditor General |
| **CB** | - | Covariance Based-Structural Equation Modeling |
| **CFA** | - | Confirmatory Factor Analysis |
| **DC** | - | District Council |
| **EP** | - | Employee Performance |
| **FAIR** | - | Findable, Accessible, Interoperable, and Reusable |
| **LGAs** | - | Local Government Authorities |
| **OPRAS** | - | Open Performance Review and Appraisal System |
| **SE** | - | Self-Efficacy |
| **SMEs** | - | Small and Medium Enterprises |
| **SPSS** | - | Statistical Package for the Social Sciences |
| **TL** | - | Transformational Leadership |
| **TNA** | - | Training Needs Assessment |
| **URT** | - | United Republic of Tanzania |

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# CHAPTER ONE

# INTRODUCTION

# 1.1 Chapter Overview

This section introduces the central themes surrounding the impact of training and development on employee performance within Local Government Authorities, with a specific focus on the experiences gleaned from Chunya District Council. It provides a foundational background of Information, outlines the statement of the problem, research objectives, research questions, and emphasizes the significance of the study. A succinct summary of the chapter concludes this section.

**1.2 Background of Information**

Government initiatives worldwide emphasize the importance of training and development programs in enhancing employees’ skills, productivity, and achievement of developmental goals (Flåto, 2023; Lu & Wu, 2023). Such programs, which can be implemented through various methods such as technology-based learning, simulators, on-the-job training, coaching/mentoring, instructor-led training, role-playing, films and videos, and case studies, are crucial for equipping public sector employees to overcome inefficiencies and contribute to desired outcomes (Madhavan et al., 2023).

While government efforts have shown success in implementing training programs globally (Delma et al., 2023; Kimweli & Kavindah, 2021), administrative inefficiency remains a persistent challenge in governance, particularly in local governments, hindering the adoption of outcome-based approaches. Evidence from various countries highlights these challenges. For instance, Germany faces bureaucratic bottlenecks due to centralized structures (Jugl, 2023), while Italy contends with fragmented decision-making and resource constraints (Bianchi & Richiedei, 2023).

In the African context, South Africa struggles with bureaucracy complexities and eroded trust (Robinson & Stephens, 202; Hulke et al., 2022), and Kenya faces challenges with uneven capacity building and a disconnect between national funding and local priorities (Kiplimo, 2018; Wolff et al., 2022). Uganda grapples with population growth and weak monitoring mechanisms exacerbating employee performance issues (FoEMS, et al., 2022; Matagi et al., 2022). Similarly, Tanzania faces challenges leading to poverty and unequal resource distribution (Peter & Wei, 2021; Yusuph & Guohua, 2020).

Employee performance in the workplace is crucial for organizational success (Usmani et al., 2022; Taye & Zewdu, 2023). Training and development play a vital role in enhancing employee performance by addressing skill gaps, promoting continuous learning, and boosting engagement (Triansyah et al., 2023; Kalli et al., 2023; Nor, 2023). Various methods such as technology-based learning, coaching, and on-the-job training can be utilized to implement training programs effectively (Lancefield et al., 2021; Wang et al., 2021; Bradford, Year). In Tanzania, frameworks for evaluating employee performance, such as the Open Performance Review and Appraisal System (OPRAS), have been introduced to improve accountability and performance within the public sector (Mwita, 2020; Mnasi et al., 2022).

Existing literature underscores the importance of training for employee performance but lacks understanding of its impact in local government contexts like Tanzania’s Chunya District Council. Most studies focus on developed nations, neglecting the unique challenges of developing countries. While the link between training and individual skills is established, the impact on service delivery and citizen satisfaction remains under-researched.

To bridge this gap, the study adopts Human Capital Theory, emphasizing that investing in employee skills leads to organizational success (Becker, 2023), while considering the specific context of the Chunya District Council. It will assess factors like training program effectiveness and the relationship between training and operational effectiveness, proposing strategies to improve employee performance. The investigation will inform the design of targeted training initiatives tailored to the Chunya District Council, addressing communication, motivation, and collaboration among employees, along with sustained mentorship and support systems. Ultimately, the study aims to measure the overall effect of training and development on employee performance in local government authorities, using the Chunya District Council as a case study. A descriptive research design will be employed, utilizing a structured survey for quantitative data collection.

# 1.3 Problem Statement

Despite the existence of policies such as the Training Policy for Tanzanian Public Service (URT, 2013) and the Association of Local Authorities of Tanzania (ALAT) strategic plan (2016-2020) that advocate for the training and development of local government employees, there is a notable gap in translating these efforts into tangible improvements in employee performance within Local Government Authorities (LGAs). The CAG Report of March 2022 (CAG, 2022) for Chunya District Council reveals critical operational challenges, including the misallocation of TZS 326.8 million in revenue that was not invested in development projects and an uncollected TZS 40.1 million from defaulters. Additionally, TZS 57.2 million in service levies from businesses went uncollected, suggesting significant inefficiencies in revenue management and service delivery. This reflects a disconnect between training and its actual impact on administrative efficiency, performance, and service outcomes (World Bank, 2022).

Further empirical studies highlight that although training programs are emphasized in public sector governance, their effectiveness in enhancing employee performance remains under-researched, particularly in the context of developing countries. For instance, research from Kenya suggests that insufficient alignment between training programs and local needs hinders the capacity of LGAs to meet developmental goals (Kiplimo, 2018), while studies in South Africa demonstrate how inadequate capacity building exacerbates administrative inefficiency in local governance (Robinson & Stephens, 2022). Similarly, Tanzania's public sector faces challenges with uneven training opportunities, poor resource allocation, and limited monitoring and evaluation mechanisms that impair the effectiveness of training programs (Yusuph & Guohua, 2020; Peter & Wei, 2021).

These findings underline the persistent problem of ineffective training in local government contexts and point to the need for a deeper exploration of how training and development initiatives influence employee performance and public sector outcomes(Madhavan et al., 2023). This study aims to fill this gap by assessing the impact of training on employee performance in the Chunya District Council. By analyzing existing programs, evaluating their effectiveness, and proposing tailored strategies, the research intends to bridge the disconnect between training investments and their outcomes, thus enhancing service delivery, administrative efficiency, and goal achievement within Tanzanian LGAs

By integrating insights from Human Capital Theory, which asserts that investment in human resources leads to organizational success (Becker, 2023), and evaluating the specific challenges faced by Chunya District Council, this study will provide recommendations for improving employee performance in local government authorities, ultimately contributing to more efficient governance and better service outcomes for the community.

# 1.4 Research Objectives

# 1.4.1 General Objective

The general objective of this study is to examine the effect of training and development on employee performance in Local Government Authorities, with specific evidence from the Chunya District Council.

# 1.4.2 Specific Objectives

i. To determine the effect of training programs on the performance of employees in the Chunya District Council.

ii. To determine the effect of career development on the performance of employees in the Chunya District Council.

iii. To determine the effect of succession planning on the performance of employees in the Chunya District Council.

#

# 1.5 Research Questions

1. How do training programs impact the performance of employees in the Chunya District Council?
2. What is the effect of career development on the performance of employees in the Chunya District Council?
3. How does succession planning affect the performance of employees in the Chunya District Council?

# 1.6 Significance of the Study

Understanding the impact of training and development on employee performance within Local Government Authorities (LGAs) holds profound implications for public service delivery. This study transcends the scope of the Chunya District Council, providing valuable insights to enrich human resource management practices across LGAs. It underscores the necessity of formulating policies and interventions conducive to fostering both individual advancement and community development. By nurturing a skilled and motivated workforce, LGAs can effectively address community needs, thereby augmenting the quality of public services, citizen satisfaction, and overall societal progress. Hence, this study makes substantial contributions across various domains including practical implementation, theoretical frameworks, and empirical evidence, thereby advancing the broader goal of community development within local governance.

# 1.7 Scope of the study

This study investigates the impact of training and development programs on employee performance in Tanzanian Local Government Authorities, specifically the Chunya District Council. It aims to enhance training effectiveness by analyzing existing programs, assessing their efficiency, and devising strategies for improvement. Through surveys the research delves into Chunya's context while providing insights relevant to LGAs overall, ultimately enhancing public service delivery and community development.

# 1.8 Organization of the study

The study is organized into five chapters. Chapter One provides an introduction, including the background of the study, problem statement, research objectives, research questions, significance, scope, and the organization of the study. Chapter Two presents a literature review, encompassing conceptual definitions, theoretical and empirical reviews, identification of research gaps, and the conceptual framework. Chapter Three outlines the research methodology, detailing the research philosophy, approach, design, area of study, population, sample size, sampling techniques, data collection methods, analysis procedures, and considerations of validity, reliability, and ethics. Chapter Four focuses on the presentation and analysis of findings, discussing results in relation to the study's objectives. Finally, Chapter Five concludes with a summary of key findings, conclusions, recommendations, limitations of the study, and suggestions for future research..

# CHAPTER TWO

# LITERATURE REVIEW

# 2.1 Chapter Overview

This chapter reviews existing literature related to training and development in the context of employee performance. An exploration of the key definitions of the key concepts theoretical frameworks, empirical studies, research gap and conceptual framework sets the foundation for understanding these dynamics.

# 2.2 Definition of concepts

# 2.2.1 Training and Development

According to Kaumi Alkali Kalli et al. (2023), training and development involve enhancing individuals' skills, knowledge, and abilities to improve job performance and meet organizational needs. Similarly, Kaushal et al. (2023) define training and development as educational activities aimed at enhancing employees' knowledge and skills to better perform specific tasks within an organization. Thus, in this study, training and development refer to a systematic process within the Chunya District Council intended to enhance employees' skills, knowledge, and abilities.

# 2.2.2 Training Programs

Training programs are organized initiatives designed to enhance employees' skills, knowledge, and competencies, thereby enabling them to perform their job roles more effectively. These programs can take various forms, including technology-based learning, on-the-job training, and coaching, mentoring, and instructor-led sessions. Research has shown that well-structured training programs significantly impact employee performance by addressing skill gaps and promoting continuous learning (Tiansyah et al., 2023).

# 2.2.3 Career Development

Career development is a continuous process that involves managing life, learning, and work over an individual's lifespan, ensuring that employees grow and progress within the organization. This process includes professional development opportunities, career path planning, promotions, and skill enhancement programs aimed at fostering long-term career growth and satisfaction (Kalli et al., 2023; Taye & Zewdu, 2023).

# 2.2.4 Succession Planning

Succession planning is a strategic process designed to ensure that an organization can continue to operate smoothly when key employees leave their positions. This process involves identifying and developing internal personnel who have the potential to fill key business leadership roles in the future. Effective succession planning includes a thorough assessment of current employees' skills, leadership potential, and readiness for advancement, as well as providing targeted development opportunities to prepare them for future roles (Hulke et al., 2022; Kiplimo, 2021)

# 2.2.2 Employee Performance

From an organizational perspective, employee performance is defined as meeting set goals and exceeding expectations, quantified through productivity metrics and sales figures (Likdanawati et al., 2022). However, on an individual level, performance can encompass broader aspects such as personal growth, skill development, and job satisfaction (Sitopu et al., 2021)

# 2.2.3 Local Government

From the perspective of Chunya District Council, local government holds a central position as the closest administrative authority, directly managing essential services like waste collection, parks, and schools, significantly affecting citizens' everyday experiences. Elected representatives shape local policies, impacting zoning, permits, and community events, thereby shaping the trajectory of community development (Jiang & Tang, 2022).

**2.3 Theoretical Literature Review**

**2.3.1 Human Capital Theory**

Human capital theory, conceived by Gary S. Becker in 1964, is a cornerstone of economic thought focusing on investments in education, training, and individual development as drivers of productivity and economic growth. Becker's theory asserts that, akin to physical capital, individuals can enhance their productivity through investments in skills and knowledge acquisition. These investments are deemed to yield economic returns in the form of higher wages and increased earning potential, benefiting both individuals and the broader economy. Central to human capital theory are assumptions such as rational decision-making, wherein individuals are expected to make informed choices regarding their investments in education and training, and the view of human capital as a portable asset, transferable across various job roles and industries (Triansyah et al., 2023).

Despite its prominence, human capital theory is not without criticism. It has been faulted for oversimplifying human behavior and economic outcomes, overlooking socio-economic inequalities, and failing to fully consider non-economic factors influencing productivity. Nevertheless, contemporary research has expanded upon Becker's original framework, exploring diverse aspects of human capital formation and its implications for economic development and public policy. This includes investigations into the impact of technology on skill demand, the effects of globalization on labor markets, and the effectiveness of education and training programs in enhancing human capital (Madhavan et al., 2023).

In the context of a study on training programs and employee performance within the Chunya District Council, variables borrowed from human capital theory play a crucial role. These include investments in education and training, skill acquisition and development, employee productivity, and organizational outcomes. By integrating these variables, the study aims to apply the principles of human capital theory to analyze the relationship between training investments and employee performance within the specific context of the Chunya District Council, providing valuable insights for decision-makers and practitioners in local government (Huang, 2021).

# 2.4 Empirical Literature Review

# 2.4.1 To determine the effect of training programs on the performance of employees in the Chunya District Council

Delma et al. (2023) This study aimed to assess the impact of various training methods on employee performance in multiple sectors across the United States. It specifically focused on the effectiveness of technology-based learning and on-the-job training in improving productivity, job satisfaction, and retention. The study employed a mixed-methods approach, collecting quantitative data via surveys and qualitative data through interviews with employees from diverse industries. The researchers used regression analysis to quantify the relationship between different training methods and key performance indicators, such as job satisfaction and retention. The study found that technology-based learning and on-the-job training were the most effective in enhancing employee performance, leading to improved productivity and higher retention rates. The research concluded that a blend of digital and traditional training methods yields the best results in terms of employee performance, providing a benchmark for organizations looking to improve employee outcomes. This study is relevant to the current research, as it demonstrates that a combination of on-the-job training and technology-based learning can improve performance, which may be applicable in the context of Chunya District Council's employee training programs.

Stone & Zhang (2021) This research explored the effectiveness of training programs in China’s large corporations, focusing on the role of mentoring and hands-on experience in improving employee performance. A longitudinal study design was used, collecting data over a one-year period from employees who participated in comprehensive training programs. Paired t-tests and regression analysis were used to assess the increase in job performance among employees who received both mentoring and hands-on training. Employees who participated in comprehensive training, including mentoring and hands-on experience, reported a 25% increase in job performance. The study emphasized the need for continuous training, combining both soft skills and technical training, to achieve sustained improvements in employee performance. This research is relevant as it highlights the positive effects of mentoring and hands-on experience, which could be incorporated into Chunya District Council's training programs to improve employee performance.

Kimweli & Kavindah (2021) The study examined the long-term effects of continuous professional development (CPD) programs on employee performance in the United Kingdom. A qualitative approach was used, with in-depth interviews conducted with employees and HR managers, alongside surveys that measured engagement and performance metrics. The data were analyzed using thematic analysis for qualitative data and descriptive statistics for quantitative data. The study found a strong positive correlation between CPD programs and improved employee engagement, retention, and overall productivity. The research concluded that continuous professional development is critical for maintaining high performance, employee retention, and loyalty in organizations. This research is pertinent to the current study as it underscores the importance of continuous training in improving employee performance, an aspect that is directly relevant to Chunya District Council’s goals of improving employee outcomes through sustained training initiatives.

Jugl (2023) The study investigated the challenges to effective training program implementation in Germany’s public sector, focusing on bureaucratic inefficiencies. A qualitative case study design was employed, gathering data from interviews with government officials and employees to understand the systemic challenges affecting training. The data were analyzed using thematic analysis, identifying common bureaucratic barriers to training effectiveness in public sector organizations. The research identified that centralized bureaucratic structures often hindered the deployment of effective training programs, resulting in underperformance among employees. The study concluded that decentralizing administrative functions could significantly improve the effectiveness of training programs in the public sector.This research provides useful insights for the current study, particularly in understanding how bureaucratic inefficiencies within Chunya District Council may impede the successful implementation of training programs, affecting employee performance.

Thompson & Lee (2022) This study explored the role of leadership development programs in improving employee performance in Australia’s public and private sectors. The researchers used a mixed-methods approach, combining surveys with focus group discussions to assess the impact of leadership training on employee and team performance. Data were analyzed using statistical tests to measure productivity changes, as well as qualitative coding for insights from the focus groups. The study found that leadership training had a significant impact on employee performance, with a 30% increase in team productivity and improved team dynamics. The study concluded that leadership development programs are crucial in enhancing both individual performance and team effectiveness. This research is relevant to the current study as it highlights the importance of leadership development in improving employee performance, which can be directly applied to training programs in Chunya District Council, focusing on the leadership skills of local government employees.

# 2.4.2 To determine the effect of career development on the performance of employees in the Chunya District Council

Robinson & Stephens (2022) This research aimed to explore how career development programs impact employee performance within local governments in South Africa. A mixed-methods approach was used, combining employee surveys with interviews from HR managers to assess how career development initiatives influenced performance. The data were analyzed using descriptive statistics and thematic analysis to identify correlations between career development initiatives and employee performance. The study found that employees who participated in career development programs reported higher job satisfaction, motivation, and performance. The research concluded that career development programs are essential in enhancing employee performance and fostering organizational loyalty. This study provides valuable insights into the potential positive effects of career development on employee performance, which can be applied to improve career development opportunities for employees at Chunya District Council.

Kiplimo (2018) This study investigated the challenges in aligning national funding with local priorities for effective capacity building and career development in Kenya's local governments. The study utilized qualitative interviews with government officials and employees, alongside document analysis of funding reports. Content analysis was used to identify the disconnect between funding allocations and the actual career development needs of local government employees. The study found that mismatched funding allocations led to suboptimal career development initiatives, negatively affecting employee performance. The research recommended better alignment of funding and local needs to improve career development programs and, consequently, employee performance. This research highlights the importance of aligning career development initiatives with actual employee needs and organizational goals, a lesson that can be applied to Chunya District Council to enhance the impact of career development on employee performance.

Moyo & Chigariro (2021)This study explored the impact of resource constraints on career development programs in Zimbabwe's public sector. The study employed a case study approach, collecting data through surveys and interviews with local government employees. The data were analyzed using both qualitative and quantitative methods, with statistical tests to measure the relationship between career development opportunities and employee performance. The research found that resource constraints severely limited the scope and effectiveness of career development programs, which in turn hindered employee performance. The study concluded that adequate resources must be allocated to career development programs to ensure their success in improving employee performance.: This study provides relevant insights into the challenges that resource constraints pose for career development programs, which may also be an issue for Chunya District Council, affecting the effectiveness of such initiatives.

Ndlovu & Sibanda (2020) this study investigated the role of leadership training and career development programs in enhancing employee performance in Botswana's local governments. The research used a mixed-methods approach, with surveys conducted among local government employees and interviews with HR managers. The data were analyzed using statistical methods to measure the impact of career development on employee performance, alongside thematic analysis of interview responses. The study found that career development programs were positively correlated with improved employee motivation and performance. The research concluded that effective career development programs are crucial for enhancing employee performance and boosting overall service delivery in local governments. This study is directly related to the current research, as it emphasizes the role of career development programs in improving employee performance, which is crucial for the Chunya District Council's efforts to enhance employee performance through career development.

Mulondo & Wamukoya (2020) This research examined the challenges of implementing career development programs in Uganda’s rural local governments.A qualitative approach was employed, with focus group discussions and interviews conducted with local government employees in rural areas. The data were analyzed through thematic analysis to identify key barriers and challenges to career development in rural settings. The study found that limited access to training facilities and lack of qualified trainers hindered career development in rural areas, leading to reduced employee performance. The research recommended the use of mobile training units and e-learning platforms to improve access to career development programs in rural local governments. This study’s findings on the challenges of career development in rural areas provide valuable insights for the Chunya District Council, where similar barriers may exist, affecting the career development and performance of employees.

# 2.4.3 To determine the effect of succession planning on the performance of employees in the Chunya District Council

Ayodeji et al. (2019) This study investigated the relationship between succession planning and employee performance in Nigerian public sector organizations.: A quantitative approach was used, with surveys distributed to employees in various public sector organizations to assess their perceptions of succession planning and its effects on performance. The data were analyzed using regression analysis to measure the impact of succession planning on key performance indicators such as job satisfaction and productivity. The study found that succession planning had a significant positive impact on employee performance, particularly in terms of job satisfaction and motivation. The research concluded that organizations with well-structured succession planning processes experienced improved employee performance and greater organizational stability. This research is relevant to the current study as it emphasizes the positive impact of succession planning on employee performance, which could be implemented at Chunya District Council to ensure leadership continuity and improved employee outcomes.

Folarin & Akindele (2023): The study examined the effect of succession planning on organizational performance in Nigeria’s public sector, with a focus on employee retention and job satisfaction. The researchers used a mixed-methods design, combining surveys with qualitative interviews to understand employees’ views on succession planning. Statistical tests, including correlation and regression analysis, were used to assess the relationship between succession planning and employee performance outcomes. The research found that effective succession planning significantly enhanced employee retention and satisfaction, ultimately leading to improved performance. The study concluded that succession planning should be a key strategic tool for enhancing employee performance and organizational effectiveness. This study aligns with the current research by highlighting how succession planning can enhance performance, a factor that can contribute to the improved functioning of Chunya District Council.

Ngowi (2022) This study focused on the impact of succession planning on employee performance in Tanzanian local government authorities. A qualitative approach was used, with data collected through interviews with local government employees and HR managers regarding succession planning practices. Thematic analysis was used to examine the effectiveness of succession planning in improving employee performance. The study found that succession planning improved employee performance by fostering leadership continuity and reducing turnover rates. The research concluded that succession planning is crucial for enhancing leadership development and employee performance in Tanzanian local government authorities. This study provides valuable insights into the importance of succession planning in local governments and is directly applicable to Chunya District Council's efforts to improve employee performance through leadership continuity.

Mwaniki & Mollel (2019):This research examined how succession planning in Tanzanian local government authorities impacts employee motivation and performance. A case study approach was used, collecting data from a sample of local government employees and managers through surveys and interviews. The data were analyzed using regression analysis to assess the relationship between succession planning and employee motivation/performance. The study found that succession planning positively influenced employee motivation, job satisfaction, and overall performance, particularly in leadership roles. The study concluded that succession planning is essential for ensuring leadership continuity and maintaining high levels of employee performance. The findings from Mwaniki & Mollel’s study are directly applicable to the current investigation into the effect of succession planning on employee performance at Chunya District Council.

Benson et al. (2021) This study investigated how succession planning affects employee development and performance in Tanzania’s public sector.The study employed both qualitative and quantitative methods, collecting data through surveys and interviews with public sector employees and managers. Data were analyzed using statistical techniques such as regression analysis and thematic analysis to understand the relationship between succession planning and employee performance. The research found that succession planning played a significant role in enhancing employee performance, especially in terms of skill development and leadership succession. The study concluded that succession planning is a critical tool for improving employee performance and ensuring long-term organizational success. This study’s findings directly inform the current research by highlighting the importance of succession planning for employee performance, which is a crucial element to be examined within Chunya District Council.

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# 2.5 Research gap

While extensive research has highlighted the significance of training and development programs in enhancing employee performance, there remains a significant gap in understanding their specific impact within local government contexts in developing countries, particularly those in sub-Saharan Africa. Most existing studies, such as those by Delma et al. (2023), Stone and Zhang (2021), and Kimweli and Kavindah (2021), have predominantly focused on developed countries where infrastructure, resources, and administrative frameworks are more advanced, making their findings less applicable to the unique challenges faced by local governments in developing countries (Robinson & Stephens, 2022; Kiplimo, 2018). The socio-economic, cultural, and administrative factors that influence the effectiveness of training programs in these regions are often overlooked, thereby creating a gap in the literature concerning how training initiatives should be tailored for these contexts. For example, studies by Peter and Wei (2021) and Yusuph and Guohua (2020) have shown that Tanzania's local governments face significant resource constraints, which directly impact the effectiveness of training programs, yet these aspects are rarely considered in global research. This underscores the need for localized studies that take into account the specific challenges of developing countries, providing a more accurate understanding of how training and development can be optimized for improved employee performance in these settings.

In addition, while there is substantial evidence linking training programs to improvements in individual employee skills (Ayodeji et al., 2019; Folarin & Akindele, 2023), there is a dearth of empirical studies exploring how these individual improvements translate into broader organizational outcomes, such as enhanced service delivery and increased citizen satisfaction in local government authorities. The current literature, including studies by Jugl (2023) and Thompson and Lee (2022), primarily focuses on the immediate benefits of training in terms of job performance and employee engagement, with little attention given to the longer-term impacts of these improvements on the overall operational efficiency of public sector organizations. This gap is particularly evident in the African context, where public sector performance often directly affects the quality of life for citizens (Moyo & Chigariro, 2021; Mulondo & Wamukoya, 2020). As a result, there is insufficient exploration of how training and development initiatives in local governments, such as those at Chunya District Council in Tanzania, can enhance service delivery and lead to greater public satisfaction. This study aims to bridge this gap by not only assessing the direct effects of training on employee performance but also by examining how these improvements affect the broader organizational outcomes, ultimately offering actionable insights for improving local government operations and service quality.

# 2.6 Conceptual Framework

Conceptual framework is a set of coherent ideas or concepts organized in a manner that makes them easy to communicate to other and make easy understanding (Shah, 2021). An independent variable is a variable that is manipulated or controlled by the researcher in an experiment to determine its effect on the dependent variable. On the other hand, a dependent variable is the variable that is being measured or observed and is expected to change in response to the independent variable.

Show the presentation of researcher understanding on the arrangement relationship between independent and dependent variables so as to support the objective of the research as a target of the researcher. The study shows the relationship between the dependent variable and independent variable of the research problem as indicated in the figure 2.1 below

**Independent Variable Dependent Variable**

**Training Programs**

* On-the-job training
* Technology-based learning
* Mentorship and coaching

**Career Development Programs**

* Career progression pathways
* Skill enhancement programs

**Succession Planning**

* Leadership development
* Knowledge transfer mechanisms

#

# Figure 2.1 Conceptual Framework

Source: (Researcher 2024)

# 2.6.1 Independent Variable

**Training and Development Programs** Training and development programs are crucial in enhancing the skills, knowledge, and competencies of employees. These programs, which may include on-the-job training, technology-based learning, mentorship, and coaching, are designed to bridge skill gaps and improve overall performance. Studies have shown that well-structured training programs can significantly enhance employee productivity, job satisfaction, and retention (Delma et al., 2023). For instance, on-the-job training provides employees with hands-on experience, while technology-based learning facilitates flexible, scalable training solutions. Mentorship and coaching provide guidance from experienced professionals, fostering both personal and professional growth. These training initiatives are essential for increasing the efficiency of employees, improving their job performance, and contributing to organizational success (Stone & Zhang, 2021).

**Career Development Programs** Career development programs focus on enhancing employees' professional growth by providing them with opportunities for career progression and skill enhancement. These programs include offering clear career pathways, training for new skills, and providing employees with opportunities to advance within the organization (Kimweli & Kavindah, 2021). Research has demonstrated that well-structured career development initiatives help retain talent, boost motivation, and improve job satisfaction, which ultimately contributes to higher employee performance and organizational success (Kiplimo, 2018). By aligning employees' personal growth goals with the strategic needs of the organization, career development programs can improve employee morale and performance, ensuring a more capable and engaged workforce.

**Succession Planning** Succession planning is a strategic process aimed at identifying and developing future leaders within an organization, ensuring leadership continuity, and reducing disruptions due to leadership changes. In local government contexts, effective succession planning is essential for maintaining stable and efficient operations (Moyo & Chigariro, 2021). Leadership development programs and knowledge transfer mechanisms, which are key components of succession planning, enable employees to assume higher roles while ensuring that valuable organizational knowledge is retained. Research has shown that organizations with robust succession plans experience smoother transitions and better overall performance (Thompson & Lee, 2022). Succession planning contributes to long-term sustainability, ensuring that local governments are led by competent and skilled leaders, thereby improving service delivery and citizen trust in public institutions.

# 2.6.2 Dependent Variable

**Employee Performance** Employee performance refers to how effectively individuals perform their tasks and responsibilities within the organization. It is a critical factor for achieving organizational goals and is often measured through productivity, job satisfaction, and retention rates (Jugl, 2023). Training and career development programs have been found to significantly improve employee performance by enhancing skills, boosting morale, and increasing job satisfaction (Stone & Zhang, 2021). Moreover, a well-trained and motivated workforce tends to demonstrate higher productivity levels and lower turnover, which are key indicators of high employee performance. Thus, improving employee performance through training and development is crucial for achieving organizational effectiveness and success.

# CHAPTER THREE

**RESEARCH METHODOLOGY**

# 3.1 Chapter Overview

This chapter offers a concise overview of the research methodology, covering essential elements such as research philosophy, approach, design, strategy, population, study area, study sample, sampling techniques, data collection, data analysis, variables, measurement procedures, data cleaning and processing, as well as validity, reliability, and ethical considerations.

# 3.2 Research Philosophy

The study adopts a positivist philosophy, which is well-suited for its quantitative investigation into the impact of training and development on employee performance. Positivism emphasizes the importance of objectivity, empirical data, and the scientific method, and it is commonly used in research that seeks to identify causal relationships and make generalizable conclusions (Creswell & Creswell, 2021). This approach relies on observable and measurable data to develop conclusions that are based on empirical evidence rather than subjective interpretation (Nassaji, 2022).

In this study, a positivist approach is employed to gather and analyze quantitative data on training, development, and employee performance within the Chunya District Council. By using this approach, the research aims to provide objective, replicable, and generalizable results that can inform policy and practice within local government authorities. As noted by Creswell & Creswell (2021), positivism is ideal for studies where the researcher seeks to test pre-existing theories or hypotheses, thus providing a reliable foundation for understanding the effects of training and development interventions.

# 3.3 Research Approach

The research approach employed in this study is deductive, aligning with both the positivist philosophy and the quantitative nature of the investigation. Deductive reasoning starts with a theoretical framework or hypothesis drawn from existing knowledge and literature, then tests these hypotheses through empirical observation and data collection (Bryman, 2016). This approach is suitable for this study as it allows for the formulation of specific hypotheses regarding the relationship between training and development and employee performance within the Chunya District Council.

According to Saunders et al. (2019), the deductive approach is highly structured, facilitating the testing of hypotheses through quantitative methods such as surveys or experiments. In this study, a structured questionnaire is used to collect data that is later analyzed to confirm or refute the hypotheses. By systematically collecting and analyzing quantitative data, the study aims to generate insights that can be generalized to similar contexts, ensuring that the findings contribute to the wider body of knowledge on employee performance and development in public sector organizations. This structured approach not only aligns with the rigorous and objective nature of organizational research (Yusuph & Guohua, 2021) but also enhances the study's credibility and replicability (Creswell & Creswell, 2021).

# 3.4 Research Design

The research design for this study is descriptive, which is particularly well-suited for providing an in-depth understanding of the impact of training and development programs on employee performance within the Chunya District Council. A descriptive research design enables the systematic collection and analysis of data to describe phenomena as they exist (Nassaji, 2022). This design involves the use of structured surveys and questionnaires to gather quantitative data from a representative sample of employees.

By detailing the specific ways in which training initiatives are implemented and their effects on employee outcomes, this approach helps to identify patterns, relationships, and trends. Descriptive research is crucial in organizational studies because it allows for the objective measurement and statistical analysis of data, which can then be used to inform policy and improve practice within local government settings (Creswell & Creswell, 2021).

**3.5 Area of the Study**

The study is conducted within the Chunya District Council, located in the Mbeya Region of Tanzania. This area is selected due to its unique administrative structure and the significant role it plays in local governance and public service delivery. Chunya District Council faces various challenges, including limited resources, administrative inefficiencies, and a need for improved employee performance to enhance service delivery (Peter & Wei, 2021). The council's demographic and socio-economic context provides a valuable setting for examining the impact of training and development programs on employee performance. By focusing on Chunya District, the study aims to generate insights that are not only relevant to this specific locality but also applicable to similar local government authorities in developing countries. Understanding the dynamics within Chunya can help in formulating strategies that address broader issues of public sector performance and governance in Tanzania and beyond (Yusuph & Guohua, 2022).

**3.6 Population of the Study**

The population of this study comprises employees at the Chunya District Council, which is organized across various departments. The district employs approximately 1,493 staff members spanning diverse roles and responsibilities, with the education and health departments being the largest in terms of staff numbers (Chunya District Council, 2024). This diverse workforce includes employees from departments such as finance, administration, agriculture, water, and community development, among others. The broad representation of different cadres and professional backgrounds within the council provides a comprehensive basis for examining the impact of training and development programs on employee performance. By focusing on this varied population, the study can capture a wide range of perspectives and experiences, thus ensuring that the findings are robust and reflective of the entire council’s operational dynamics (URT, 2023). This diversity is essential for understanding how training initiatives can be tailored to meet the specific needs of different departments and enhance overall organizational performance.

**3.7 Sampling Techniques and Sample size**

**3.7.1 Sampling Techniques**

This study employs a stratified random sampling technique to ensure a representative sample of the diverse employee population at the Chunya District Council. Stratified random sampling involves dividing the population into distinct subgroups, or strata, based on specific characteristics such as department, role, or experience level (Creswell & Creswell, 2021). By doing so, the technique ensures that each subgroup is adequately represented in the sample, which enhances the generalizability and accuracy of the findings. In this case, the population is stratified according to departments, with a proportional number of participants selected from each to reflect the actual distribution of employees across the council. This method is particularly effective in heterogeneous populations where the goal is to capture the unique perspectives of different subgroups (Etikan & Bala, 2022). By using stratified random sampling, the study aims to achieve a balanced and comprehensive understanding of the impact of training and development on employee performance across all departments within the Chunya District Council..

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# 3.7.2 Sample Size

The sample size for this study is determined using the Krejcie and Morgan table, which provides a formula for calculating sample sizes based on a given population size (Krejcie & Morgan, 1970). According to this table, for a population of approximately 1,493 employees at the Chunya District Council, the corresponding sample size is 306. This table is widely used in research because it offers a straightforward method to determine an appropriate sample size that ensures statistical validity and reliability. By using this table, the study ensures that the sample size is large enough to provide accurate and generalizable results while being manageable in terms of data collection and analysis. The use of an established sample size determination method enhances the credibility of the research findings and supports the robustness of the study’s conclusions (Bartlett, Kotrlik, & Higgins, 2022)

# Table 3.1: Krejcie and Morgan table of sample size determination

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **N** | **S** | **N** | **S** | **N** | **S** |
| 10 | 10 | 220 | 140 | 1200 | 291 |
| 14 | 12 | 225 | 142 | 1250 | 194 |
| 15 | 14 | 230 | 144 | 1300 | 297 |
| 20 | 19 | 240 | 148 | 1400 | 302 |
| 25 | 24 | 250 | 152 | 1500 | 306 |
| 30 | 28 | 260 | 155 | 1600 | 310 |
| 35 | 32 | 270 | 159 | 1700 | 313 |
| 40 | 36 | 280 | 162 | 1800 | 317 |
| 45 | 40 | 290 | 165 | 1900 | 320 |
| 50 | 44 | 300 | 169 | 2000 | 322 |
| 55 | 48 | 320 | 175 | 2200 | 327 |
| 60 | 52 | 340 | 181 | 2400 | 331 |
| 65 | 56 | 360 | 186 | 2600 | 335 |
| 70 | 59 | 380 | 191 | 2800 | 338 |
| 75 | 63 | 400 | 196 | 3000 | 341 |
| 80 | 66 | 420 | 201 | 3500 | 346 |
| 85 | 70 | 440 | 205 | 4000 | 351 |
| 90 | 73 | 460 | 210 | 4500 | 354 |
| 95 | 76 | 480 | 214 | 5000 | 357 |
| 100 | 80 | 500 | 217 | 6000 | 361 |
| 110 | 86 | 550 | 226 | 7000 | 364 |
| 120 | 92 | 600 | 234 | 8000 | 367 |
| 130 | 97 | 650 | 242 | 9000 | 368 |
| 140 | 103 | 700 | 248 | 10000 | 370 |
| 150 | 108 | 750 | 254 | 15000 | 375 |
| 160 | 113 | 800 | 260 | 20000 | 377 |
| 170 | 118 | 850 | 265 | 30000 | 379 |
| 180 | 123 | 900 | 269 | 40000 | 380 |
| 190 | 127 | 950 | 274 | 50000 | 381 |
| 200 | 132 | 1000 | 278 | 75000 | 382 |
| 210 | 136 | 1100 | 285 | 1000000 | 384 |

Hence the sample size of the study was 302 respondents.

**Source: Research, (2024)**

# 3.8 Data Collection

# 3.8.1 Primary Data

Primary data for this study is gathered through structured surveys and questionnaires distributed to employees of the Chunya District Council. These tools are designed to collect quantitative data on the employees' perceptions of training programs, career development opportunities, and succession planning, as well as their impact on job performance. The use of surveys and questionnaires allows for the collection of firsthand information directly from the participants, ensuring the data's relevance and specificity to the research questions (Creswell & Creswell, 2021). This approach provides a robust means to capture a wide range of responses and facilitates statistical analysis, thereby enhancing the reliability and validity of the research findings (Dillman, Smyth, & Christian, 2022).

# 3.9 Data Analysis and Presentation

The collected data was analyzed using the Statistical Package for the Social Sciences (SPSS) version 23, a robust tool for managing and analyzing quantitative data. SPSS was employed to apply various statistical techniques, ensuring a comprehensive analysis of the research data. Descriptive statistics, such as percentages and frequencies, were computed to describe the basic characteristics of the data, providing an overview of the distribution and demographic profile of the respondents. Additionally, regression models were utilized to examine the relationships between the independent variables (training programs, career development, and succession planning) and the dependent variable (employee performance). Regression analysis helped in understanding the strength and direction of these relationships, allowing the researcher to identify which factors had the most significant impact on employee performance (Field, 2020). This analytical approach provided detailed insights and supported the development of data-driven recommendations for enhancing training and development programs within the Chunya District Council.

# 3.10 Validity

Validity refers to the extent to which the research instrument measures what it is intended to measure and the accuracy of the data collected. In this study, validity was ensured through the careful design of survey questions, which were based on established theories and previous research to cover all relevant aspects of training and development and their impact on employee performance (Creswell & Creswell, 2021). Content validity was achieved by having experts in human resource management and local governance review the survey instrument to ensure that it adequately covers the research objectives. Construct validity was assessed through pilot testing, which helped refine the questions to enhance clarity and relevance. Additionally, factor analysis was performed to confirm that the survey items appropriately grouped into the expected constructs, ensuring that the data collected accurately reflects the variables under study (Trochim & Donnelly, 2022).

# 3.11 Reliability

Reliability refers to the consistency and stability of the measurement instrument. In this study, reliability was assessed using Cronbach’s alpha, a widely-used statistical measure to evaluate the internal consistency of survey items. Cronbach’s alpha values range from 0 to 1, with values above 0.7 generally considered acceptable for ensuring that the survey items measure the same underlying construct (Tavakol & Dennick, 2022).The survey instrument was also pilot-tested with a small sample of employees from the Chunya District Council to identify potential issues in the questions. Feedback from the pilot test was used to refine and improve the reliability of the final survey instrument. Cronbach's alpha was calculated for each scale in the survey to assess its reliability across different constructs (e.g., training programs, career development, and succession planning). The following table summarizes the Cronbach’s alphavalues for each of the variables measured in the survey:

# Table 3.2: Cronbach’s Alpha for Survey Constructs

|  |  |  |
| --- | --- | --- |
| **Variable** | **Cronbach’s Alpha Value** | **Interpretation** |
| **Training Programs** | 0.82 | Acceptable internal consistency |
| **Career Development Programs** | 0.79 | Acceptable internal consistency |
| **Succession Planning** | 0.75 | Acceptable internal consistency |
| **Employee Performance** | 0.80 | Acceptable internal consistency |

**Source: Research, (2024)**

# 3.12 Ethical Considerations

This study adheres to ethical research guidelines established by the Open University of Tanzania, ensuring the protection and respect of all participants involved. Informed consent was obtained from all participants, who were thoroughly informed about the research objectives, procedures, potential risks, and benefits, as well as how their data would be used (Polit & Beck, 2022). Participants were assured of their right to withdraw from the study at any point without any negative consequences. To maintain confidentiality, all collected data was anonymized, removing any identifying information to protect participants' privacy. The anonymized data was securely stored with access restricted to authorized personnel only, ensuring that the information is not disclosed or used for purposes other than this study (Creswell, 2021). Additionally, ethical approval was sought and obtained from relevant institutional review boards to ensure that the research complies with ethical standards and regulations.

# CHAPTER FOUR

# PRESENTATION OF FINDINGS AND ANALYSIS

# 4.0 Introduction

This chapter presents the findings of the study, analyses the data collected of the results in relation to the research. The presentation of this information was based to the following specific objectives of the study:

To determine the effect of training programs on the performance of employees in the Chunya District Council. To determine the effect of career development on the performance of employees in the Chunya District Council. To determine the effect of succession planning on the performance of employees in the Chunya District Council.

# 4.1 Demographic Characteristics of Respondents

The demographic characteristics of the respondents in this study include gender, age, educational qualifications, and work experience. The data reveals that a majority of the respondents are male, making up 61.3% of the sample, while females account for 38.7%.

This gender distribution could influence the study's findings by highlighting potential disparities in access to training, career development, and succession planning opportunities. Age distribution shows that 32.5% of respondents fall within the 26-35 age group, followed by 28.8% in the 36-45 age group, indicating a predominantly youthful workforce. This youthful demographic may be more receptive to innovative training methods, while the smaller proportion of employees aged 46 and above suggests a need for targeted succession planning.

In terms of educational qualifications, 28.1% of respondents have a secondary or high school education, while 22.5% have a primary education. A significant portion holds Bachelor’s degrees (21.5%), which suggest a diverse educational background that will require varied training programs to cater to different skill levels. Moreover, the work experience data shows that the largest group of respondents (29.8%) has been with the organization for 6-10 years, followed by 27.2% with 1-5 years of experience. This indicates a moderately experienced workforce, with newer employees (those with less than 1 year of experience) making up 11.6%, signaling the need for introductory training for new staff.

The demographic breakdown is presented in Table 4.1 below:

# Table 4.1: Demographic Characteristics of Respondents

|  |  |  |  |
| --- | --- | --- | --- |
| **Demographic Variable** | **Category** | **Frequency (n)** | **Percentage (%)** |
| **Gender** | Male | 185 | 61.3 |
|  | Female | 117 | 38.7 |
| **Age** | 18-25 | 45 | 14.9 |
|  | 26-35 | 98 | 32.5 |
|  | 36-45 | 87 | 28.8 |
|  | 46-55 | 52 | 17.2 |
|  | 56 and above | 20 | 6.6 |
| **Education Level** | No formal education | 15 | 5.0 |
|  | Primary education | 68 | 22.5 |
|  | Secondary education | 85 | 28.1 |
|  | Vocational/Technical | 45 | 14.9 |
|  | Bachelor’s degree | 65 | 21.5 |
|  | Master’s degree | 21 | 7.0 |
|  | Doctorate degree | 3 | 1.0 |
| **Work Experience** | Less than 1 year | 35 | 11.6 |
|  | 1-5 years | 82 | 27.2 |
|  | 6-10 years | 90 | 29.8 |
|  | 11-15 years | 55 | 18.2 |
|  | 16-20 years | 24 | 7.9 |
|  | More than 20 years | 16 | 5.3 |

Source: Researcher, 2024.

# 4.2 Result Findings

# 4**.2.1. Effect of training programs on the performance of employees in the Chunya District Council**

To achieve the first objective, the researcher designs questionnaire with Likert scale responses, where the respondents required to rate their level of agreement with the statements scales ranges as; Strong Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strong Disagree (SD). Hence the description of the results obtained from this objective are presented as indicated in the Table below

# 4.2.1.1 The training programs provided by the Chunya District Council are relevant to my job

The data in Table 4.6 indicates that the majority of respondents view the training programs provided by the Chunya District Council as relevant to their job roles. Specifically, 75.1% of the respondents (91 strongly agree and 136 agree) positively affirmed the relevance of these programs, suggesting that the training is well-aligned with their professional needs and responsibilities. A smaller proportion, 14.9%, remained neutral, possibly indicating uncertainty or indifference about the applicability of the training. On the other hand, a combined 10% (21 disagree and 9 strongly disagree) expressed dissatisfaction, implying that a minority of employees do not find the training programs pertinent to their job requirements. This overall positive response highlights the effectiveness of the training programs in addressing the job-related needs of the majority of the employees, although there is still room for improvement to ensure broader relevance.

# Table 4.2: Responses to the Relevance of Training Programs Provided by the Chunya District Council

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 91 | 30.1 |
| Agree (A) | 136 | 45.0 |
| Neutral (N) | 45 | 14.9 |
| Disagree (D) | 21 | 7.0 |
| Strongly Disagree (SD) | 9 | 3.0 |
| Total | **302** | **100** |

**Source:** Researcher, 2024

# 4.3.1.2 The Training Programs Enhance My Skills and Knowledge

The responses to this statement provide insight into how effectively the training programs at the Chunya District Council contribute to the development of employees' skills and knowledge. A positive response would indicate that the training is impactful and beneficial in improving employees' capabilities, which directly correlates to better performance and productivity within the council. The data in Table 4.7 indicates that a significant majority of respondents believe that the training programs provided by the Chunya District Council effectively enhance their skills and knowledge. Specifically, 75.2% of the respondents (106 strongly agree and 121 agree) confirmed that the training had a positive impact on their professional development. A smaller portion, 11.9%, remained neutral, possibly reflecting uncertainty about the extent of the impact, while 12.9% (24 disagree and 15 strongly disagree) did not feel that the training programs significantly improved their skills and knowledge. The high percentage of positive responses suggests that the training programs are generally successful in building employee competencies, although there is a notable minority who feel that the training could be more effective. This feedback underscores the importance of continuously assessing and improving training content to ensure it meets the evolving needs of all employees

# Table 4.3: Responses to the Enhancement of Skills and Knowledge by Training Programs

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 106 | 35.1 |
| Agree (A) | 121 | 40.1 |
| Neutral (N) | 36 | 11.9 |
| Disagree (D) | 24 | 7.9 |
| Strongly Disagree (SD) | 15 | 5.0 |
| Total | **302** | **100** |

**Source:** Researcher, 2024

**4.2.1.3 I Have Sufficient Opportunities to Participate in Training Programs**

This statement assesses whether employees feel they have enough opportunities to engage in training programs. The availability and accessibility of training opportunities are crucial for ensuring that all employees can benefit from professional development initiatives. A positive response indicates that the organization is providing ample opportunities for skill enhancement, while a negative response might suggest limitations or barriers to accessing these opportunities. The data in Table 4.8 shows that 65.6% of respondents (76 strongly agree and 122 agree) believe they have sufficient opportunities to participate in training programs, indicating that the majority of employees feel they have adequate access to training. However, 19.9% of respondents remained neutral, which may reflect uncertainty or variability in access depending on specific circumstances. Meanwhile, 14.5% of respondents (30 disagree and 14 strongly disagree) feel that opportunities to participate in training are insufficient. This suggests that while the overall access to training is generally good, there are still areas where the organization can improve to ensure all employees have equal and sufficient opportunities for participation.

# Table 4.4: Responses to Sufficiency of Opportunities to Participate in Training Programs

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 76 | 25.2 |
| Agree (A) | 122 | 40.4 |
| Neutral (N) | 60 | 19.9 |
| Disagree (D) | 30 | 9.9 |
| Strongly Disagree (SD) | 14 | 4.6 |
| Total | **302** | **100** |

**Source:** Researcher, 2024

**4.2.1.4 The Training Methods Used (e.g., Workshops, Seminars) Are Effective**

This statement evaluates the perceived effectiveness of the different training methods employed by the Chunya District Council. Effective training methods are essential for ensuring that employees are able to absorb and apply the knowledge and skills imparted during training sessions. The response to this statement can help determine whether the current training formats meet the learning needs of employees. The responses in Table 4.9 indicate that 70.2% of respondents (85 strongly agree and 127 agree) view the training methods used, such as workshops and seminars, as effective. This suggests that the majority of employees find the methods employed by the council to be beneficial in enhancing their learning experience. However, 17.9% of respondents were neutral, indicating that a significant portion neither agrees nor disagrees with the effectiveness of the methods. Additionally, 11.9% (22 disagree and 14 strongly disagree) of respondents do not find the current training methods effective, pointing to potential areas for improvement in the delivery of training programs to better meet the needs and preferences of all employees.

# Table 4.5: Responses to the Effectiveness of Training Methods

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 85 | 28.1 |
| Agree (A) | 127 | 42.1 |
| Neutral (N) | 54 | 17.9 |
| Disagree (D) | 22 | 7.3 |
| Strongly Disagree (SD) | 14 | 4.6 |
| Total | **302** | **100** |

**Source:** Researcher, 2024

# 4.2.2 Effect of career development on the performance of employees in the Chunya District Council.

To assess the impact of career development on employee performance within the Chunya District Council, the researcher utilized a questionnaire with Likert scale responses. Respondents were asked to rate their level of agreement with statements related to career development. The scale included options ranging from Strongly Agree (SA) to Strongly Disagree (SD). The results from this objective are summarized in the following tables.

# 4.2.2.1 The Chunya District Council Supports My Career Development

This statement evaluates employees' perceptions of the support provided by the Chunya District Council for their career development. A positive response indicates that employee’s feel the council is actively involved in helping them grow professionally, which can contribute to improved job performance and employee satisfaction. The data in Table 4.10 shows that 70.2% of respondents (88 strongly agree and 124 agree) believe that the Chunya District Council supports their career development.

This suggests that a significant majority of employees feel that the council is committed to their professional growth. However, 18.5% of respondents were neutral, and 11.2% (24 disagree and 10 strongly disagree) did not perceive sufficient support for their career development. These results highlight the importance of maintaining or improving career development support to ensure that all employees feel adequately supported in their career progression.

# Table 4.6: Responses to the Support for Career Development by Chunya District Council

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 88 | 29.1 |
| Agree (A) | 124 | 41.1 |
| Neutral (N) | 56 | 18.5 |
| Disagree (D) | 24 | 7.9 |
| Strongly Disagree (SD) | 10 | 3.3 |
| Total | **302** | **100** |

**Source:** Researcher, 2024

# 4.2.2.2 I Have Access to Career Development Opportunities Such as Promotions and Skill Enhancement Programs

This statement assesses the extent to which employees have access to career development opportunities, including promotions and skill enhancement programs. Access to such opportunities is vital for employee motivation, retention, and performance improvement. Table 4.11 reveals that 64.9% of respondents (77 strongly agree and 119 agree) feel they have access to career development opportunities such as promotions and skill enhancement programs. However, 20.2% of respondents remained neutral, and 14.9% (30 disagree and 15 strongly disagree) expressed dissatisfaction with the availability of these opportunities. This distribution suggests that while many employees recognize the availability of career development initiatives, there is a notable portion of the workforce that may feel underserved or overlooked in terms of career advancement opportunities.

# Table 4.7: Responses to Access to Career Development Opportunities

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 77 | 25.5 |
| Agree (A) | 119 | 39.4 |
| Neutral (N) | 61 | 20.2 |
| Disagree (D) | 30 | 9.9 |
| Strongly Disagree (SD) | 15 | 5.0 |
| Total | **302** | **100** |

**Source:** Researcher, 2024

# 4.2.2.3 The Career Development Initiatives Motivate Me to Perform Better

This statement measures the motivational impact of career development initiatives on employee performance. Effective career development programs should inspire employees to enhance their performance, contributing to overall organizational success. The results in Table 4.12 indicate that 70.2% of respondents (92 strongly agree and 120 agree) are motivated to perform better due to the career development initiatives provided by the Chunya District Council. However, 16.6% of respondents were neutral, and 13.2% (26 disagree and 14 strongly disagree) did not feel motivated by these initiatives. This suggests that while a majority of employees are positively influenced by the council’s career development programs, there is a minority who do not feel the same level of motivation, highlighting the need for continuous improvement in career development efforts to ensure they effectively engage and motivate all employees

# Table 4.8: Responses to the Motivational Impact of Career Development Initiatives

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 92 | 30.5 |
| Agree (A) | 120 | 39.7 |
| Neutral (N) | 50 | 16.6 |
| Disagree (D) | 26 | 8.6 |
| Strongly Disagree (SD) | 14 | 4.6 |
| Total | 302 | 100 |

**Source:** Researcher, 2024

# **4.2.3 Effect of succession planning on the performance of employees in the Chunya District Council**.

To address the third objective, the researcher utilized a questionnaire with Likert scale responses to evaluate the respondents' perceptions of succession planning within the Chunya District Council. Respondents were asked to rate their agreement with various statements related to succession planning. The following tables present the results.

# 4.2.3.1 The Chunya District Council Has a Clear Succession Planning Strategy

This statement evaluates whether employees perceive the Chunya District Council as having a well-defined and communicated succession planning strategy. A clear strategy is crucial for ensuring leadership continuity and preparing employees for future roles within the organization. The data in Table 4.13 indicates that 59.9% of respondents (67 strongly agree and 114 agree) believe that the Chunya District Council has a clear succession planning strategy. However, 23.2% of respondents were neutral, and 16.9% (34 disagree and 17 strongly disagree) did not perceive the succession planning strategy as clear. This suggests that while a majority of employees are aware of or perceive a clear succession planning strategy, there remains a significant portion who may not be as informed or convinced, indicating a potential area for improvement in communication or implementation of the strategy

# Table 4.9: Responses to the Clarity of Succession Planning Strategy

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 67 | 22.2 |
| Agree (A) | 114 | 37.7 |
| Neutral (N) | 70 | 23.2 |
| Disagree (D) | 34 | 11.3 |
| Strongly Disagree (SD) | 17 | 5.6 |
| Total | **302** | **100** |

**Source:** Researcher, 2024

# 4.2.3.2 Potential Leaders Are Identified and Developed Through Succession Planning

This statement assesses the effectiveness of the succession planning process in identifying and developing potential leaders within the organization. A successful succession plan should not only identify potential leaders but also provide them with the necessary training and development opportunities. Table 4.14 shows that 65.2% of respondents (74 strongly agree and 123 agree) feel that potential leaders are effectively identified and developed through succession planning within the Chunya District Council. However, 19.2% were neutral, and 15.6% (29 disagree and 18 strongly disagree) did not agree, suggesting that while the process is effective for the majority, there may be room for improvement in ensuring that all potential leaders are adequately identified and developed.

# Table 4.10: Responses to Identification and Development of Potential Leaders

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 74 | 24.5 |
| Agree (A) | 123 | 40.7 |
| Neutral (N) | 58 | 19.2 |
| Disagree (D) | 29 | 9.6 |
| Strongly Disagree (SD) | 18 | 6.0 |
| Total | 302 | 100 |

**Source:** Researcher, 2024

# 4.2.3.3 Succession Planning Has a Positive Impact on My Job Performance

This statement evaluates the perceived impact of succession planning on employees' job performance. Effective succession planning should motivate employees by providing clear career paths and development opportunities, thereby enhancing their performance. The results in Table 4.15 indicate that 66.9% of respondents (83 strongly agree and 119 agree) believe that succession planning has a positive impact on their job performance. This suggests that the majority of employees see value in the succession planning efforts of the council, as it provides motivation and clarity regarding their career trajectory. However, 19.2% of respondents were neutral, and 13.9% (28 disagree and 14 strongly disagree) did not perceive a positive impact, highlighting the importance of continuing to refine and communicate the benefits of succession planning to ensure it effectively supports and motivates all employees.

# Table 4.11: Responses to the Impact of Succession Planning on Job Performance

|  |  |  |
| --- | --- | --- |
| **Response Option** | **Frequency** | **Percentage (%)** |
| Strongly Agree (SA) | 83 | 27.5 |
| Agree (A) | 119 | 39.4 |
| Neutral (N) | 58 | 19.2 |
| Disagree (D) | 28 | 9.3 |
| Strongly Disagree (SD) | 14 | 4.6 |
| Total | **302** | **100** |

**Source:** Researcher, 2024

# 4.3 Regression Analysis

Regression analysis is employed in this study to assess the relationship between the independent variables (training programs, career development, and succession planning) and the dependent variable (employee performance). The purpose of this analysis is to determine the extent to which each of these factors contributes to variations in employee performance within the Chunya District Council.

# 4.3.1 Model Summary

The model summary provides an overview of the regression model's performance, including the R-squared value, which indicates the proportion of variance in the dependent variable that can be explained by the independent variables.

# Table 4.12: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** | **R-Squared** | **Adjusted R-Squared** | **Std. Error of the Estimate** |
| 1 | 0.754 | 0.569 | 0.563 | 0.421 |

**Source:** Researcher, 2024

The regression analysis conducted in this study reveals several key insights into the relationship between the independent variables training programs, career development, and succession planning and employee performance within the Chunya District Council. The correlation coefficient (R) of 0.754 indicates a strong positive relationship between these factors and employee performance, suggesting that improvements in these areas are likely to lead to better performance outcomes. The R-squared value of 0.569 further supports this, indicating that approximately 56.9% of the variation in employee performance can be explained by the independent variables in the model. This high R-squared value implies that the model is a good fit for the data, capturing a significant portion of the factors influencing performance.

Additionally, the adjusted R-squared value of 0.563 provides a slightly more conservative estimate of the model's explanatory power by accounting for the number of predictors used. This value, being only marginally lower than the R-squared, suggests that the model is robust and not overly complex or overfitted. Finally, the standard error of the estimate, at 0.421, reflects the average distance between the observed values and the regression line. A lower standard error, as seen here, indicates a more precise model, meaning that the predictions made by the model are generally close to the actual observed outcomes. Overall, these metrics demonstrate that the model is both reliable and effective in explaining the relationship between the variables and employee performance.

# 4.3.2 ANOVA

The ANOVA (Analysis of Variance) table assesses the overall significance of the regression model. It helps determine whether the independent variables collectively have a statistically significant effect on the dependent variable.

# Table 4.13: ANOVA

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **Sum of Squares** | **Df** | **Mean Square** | **F** | **Sig.** |
| Regression | 67.218 | 3 | 22.406 | 126.37 | 0.000 |
| Residual | 50.916 | 298 | 0.171 |  |  |
| **Total** | **118.134** | **301** |  |  |  |

**Source:** Researcher, 2024

The results from the ANOVA analysis in this study provide strong evidence of the overall statistical significance of the regression model. The F-statistic, with a value of 126.37, is notably high, which indicates that the independent variables training programs, career development, and succession planning collectively have a significant impact on employee performance within the Chunya District Council. This high F-value suggests that the variation in employee performance is well-explained by the model rather than being due to random chance.

Moreover, the p-value (Sig.) associated with the F-statistic is 0.000, which is well below the commonly accepted threshold of 0.05 for statistical significance. This extremely low p-value confirms that the likelihood of the observed relationship occurring by chance is very small. Therefore, we can conclude with confidence that the regression model is statistically significant, meaning that the independent variables included in the model are indeed important predictors of employee performance. This reinforces the validity of the findings and underscores the importance of these factors in enhancing employee outcomes in the organization.

# 4.3.3 Coefficients

The coefficients table provides the individual contributions of each independent variable to the dependent variable, along with their statistical significance.

# Table 4.14: Coefficients

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Independent Variable** | **Unstandardized Coefficients (B)** | **Std. Error** | **Standardized Coefficients (Beta)** | **t** | **Sig.** |
| (Constant) | 0.824 | 0.206 |  | 4.000 | 0.000 |
| Training Programs | 0.392 | 0.062 | 0.401 | 6.323 | 0.000 |
| Career Development | 0.278 | 0.069 | 0.293 | 4.029 | 0.000 |
| Succession Planning | 0.235 | 0.058 | 0.226 | 4.052 | 0.000 |

**Source:** Researcher, 2024

The regression analysis provides detailed insights into the individual contributions of each independent variable training programs, career development, and succession planning to employee performance within the Chunya District Council. The constant value of 0.824 represents the baseline level of employee performance when all independent variables are held at zero, serving as a reference point for interpreting the effects of the predictors.

The coefficient for training programs, at 0.392, is statistically significant with a p-value of 0.000, indicating that for each unit increase in the effectiveness of training programs, employee performance is expected to rise by 0.392 units, assuming all other factors remain constant. This underscores the substantial impact that effective training programs can have on enhancing employee performance.

Similarly, the coefficient for career development is 0.278, also with a p-value of 0.000, suggesting that improvements in career development efforts lead to a 0.278 unit increase in employee performance. This finding highlights the importance of career development initiatives in motivating and improving the capabilities of employees, thereby boosting their performance.

Finally, the coefficient for succession planning is 0.235, with a p-value of 0.000, indicating that effective succession planning contributes to an increase in employee performance by 0.235 units. This result emphasizes the critical role of succession planning in ensuring leadership continuity and preparing employees for future roles, which in turn positively impacts their current job performance. These coefficients demonstrate that all three factors training programs, career development, and succession planning are significant contributors to employee performance, with training programs having the largest impact, followed by career development and succession planning.

# 4.4 Discussion of the study findings

The discussion of the finding of the study was based on the specific objectives of the study. Such that; To determine the effect of training programs on the performance of employees in the Chunya District Council. To determine the effect of career development on the performance of employees in the Chunya District Council. To determine the effect of succession planning on the performance of employees in the Chunya District Council.

# 4.4.1 Effect of training programs on the performance of employees in the Chunya District Council.

The findings from this study indicate that training programs have a significant positive effect on employee performance within the Chunya District Council. This is consistent with the literature, which suggests that training is a critical component of employee development, enhancing their skills and knowledge, and ultimately improving job performance (Tiansyah et al., 2023). The strong correlation between effective training programs and increased employee performance observed in this study supports the assertion by Lancefield et al. (2021) that well-designed training initiatives lead to better productivity and job satisfaction. Employees who receive relevant and targeted training are more likely to perform their tasks efficiently and contribute positively to the organization's overall goals.

Furthermore, the study’s results align with Nor (2023), who emphasizes that continuous learning and development opportunities are essential for keeping employees engaged and motivated. The high percentage of respondents who agreed that training programs are relevant to their jobs and enhance their skills reflects the importance of aligning training content with job requirements. This alignment ensures that employees can immediately apply what they have learned to their work, leading to noticeable improvements in performance. The findings also reinforce the view that training programs must be continuously assessed and updated to meet the changing needs of the workforce and the organization, as highlighted by Wang et al. (2021).

However, the study also reveals that while the majority of employees find the training programs effective, there is still a minority who feel that these programs could be more impactful. This highlights the importance of considering individual learning styles and needs when designing training initiatives. According to Bradford (2021), incorporating a variety of training methods, such as workshops, e-learning, and on-the-job training, can help cater to different preferences and ensure that all employees benefit from the programs. This approach can maximize the effectiveness of training initiatives and further enhance employee performance across the board.

# 4.4.2 Effect of career development on the performance of employees in the Chunya District Council

The study findings reveal that career development initiatives significantly enhance employee performance within the Chunya District Council, which is consistent with existing literature on the subject. According to Kalli et al. (2023), career development opportunities such as skill enhancement programs, promotions, and continuous professional growth are crucial for maintaining high levels of employee engagement and performance. The positive correlation observed in this study between career development and performance suggests that when employees perceive that their organization is invested in their long-term growth, they are more motivated to perform better. This aligns with Taye and Zewdu's (2023) findings, which highlight that organizations that prioritize career development tend to have more committed and high-performing employees.

Moreover, the study supports the notion that access to career development opportunities plays a pivotal role in employee retention and satisfaction. The results show that employees who have ample opportunities for career advancement are more likely to remain committed to their roles and contribute positively to the organization’s objectives. This is in line with the arguments made by Kalli et al. (2023), who emphasize that career development not only enhances individual capabilities but also fosters a sense of loyalty and belonging among employees. When employees see a clear path for growth and advancement, they are more likely to stay with the organization and continuously improve their performance.

However, the study also identifies that there is a segment of the workforce that feels underserved by the current career development initiatives. This suggests that while the overall impact of career development on performance is positive, there may be disparities in how these opportunities are distributed or perceived. As noted by Nor (2023), it is essential for organizations to ensure that career development programs are inclusive and accessible to all employees, regardless of their current position or tenure. Tailoring career development opportunities to meet the diverse needs of the workforce can help address these disparities, ensuring that all employees have the tools and opportunities they need to succeed, and thereby enhancing overall organizational performance.

# 4.4.3 Effect of succession planning on the performance of employees in the Chunya District Council.

The findings of this study indicate that succession planning has a significant impact on employee performance within the Chunya District Council, corroborating existing literature that underscores the importance of structured succession planning in organizational success. Hulke et al. (2022) argue that effective succession planning ensures that organizations are prepared for transitions in leadership and critical roles, which in turn maintains continuity and stability within the workforce. The positive relationship observed in this study between succession planning and employee performance suggests that when employees see a clear pathway for advancement and leadership opportunities, their motivation and performance are enhanced. This is because succession planning not only prepares employees for future roles but also gives them a sense of purpose and direction in their current positions.

Furthermore, the study’s results align with the findings of Kiplimo (2021), who emphasizes that identifying and developing potential leaders through succession planning is crucial for sustaining organizational performance. In the Chunya District Council, employees who perceive that there are opportunities for growth and that the organization is committed to their long-term career progression are more likely to perform at higher levels. This is because succession planning often involves targeted development and training, which equips employees with the skills and knowledge necessary to take on more complex responsibilities. As these employees develop, they are better prepared to contribute to the organization’s goals, leading to improved overall performance.

However, the study also highlights that there is room for improvement in how succession planning is communicated and implemented within the council. A segment of the workforce expressed uncertainty or dissatisfaction with the current succession planning processes, indicating that not all employees feel included or aware of these opportunities. This finding is consistent with the observations of Kalli et al. (2022), who note that for succession planning to be truly effective, it must be transparent and inclusive, ensuring that all employees understand the opportunities available to them and how they can prepare for future roles. By refining and better communicating its succession planning strategies, the Chunya District Council can further enhance employee engagement and performance, ensuring that the organization is well-equipped to meet future challenges and leadership transitions.

# CHAPTER FIVE

# SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Chapter Overview

This chapter presents the research summary, conclusion, and recommendation based on the study findings on relation to objectives of the study.

#  5.1 Summary of Key Findings

The study investigated the impact of training programs, career development, and succession planning on employee performance within the Chunya District Council, yielding several significant insights. Firstly, the study found that training programs have a notably positive effect on employee performance. Most respondents agreed that the training provided by the council is relevant to their job roles and contributes effectively to enhancing their skills and knowledge. However, a minority of employees felt that these programs could be more impactful, pointing to the need for more tailored and diverse training methods to address the varying needs of the workforce.

In terms of career development, the findings revealed that it plays a crucial role in boosting employee performance. Employees who had access to career development opportunities, such as promotions and skill enhancement programs, reported higher levels of job satisfaction and improved performance. Despite this, a significant portion of employees felt that these opportunities were not sufficiently available or accessible, indicating potential disparities in how career development initiatives are offered across the council.

Lastly, succession planning was identified as a key factor influencing employee performance. The study showed that clear and effective succession planning strategies positively impact employee motivation and performance. Nevertheless, some employees expressed uncertainty regarding the succession planning process, underscoring the need for greater transparency and inclusivity in how these plans are communicated and implemented. Overall, the findings highlight the importance of strategic human resource practices in enhancing employee performance and suggest areas for improvement to optimize the effectiveness of these initiatives within the council.

# 5.2 Implications of the Study

This section explores the implications of the study's findings, focusing on three key areas: policy changes, managerial practices, and future research directions. These implications highlight the importance of enhancing human resource practices within local governments to improve employee performance and organizational outcomes.

#

# 5.2.1 Policy Implications

The study's findings emphasize the critical role of training programs, career development, and succession planning in improving employee performance, and they highlight the need for local governments, including the Chunya District Council, to implement comprehensive human resource policies in these areas. Training programs should be structured and regularly updated to meet employees' diverse learning needs, incorporating e-learning platforms and mentorship opportunities to enhance skill development across all levels. Additionally, transparent policies for career development are essential to ensure equitable access to promotions and skill enhancement programs, addressing disparities and fostering a more motivated and capable workforce. Succession planning, a key factor in maintaining leadership continuity, also requires formalized policies that identify and develop future leaders, helping to ensure smooth transitions and minimize disruptions during leadership changes in local government authorities.

# 5.2.2 Managerial Implications

The study suggests several key managerial strategies to improve employee performance through enhanced training, career development, and succession planning. First, managers should ensure that training programs are both relevant and adaptable, combining traditional in-person methods with digital platforms like e-learning and hands-on coaching to cater to diverse learning preferences. This approach will ensure all employees can effectively engage with training, regardless of their preferred learning styles. Second, to address concerns about unequal access to career development opportunities, managers should emphasize fairness and transparency in promotion and skill development processes. Implementing individual development plans (IDPs) will align career growth with personal and organizational goals, boosting motivation, job satisfaction, and performance. Lastly, managers must improve transparency in succession planning by clearly communicating the process, offering leadership development programs, and regularly conducting performance appraisals to identify and develop potential leaders. This will ensure smoother leadership transitions and maintain organizational stability.

# 5.2.3 Implications for Future Research

The study highlights several areas for future research in human resource management within local governments. Future investigations could explore additional variables such as organizational culture, leadership styles, and employee engagement to understand their interaction with training and development practices and their impact on performance outcomes. Comparative studies across different local governments or sectors could provide broader insights into the generalizability of HR practices. Longitudinal research is also recommended to track the long-term effects of succession planning and career development on employee performance, offering more durable insights. Additionally, examining external factors like economic conditions and technological advancements would further enhance the understanding of how HR strategies can adapt to changing environments, making them more resilient and effective**.**

**5.3 Conclusion**

In conclusion, this study highlights the critical role that strategic human resource practices, specifically training programs, career development, and succession planning, play in enhancing employee performance within the Chunya District Council. The findings demonstrate that when employees perceive training programs as relevant and impactful, their performance improves significantly. Similarly, access to well-structured career development opportunities leads to higher levels of job satisfaction and performance, underscoring the importance of providing clear pathways for professional growth. Furthermore, effective succession planning not only prepares the organization for future leadership transitions but also serves as a motivator for current employees, contributing positively to their overall performance. However, the study also reveals areas where the Chunya District Council can improve. While the majority of employees benefit from these initiatives, there is a clear need for more tailored training programs, equitable access to career development opportunities, and greater transparency in succession planning processes. Addressing these gaps will not only enhance employee performance but also strengthen organizational effectiveness and resilience. By refining and enhancing these strategic HR practices, the Chunya District Council can better support its workforce, leading to sustained organizational success.

#

# 5.4 Recommendation of the study

Based on the findings of this study, several recommendations are proposed to enhance employee performance within the Chunya District Council:

5.4.1 Enhance the Relevance and Diversity of Training Programs: The Chunya District Council should continue to offer relevant training programs that align closely with employees' job roles. However, it is crucial to diversify the training methods to accommodate different learning styles and needs within the workforce. Incorporating a mix of on-the-job training, workshops, e-learning, and mentoring programs can make training more effective and accessible. Regular assessments should be conducted to ensure that the training content remains current and applicable to employees' evolving responsibilities.

5.4.2 Increase Accessibility and Equity in Career Development Opportunities: The council should work towards ensuring that career development opportunities are equitably distributed among all employees. This can be achieved by implementing transparent criteria for promotions and skill enhancement programs, thereby reducing potential disparities. Additionally, the council should consider offering tailored career development plans that align with individual career goals and organizational needs. Providing mentorship programs and clear communication about available opportunities can also help in making these initiatives more accessible.

# 5.4.3 Strengthen and Communicate Succession Planning Processes

To improve the effectiveness of succession planning, the Chunya District Council should ensure that the process is transparent and inclusive. Employees should be made aware of the criteria for succession planning and the pathways available for advancement within the organization. The council can also benefit from identifying potential leaders early and providing them with targeted development programs to prepare them for future leadership roles. Regular feedback and communication regarding succession planning can help to build trust and motivate employees by showing them a clear trajectory for their career growth within the organization.

5.4.4 Regular Monitoring and Evaluation

Finally, the council should implement regular monitoring and evaluation of its HR practices to ensure they are meeting their objectives. Employee feedback mechanisms should be strengthened to gather insights on the effectiveness of training, career development, and succession planning initiatives. This continuous feedback loop will allow the council to make necessary adjustments in real-time, ensuring that these programs remain relevant and effective in enhancing employee performance.

# 5.5 Limitation of the Study

This study, while providing valuable insights into the impact of training programs, career development, and succession planning on employee performance within the Chunya District Council, is not without its limitations. The primary limitation is the reliance on self-reported data through questionnaires, which may be subject to biases such as social desirability bias, potentially affecting the accuracy of the responses. Additionally, the study's focus on a single local government authority may limit the generalizability of the findings to other contexts, as the specific conditions and characteristics of the Chunya District may not be representative of other organizations. Furthermore, the study did not explore other potentially influential factors, such as organizational culture or external economic conditions, which could also impact employee performance. These limitations suggest that while the findings are significant, they should be interpreted with caution and complemented by further research in broader and more varied contexts.

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# 5.6 Areas for Further Study

Future research could expand on the findings of this study by exploring additional factors that influence employee performance, such as organizational culture, leadership styles, and employee engagement, which were not deeply examined in this study. Comparative studies across different local government authorities or other sectors could provide broader insights and validate the applicability of the findings in various contexts. Additionally, longitudinal research tracking the long-term effects of succession planning and career development initiatives could offer a more comprehensive understanding of their impact on employee performance over time. Investigating the role of external factors, such as economic and technological changes, on employee performance could also yield valuable insights for developing more resilient human resource strategies. These areas of further study would help to build a more complete picture of the dynamics affecting employee performance in public sector organizations.

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# APPENDICIES

# Appendix I: Likert Scale

Hello, I am Ridhiwani Mshighati, a Master of Research in Human Resource student at Open University in Tanzania, conducting a study on the "Effect of Training and Development on Employee Performance in Local Government Authorities: Evidence from Chunya District Council." As part of my research, I am utilizing a Likert scale to gather valuable insights. Please provide your responses by selecting the appropriate numerical value for each question. Your honest feedback is crucial to understanding the impact of training and development on employee performance in Chunya District Council. Thank you for your participation, and rest assured that your responses will be handled with the utmost ethical considerations.

***PUT A TICK√ TO A MOST CORRECT ANSWER***

|  |  |
| --- | --- |
| **No.** | **SECTION A-** **Demographic Characteristics** |
|  | **Question** | **Options** |
| 1 | What is your age? | * 18-29
* 30-39
* 40-49
* 50-59
* 60 and above
 |
| 2 | What is your gender? | * Male
* Female
 |
| 3 | What is your highest level of education? | * No formal education
* Primary education
* Secondary education or high school
* Vocational/Technical education
* Bachelor’s degree
* Master’s degree
* Doctorate degree
 |
| 5 | How many years of experience do you have in your current field? | * Less than 1 year
* 1-5 years
* 6-10 years
* 11-15 years
* 16-20 years
* More than 20 years
 |

**Section B: Training Programs**

6. The training programs provided by the Chunya District Council are relevant to my job.

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

7.The training programs enhance my skills and knowledge.

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

8.I have sufficient opportunities to participate in training programs.

* + Strongly Agree
	+ Agree
	+ Neutral
	+ Disagree
	+ Strongly Disagree

9.The training methods used (e.g., workshops, seminars) are effective.

* + Strongly Agree
	+ Agree
	+ Neutral
	+ Disagree
	+ Strongly Disagree

**Section C: Career Development**

10. The Chunya District Council supports my career development.

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

11.I have access to career development opportunities such as promotions and skill enhancement programs.

* + Strongly Agree
	+ Agree
	+ Neutral
	+ Disagree
	+ Strongly Disagree

12.The career development initiatives motivate me to perform better.

* + Strongly Agree
	+ Agree
	+ Neutral
	+ Disagree
	+ Strongly Disagree

**Section D: Succession Planning**

13. The Chunya District Council has a clear succession planning strategy

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

14.Potential leaders are identified and developed through succession planning.

* + Strongly Agree
	+ Agree
	+ Neutral
	+ Disagree
	+ Strongly Disagree
1. Succession planning has a positive impact on my job performance.
	* Strongly Agree
	* Agree
	* Neutral
	* Disagree
	* Strongly Disagree

**Thank you for participating**

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