EFFECT OF SHORT-TRAINING PROGRAMMES ON EMPLOYEE PERFORMANCE IN BUKOBA MUNICIPAL COUNCIL, KAGERA, TANZANIA

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM) DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

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CERTIFICATION

The undersigned certify that, they have read and hereby recommend for acceptance by the Open University of Tanzania a research dissertation titled: **"Effect of Short-Training Programmes on Employee Performance in Bukoba Municipal Council, Kagera, Tanzania"** in partial fulfilment of the award of the Degree of Master of Human Resource Management (MHRM).

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DECLARATION

I, **Nyakombe Msafiri**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that, I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Human Resource Management (MHRM) Department of Marketing, Entrepreneurship and Management.

Signature

01st October 2024

Date

DEDICATION

This study is dedicated to my beloved children: Henry Nyakombe Msafiri and Chrispin

Nyakombe Msafiri. I believe that, this dissertation will be their source of inspiration.

ACKNOWLEDGEMENTS

ABSTRACT

This study aimed at assessing the effect of short training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania. Specifically, the study addressed the effect of skills development, knowledge sharing and ethical guidance on employee performance in Bukoba municipal council. Guided by the theory of Goal Setting and Task Performance and Social Exchange theory, this study adopted a positivistic philosophy. Structured questionnaires were distributed to 116 respondents using simple random sampling technique. The collected data were analysed using descriptive statistics and multiple linear regression analysis. The results established that, skills development positively but insignificantly affect employee performance while knowledge sharing and ethical guidance positively and significantly affected employee performance in Bukoba municipal council. Therefore, it is suggested that, knowledge sharing and ethical guidance short-training programmes should be promoted by the human resource managers. It is also recommended that, skills development short-training programmes should not be ignored too.

Keywords: *Short training programmes, skills development, knowledge sharing, ethical guidance, employee performance*

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LIST OF ABBREVIATION

DPGS : Directorate of Post-Graduate Studies of the Open University of Tanzania

EEG : Employee Ethical Guidance

EPI : Employees' Performance Indicators

ESD : Employee Skills Development

HDs : Heads of Departments

KS : Knowledge Sharing

MHRM : Degree of Master of Human Resource Management

OSMs : Other Staff Members

SPSS : Statistical Package for Social Science computer software

UHs : Heads of Units

VIF : Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter about the effect of short-training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania, provides the background, problem statement and research objectives. Additionally, it presents significance, scope and organisation of the study.

1.2 Background to the Problem

The goal of training is to increase both individual and organisational effectiveness by enhancing employee abilities, skills and knowledge for current and future tasks and responsibilities (Kishore & Fonceca, 2023). Training programmes start with several steps which include determining the goals of training, choosing of proper coaches, and lesson plan development; furthermore, selection of methods and techniques, preparation of resources and time-tables, as well as, analysing training needs (Msuya & Kumar, 2022).

Employee performance significantly determines the success of any organisation since it directly impacts efficiency, productivity as well as customer satisfaction (Faisal, 2023). According to Kafor and Agu (2020), civil servants have a noble duty of running every public institution smoothly and the same cannot fulfill its goals and objectives to the citizens with ineffective, inefficient, incompetent, and dysfunctional public services. It is in this sense that, building the capacities of local government authorities has positively

affected the delivery of public services (Hassan, 2020). This is because these training programmes improve competitiveness and productivity of any organisation (Palomino, Valdivia & García, 2022), stimulate learning of technical and interpersonal skills and foster creativity and problem-solving techniques (Kumpikaitė-Valiūnienė *et al.,* 2022).

Training programmes also encourage employees to achieve the organisation's strategies in regard to vision and mission (Kim, Park & Kang, 2019; Mohamad, Ismail, & Mohamad, 2020a), provide accurate and reliable information but also inform employees' capabilities and incapabilities, and provide constructive insights (Tahiry & Ekmekcioglu, 2022). Aktar (2023) argued that, employee training programmes in all kinds of businesses add value to employee performance improvement as well as organisational performance. According to Gupta and Teotia (2023), there are several employee training programmes such as simulations, classroom training, and online training (Apacible, 2022). According to Yeboah, Dangah, and Adjei (2023), coaching, job instructions, job rotation and conferencing were some of employee short training programmes.

Despite the importance of employee short training programmes in the world, conducting the same is not an easy task. For example, in Indonesia, Sivathanu and Radhika (2023) found that, they were faced with the inadequate knowledge on generational differences, cultural expectations, inefficient knowledge on different learning behaviours, lack of commitment, irrelevancy on participants and lack of proper training needs' analysis and

scheduling. In Bangladesh, short training programmes were implemented without establishing goals or objectives of what information, skills and talents to be achieved (Aktar, 2023). In Saudi Arabia, employee short training programmes were faced with the lack of organisations' support (Othayman *et al.,* 2020) while in the Kingdom of Bahrain, employee short training programmes did not promote employee needs to acquire new knowledge and skills and presentation styles were embarrassing for effective training (Hajjar & Alkhanaizi, 2018).

Sub-Saharan Africa is not left behind on the challenges facing employee short training programmes. For instance, in Somalia, Warsame (2023) posited that, employee short training programmes contributed to occupational stress. In South Africa, employee short training programmes were faced with high costs (Mvuyisi & Mbukanma, 2023). In Ghana, employee short training programmes were faced with the lack of copies of training modules and check-ups (Yeboah *et al.,* 2023).

Tanzania introduced the National Training Policy in 1995 which highlighted instructions and strategies in which public sector had to improve public servants' working capabilities (Muganyizi, 2018). Despite the efforts by the same, studies indicated that, many local government authorities had no practical short training on their employees and some government organisations were reluctant to improve their servants' capacities and capabilities (Mchete & Shayo, 2020). This finding was also supported by Msamba, Msuya, and Anangisye (2023) who informed that, despite being implemented, the programmes were poorly supported, under budgeted and uncoordinated; other

challenges were limited follow-ups, low module qualities and poor services all which limited positive impact on organisations and an employee.

Equally, in Bukoba municipal council, the study by Mugera (2020) showed that, almost 75% of employees were performing poorly in their daily activities. This were due to several limitations like inadequate employee knowledge, abilities and skills. The study continued to inform that, the administration took several steps to motivate them through monetary motivation and non-monetary incentives. This evidence shows that, the administration did not raise employees' performance through training programmes. Therefore, human resource management officials expect to benefit from various ways and measures which could be used to increase employees' performance hence the whole organisation. Employees would also gain appropriate knowledge and skills which would enable them work effectively and for the furtherance of the organisation. This study used two theories. The first was the theory of Goal Setting and Task Performance as it was put forward by Locke and Latham between 1950 and 1960.

According to Sides and Cuevas (2020), this theory is built on four goal performance moderators: one is employee ability where one performs his/her work do certain acquired abilities like knowledge and skills; second is task complexity in which it is presumed that, an employee increases and uses appropriate task strategies to accomplish that task; third is feedback where people need track their progress toward goal attainment by adjusting their strategies and efforts accordingly; while the last one is goal commitment or determination to accomplish the set goals. The second one was the

Social Exchange theory as it was postulated by John Dewey in 1950. This theory is hinged on the principle that, a follower always responds to the relationship of high quality by considering who an individual interacts with, how that individual interacts with others, and his/her experiences with others and reciprocity (Mseti, Uronu, & Kinemo, 2023).

These two theories helped to provide the variables which were used in this study. From the above facts, little was known in Bukoba municipal council in regard to the effect of short training programmes on employee performance. The one which was carried by Mugera (2020) in Bukoba municipal council which investigated how motivation influenced employee's job performance unlike the proposed study which assessed how short training programmes affeced employee performance.

1.3 Statement of the Problem

The goal of employee short training programmes is to increase individual performance as well as organisational effectiveness and productivity; in order to achieve this, any organisation's success depends on the caliber of its human resource (Kishore & Fonceca, 2023). Short training of an employee not only enhances knowledge, abilities and skills necessary for effective performance of their jobs at their workplaces but also improves product quality, customer satisfaction, morale, management succession, business development and profitability (Kaminsa, 2022).

Despite the importance of employee short training programmes, studies in Bukoba municipal council showed that, almost 75% of employees lacked appropriate

knowledge, experience and skills in implementing their daily activities (Mugera, 2020). This study which was carried in Bukoba municipal council did not investigate the effect of short-training programmes on employee performance. With the aid of the proposed theories and the facts above, the proposed study filled in the knowledge gap by examining the effect of employee skills development, knowledge sharing and ethical guidance on employee performance in Bukoba municipal council, Kagera, Tanzania.

1.4 General Research Objective

This study assessed the effect of short training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania.

1.4.1 Specific Research Objectives

This study intended:

i. To examine the effect of employee skills development on employee performance in Bukoba municipal council;

ii. To examine the effect of knowledge sharing on employee performance in Bukoba municipal council; and

iii. To examine the effect of employee ethical guidance on employee performance in Bukoba municipal council.

1.5 Significance of the Study

The study is expected to help future researchers to identify knowledge gap not covered by this study hence bringing new insight. To the makers of policies, the study's findings would help to make serious follow ups to all local government authorities so that short

training programmes are frequently conducted to improve employee performance. It is also expected to help human resource managers in Bukoba municipal council to take precautions in selecting appropriate in-service training programmes in improving employees' performance under their supervision.

1.6 Scope of the Study

The study was carried in Bukoba municipal council in Kagera region where all headquarters' staff members were included in the study. This is because, the available evidence showed that, there was a lack of appropriate knowledge, experience and skills in implementing their daily activities among employees. The targeted population was 164 and included head of human resource office, heads of other departments, heads of units and all other staff members. The research would have used all employees in Bukoba municipal council but due to economic constraints and time, the researcher used employees who were working at the headquarters of Bukoba municipal council. The methods for collecting data were questionnaires and data analysis was through descriptive statistics and inferential analysis. This is because the study intended to gather information from a large group of people in regard to the phenomenon.

1.7 Organisation of the Study

This study comprised of five chapters. Chapter one was all about the general introduction of the study in which background of the problem, problem statement and research objectives were discussed. Furthermore, significance and scope were also addressed. Chapter two was about literature review in which definitions of key concepts,

theoretical and empirical literature reviews were discussed. Additionally, the chapter discussed research gaps, conceptual framework and statements of statistical hypotheses. Chapter three was about research methodology where research philosophy, approach and research design were discussed. It further discussed about study area, targeted population, sample size and sampling techniques. Others were the methods for collecting data, data analysis methods and procedures, and finally, ethical considerations. Chapter four dealt with findings and discussion while chapter five dealt with the summary of the findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter reviewed literature related to the effect of short training programmes on employee performance. The reviewed literature was organised into: definitions of key concepts, theoretical and empirical literature reviews, conceptual framework, research gap and finally statements of statistical hypotheses.

2.2 Definitions of Key Concepts

The following definitions were contextually used in this study.

2.2.1 Short-Training Programmes

Kishore and Fonceca (2023) defined short-training programmes as relevant courses and activities in which employees participate to upgrade their professional knowledge, skills, and competence in their professions while Akpalu and Markom (2022) defined employee short training continuing education designed to reskill and update the knowledge of manpower. In this study, employee short-training programme refers to continuing education aiming at helping them acquiring knowledge, skills and competence in various areas in Bukoba municipal council.

2.2.2 Employee Skills Development

According to Cormier *et al.,* (2020), employee skills development is the total of all processes aimed at enhancing employees' capabilities, good relationships among them, production, performance improvement, personal growth and development. Achanya and

Cinjel (2022) defined employee skills development as an "ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas." This study adopted Achanya and Cinjel's definition because employee skills development is referred to as the ability and capacity acquired by an employee through short training so as to smoothly carryout complex activities in an organisation.

2.2.3 Knowledge Sharing

According to Izzah and Indiyati (2023), knowledge sharing is a management process where individuals and teams in organisations share knowledge with each other through numerous activities by various ways while Setini *et al.,* (2020) defined knowledge sharing as a process where experience, skills and information are transfered into practice. This study adopted Izzah and Indiyati's definition in which knowledge sharing meant a process of sharing knowledge among employees through various activities.

2.2.4 Ethical Guidance

Guo (2022) defined ethical guidance short training programme as a programme aimed at shaping employees' behaviours while O'Hanley (2023) held that, ethical guidance is the training on employees to uphold an organisation's values and guiding principles. In this study, ethical guidance referred to short training in regard to the code of conduct of an employee.

2.2.5 Employee Performance

Aggarwal *et al.,* (2022) defined employee performance as the outcome or contribution of employees to make them attain goals while Tarigan *et al.,* (2022) defined employee performance as the "achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed." In this study, employee performance referred to as effective accomplishment of given tasks assigned to employees in Bukoba municipal council.

2.3 Theoretical Literature Review

This study was anchored on two theories. These were the theory of Goal Setting and Task Performance, and the Social Exchange theory.

2.3.1 The Theory of Goal Setting and Task Performance

According to Sides and Cuevas (2020), this theory was first introduced by Locke and Latham between 1950 and 1960. Gkizani and Galanakis (2022) posited that, this theory is built on four goal performance moderators: one is employee ability where one performs his/her work do certain acquired abilities like knowledge and skills; second is task complexity in which it is presumed that, an employee increases and uses appropriate task strategies to accomplish that task; third is feedback where people need track their progress toward goal attainment by adjusting their strategies and efforts accordingly; while the last one is goal commitment or determination to accomplish the set goals. Cheruiyot *et al.,* (2023) argued that, this theory has been built on two attributes namely: goal content and intensity. The authors continue to argue that, goal content

refers to the result being sought whereas goal intensity refers to the efforts required to set a goal, an individual's goal position in the hierarchy, and the extent an individual is committed to attain the set goals. Tondello *et al.,* (2018) affirmed that, this theory is the one of motivation that aims at explaining the causes of people's performance in work-related tasks.

The theory of Goal Setting and Task Performance has several strengths. For instance, Höpfner and Keith (2021) argued that, it increases interest and reduces boredom with a routine, and minimises repetitive tasks while Hudig, Scheepers, Schippers, and Smeets (2023) added that, when a person succeeds in his/her set objectives, he/she experiences goal attainment which later increases the degree of satisfaction and experience.

However, the theory of Goal Setting and Task Performance is not free criticisms. For instance, Cheng (2023) criticizes that, self-efficacy in this theory affects the self-set goals' levels, goal commitment and employee performance altogether. Despite its weaknesses, the theory Goal Setting and Task Performance was advantageous to this study because it allows an employee to acquire knowledge and skills used to perform complex tasks, adjustment of his/her strategies, become motivated and finally an employee increases productivity and profitability of an organisation.

Equally to this study, this theory was also appropriate because it provided some variables which were used in this study. These were acquired competitive skills and knowledge sharing (feedback). This theory was used by several researchers in regard to the effect of short training programmes on employee performance in various

organisations. For example, Samwel (2018) used this theory when studying the extent training and development policies affected the performance of the Drilling Companies in Geita, Shinyanga and Mara, Tanzania while Warsame (2023) on the effect of training and development programmes on staff productivity, efficiency, and customer happiness at Mogadishu's commercial banks in Somalia. It was on this basis, this theory was used as a lens to assess how short training programmes affect employee performance in Bukoba municipal council, Kagera, Tanzania.

2.3.2 Social Exchange Theory

This theory is sometimes known as is the Social Behaviour theory. According to De-Graaf (2019), this theory was postulated by John Dewey in 1950. This theory is hinged on the principle that, a follower can respond to a high-quality relationship based on who he/she interacts with, how he/she interacts with others, and his/her experience with others and reciprocity (Mseti, Uronu, & Kinemo, 2023). Reciprocity is "a kind and unkind action in which individuals reward good behaviours and penalise harsh actions, and an individual is repaid what one has received from others" (Su *et al.,* 2021). According Horak and Vanhooren (2024), reciprocal action is regarded as the response to an unkind or kind behaviour.

This theory has several strengths. According to Jahan and Kim (2020), the Social Exchange theory looks at how people in a relationship deal with potential alternatives to reduce threats which later affect their performance. This theory has been criticised of its weaknesses. Ahmad *et al.,* (2023) argued that, the Social Exchange theory is criticised

for focusing too much on the individual perspective while ignoring social aspects of the relationship, like partners' communication and interests.

Despite its weaknesses, the Social Exchange theory was relevant to this study because it provided ethical guidance (reciprocity) one of the variables to consider in this study. Despite this theory's' weaknesses, it deemed appropriate to this study. However, some scholars used this theory in their studies. For instance, Mseti, Uronu, and Kinemo (2023) used this theory when they examined how ethical guidance influenced the academic performance of the teaching staff in public Universities in Tanzania. Based on facts above, this theory was used as a yardstick to assess the effect of short training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania.

2.4 Empirical Literature Review

The following aspects were reviewed.

2.4.1 Skills Development on Employee Performance

In India, Joshi (2023) examined how skill sets influenced the performance of the professional accountants. The study used a quantitative research approach with a descriptive survey research design. Data were collected by questionnaires while data analysis was through descriptive statistics and inferential analysis. The study demonstrated that, training programmes on business, technical and digital skills significantly improved the employee performance. This study was of great importance to the proposed study but it was conducted in India while the proposed study filled in geographical gap in Bukoba municipal council in Tanzania.

Hasana and Chowdhury (2023) assessed the influence of training and skill development initiatives on employee performance in private banks in Dhaka, Bangladesh. The study adopted a qualitative research approach. The methods for data collections were interviews and data were analysed thematically. The findings revealed that, training and skill development initiatives significantly and positively influenced employee performance because training programmes improved interpersonal skills like communication, teamwork, managing time, adaptability and emotional intelligence. This study had a great contribution to the proposed study. The former study was conducted in Bangladesh while the proposed study filled in geographical gap in Bukoba municipal council in Tanzania.

Efenji (2023) assessed the effect of career development on employees' productivity in Nigeria. This study used a quantitative research approach in conjunction with a descriptive survey research design. Questionnaires were used for collecting data. Data were descriptively and inferentially analysed. The results showed that, trainings and seminars for employees increased employee skills, experience and competence which later improved their quality service delivery. This study assessed the effect of employee career development on organisational productivity in Nigeria unlike the proposed one which filled in both geographical and knowledge gaps on the effect of skill development on employee performance in Bukoba municipal council in Tanzania.

In Tanzania, Khatri, Munishi, and Pastory (2022) assessed how the staffs' skills in influenced the performance of the Salt Mining Industry in Bagamoyo Town. This study was guided by the Resources Based View theory. The study employed a quantitative research approach with a descriptive survey research design. Data were descriptively and inferentially analysed. The findings established that, training programmes improved the staff skills which later influenced organisational performance. This study assessed the skills of the staff in influenced the organisational performance unlike the current one with which assessed the effect of skill development on employee performance. Additionally, the former study adopted a Resources Based View theory unlike the current one which used the theory of Goal Setting and Task Performance and the Social Exchange theory.

This aspect adopted the null hypothesis which stated that: H_{01}: *There is no any statistical relationship between employee skills development and employee performance in Bukoba municipal council.*

2.4.2 Knowledge Sharing on Employee Performance

In Turkey, Demir, Kiziloglu, and Budur (2022) evaluated how declarative knowledge and procedural knowledge were linked with employee performance in the industrial sectors. The study employed a quantitative research approach with a descriptive survey research design. Questionnaires were used to collect data for this study. Data were descriptively analysed. The findings established that, knowledge sharing had difficulties in improving employee performance. The former study had significant benefits to the

current study but the proposed one filled in both geographical and knowledge gaps in public sector in Bukoba municipal council in Tanzania.

Pakpahan and Sambung (2022) examined how knowledge sharing impacted employee performance at the health colleges in Indonesia. The study adopted the Leader-Member Exchange theory and the theory of Job Satisfaction. The study adopted a quantitative research approach. Questionnaires were used to collect data. Data were descriptively and inferentially analysed. The results established that, knowledge sharing improved employee performance. The former study was carried in Indonesia while the proposed one was conducted in Bukoba municipal council in Tanzania. Additionally, the former study used the Leader-Member Exchange theory and Theory of Job Satisfaction unlike the current one which adopted the theory of Goal Setting and Task Performance and the Social Exchange theory.

In Nigeria, Ibojo, and Mobolade (2023) wanted to know how knowledge sharing affected the performance of the manufacturing companies. The study used the Resource-Based and the Knowledge Creation theories. This study adopted a quantitative research approach with a descriptive survey research design. Questionnaires were used for collecting data. Data were descriptively and inferentially analysed. The results indicated that, knowledge sharing significantly and positively had an effect on organisational performance. This study identified the effect of knowledge sharing on organisational performance in Nigeria unlike the current one which examined the effect of knowledge sharing on employee performance in Bukoba municipal council in Tanzania.

Additionally, the former study adopted the Resource-Based and the Knowledge Creation theories unlike the current study which was anchored on the theory of Goal Setting and Task Performance and the Social Exchange theory.

In Tanzania, Sotery and Munisi (2022) examined how knowledge management affected the performance of the small garage workshops in Temeke district. This study employed a mixed methods approach using questionnaires and interviews for collecting infomation. Qualitative data was done through content analysis while quantitative data were presented through descriptive statistics and multiple regression analysis. The results informed that, knowledge sharing positively but insignificantly impacted the performance of the garage workshops. This study showed that, knowledge sharing positively affected organisational performance in Temeke district unlike the proposed study which filled in both geographical gaps by examining the effect of knowledge sharing on employee performance in Bukoba municipal council.

This variable used the null hypothesis. H_{02}: *There is no any statistical relationship between knowledge sharing and employee performance in Bukoba municipal council.*

2.4.3 Ethical Guidance on Employee Performance

Guo, Xue, He, and Yasmin (2023) observed how ethical leadership affected employees' behaviours in China's education sector. This study used a quantitative research approach. Questionnaires were the only method for collecting data. The findings indicated that, ethical leadership positively and significantly impacted employees' ethical work behaviour. Guo's study delved how ethical leadership affected employee ethical

behaviour at the workplace unlike the current one which evaluated the effect of ethical guidance on employee performance.

In Philippines, Abun, Julian, Acidera, and Apollo (2023) investigated how ethical leadership affected employees' job performance. This study adopted a quantitative method research approach supported by a correlational research design. Questionnaires were methods for collecting dat. Data have been analysed through descriptive and inferential statistics. The findings established that, there ethical leadership significantly and positively influenced employee task performance. Abun's study assessed how ethical leadership affected employee performance in Philippines unlike the proposed study which examined the effect of ethical guidance on employee performance in Bukoba municipal council in Tanzania.

Mohamed, Abdi, and Hashi (2023) linked ethical leadership and organisational social capital towards enhancing organisational performance in the public sector in Somalia. This study employed a quantitative method research approach supported with a descriptive survey research design. Questionnaires were used for collecting data while data analysis was done through frequencies and percentages. The results established that, ethical leadership positively and significantly impacted employee performance hence the whole organisational performance. The proposed study filled in both geographical and knowledge gaps by examining how ethical guidance affected employee performance in Bukoba municipal council, Tanzania unlike the former study which assessed how ethical leadership affected organisational performance in Somalia.

In Tanzania, Mseti, Uronu, and Kinemo (2023) examined how ethical guidance affected academic performance of the teaching staff in public Universities. The study employed a quantitative research approach supported by a descriptive survey research design. Questionnaires were used for collecting data while the same were descriptively and inferentially analysed. Findings demonstrated that, ethical guidance positively and significantly influenced the staffs' teaching performance. The former study shed light on the current study which tried to fill in geographical gap in Bukoba municipal council.

The following null hypothesis guided this variable. *H_{03}: There is no any statistical relationship between ethical guidance and employee performance in Bukoba municipal council.*

Table 2.1: Summary of the past related studies

S/N	Author(s)	Aim of the study & study area	Data collection tool	Data analysis method used	Main findings
1.	Joshi (2023)	"The influence of skill sets on the performance of professional accountants in India"	Questionnaires	Descriptive statistics and inferential analysis	Training programmes on business, technical and digital skills significantly improved employee performance
2.	Hasana & Chowdhury (2023)	"Influence of training and skill development initiatives on employee performance in private banks in Bangladesh"	Interviews	Thematic analysis	Training and skill development initiatives had a significant and positive relationship with employee performance because training programmes improved adaptability and

					emotional intelligence
3.	Efenji (2023)	"Effect of career development on employees' productivity in Nigeria"	Questionnaires	Descriptive statistics and inferential analysis	Trainings and seminars for employees increased employee skills, experience and competence which later improved their quality service delivery
4.	Khatri *et al.,* (2022)	"Influence of firms' staff and skills on organisational performance in the salt mining industry in Bagamoyo Town, Coastal region, Tanzania"	Questionnaires	Descriptive and inferential statistics.	Training programmes improved the staff skills which later influenced organisational performance
5.	Demir *et al.,* (2022)	"Links between declarative knowledge, procedural knowledge, and employee performance in the textiles, food production, and mining sectors in Turkey"	Questionnaires	Descriptive statistics	Knowledge sharing had difficulties in improving employee performance
6.	Pakpahan & Sambung (2022)	"Impact of knowledge sharing on employee performance at Palangka Raya's health college in Indonesia"	Questionnaires	Descriptive and inferential statistical analysis	Knowledge sharing improved employee performance
7.	Ibojo & Mobolade (2023)	"Effect of knowledge sharing on the performance of the manufacturing companies in Nigeria"	Questionnaires	Descriptive statistics and inferential analysis.	Knowledge sharing significantly and positively had an effect on organisational performance
8.	Sotery & Munisi (2022)	"Effect of knowledge management on performance of small firms of garage workshops in Temeke district, Dar es Salaam, Tanzania"	Questionnaires and interviews	descriptive statistics and multiple regression analysis, content analysis	Knowledge sharing positively but insignificantly impacted the garage workshops' performance
9.	Guo *et al.,* (2023)	"Ethical leadership and workplace behavior in	Questionnaires	Descriptive and	Ethical leadership positively and

		the education sector: The implications of employees' ethical work behavior in China"		inferential statistics	significantly impacted employees' ethical work behaviour
10.	Mohamed *et al.,* (2023)	"Ethical leadership and organizational social capital towards enhancing organisational performance in the public sector in Somalia"	Frequencies and percentages	Descriptive and inferential statistics	Ethical leadership positively and significantly impacted employee performance hence the whole organisational performance
11.	Mseti *et al.,* (2023)	"Influence of ethical guidance on academic staff's teaching performance in public Universities in Tanzania"	Questionnaires	Descriptive and inferential statistics	Ethical guidance positively and significantly influenced the staffs' teaching performance

Source: The reviewed literature (2024)

2.5 Research Gaps

Empirical literatures were reviewed on three aspects: employee skills development, knowledge sharing and ethical guidance in-service training programmes. Most of the studies were internationally conducted (India, Bangladesh, Turkey, Indonesia, China, Philippine, Somalia, Nigeria) to mention but a few. However, those which were conducted in Tanzania, for example, the one of Sotery and Munisi (2022) examined how knowledge management affected the performance of small firms in Dare es Salaam; the one of Khatri *et al.,* (2022) observed how the staffs' skills influenced the organisational performance in the salt mining industry while that of Mseti *et al.,* (2023) assessed how ethical guidance influenced academic performance of the teaching staff in the public Universities. In view of the above cited studies in Tanzania, none of them was

conducted in Bukoba municipal council and none of them investigated how short training programmes affected employee performance.

Theoretically, most of the studies adopted the Resource-Based and the Knowledge Creation theories, Leader-Member Exchange theory, and the theory of Job Satisfaction and Resources Based View theory unlike the current study which was hinged on the Goal Setting and Task Performance, and the Social Exchange theories. These two theories were preferred because they provided the variables which were used in this study. In light of the above, the proposed study filled in both geographical and knowledge gaps in Bukoba municipal council in Kagera region.

2.6 Conceptual Framework

The conceptual framework of the study was guided by three independent variables (employee skills development, knowledge sharing and ethical guidance short training programmes) and one dependent variable (employee performance in Bukoba municipal council) as shown below:

Independent Variables   **Dependent Variable**

```
┌─────────────────────────┐
│ Skills development       │ ────────┐
└─────────────────────────┘         │
┌─────────────────────────┐         │      ┌──────────────────────────┐
│ Knowledge sharing        │ ────────┼────► │ Employee    Performance  │
├─────────────────────────┤         │      │ in   Bukoba   Municipal  │
│ Ethical guidance         │ ────────┘      │ Council                  │
└─────────────────────────┘                └──────────────────────────┘
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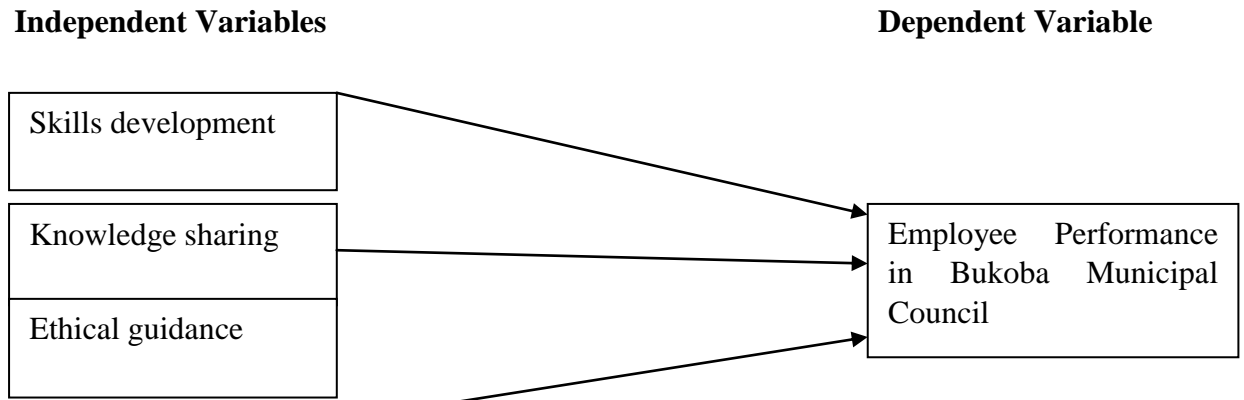
Figure 2.1: Conceptual framework

Source: Locke & Gary (1950), and Dewey (1950)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter discusses about research philosophy, research approach and design. It further discusses about area of the study, targeted population, sample size and sampling techniques. Others are data collection methods, data analysis procedure, and finally, ethical issues and considerations.

3.2 Research Philosophy

This study was guided by the positivist philosophy. The positivist philosophy enables the study to put questions in the real world and allows the nature to respond to them; it also gathers data in terms of numbers and presents them quantitatively (Handema *et al.,* 2023). It also assumes that, independent and dependent variables have some relationships (Maksimović & Evtimov, 2023).

This positivist approach was preferred to since this study intended to collect numerical data (quantitative) through questionnaires unlike the interpretivism philosophy which gathers only qualitative data and presents them as narrations. The positivist philosophy also enabled the researcher to relate both independent and dependent variables of the study in Bukoba municipal council.

3.3 Research Approach

This study employed a quantitative research approach. This approach was preferred to because it helped the researcher to obtain numerical data which later allowed easy

development of a statistical relationship between or among variables (Alharahsheh & Pius, 2020).

3.4 Research Design

This study employed an explanatory research design. According to Dawadi, Shrestha, and Giri (2021), an explanatory design explains and accounts for the descriptive information which looks for causes and reasons, and provides evidence in support or rebuttal of a prediction; it also discovers and reports some relationships among the variables under the study. This design was opted for because it provided a real-life situation and enabled explanation of the lived respondents' experiences and perceptions in relation to the effect of short training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania. Additionally, this design was relevant to this study because it enabled the researcher to support or refute the influence of short training programmes on employee performance in Bukoba municipal council. It was also relevant to the proposed philosophy because it enabled this study to report some statistical relationships between or among variables of the phenomenon under study.

3.5 Area of the Study

This study covered the geographical boundaries of Bukoba municipal council in Kagera region. The area was chosen because evidence showed that, from 2018 to date, almost 164 employees of Bukoba municipal council were performing poorly and lacked appropriate knowledge, experience and skills in implementing their daily activities (Kilwanila, 2019; Mugera, 2020). This situation motivated and interested the researcher

to examine how employee skills development, knowledge sharing and ethical guidance short training programmes affected employee performance in Bukoba municipal council.

3.6 Targeted Population

In this study, the targeted population were all headquarters' staff members at the Bukoba Municipal council. According to the personal communication with the Bukoba Municipal Council's Human Resource Office (2025), there were 164 staff members. These included: 6 human resource officers, 13 heads of departments (HDs), 4 heads of units (UHs), and 141 other staff members (OSMs). Their selection to provide information how employee skills development, knowledge sharing and ethical guidance short training programmes affected employee performance in Bukoba municipal council.

Table 3.1 Targeted population

Department/Unit	Targeted Population	Percentage (%)
Head of Human Resource Office	06	3.7
Heads of Departments	13	7.9
Heads of Units	04	2.4
All other Staff Members	141	86.0
Total	164	100.0

Source: Human Resource Office of Bukoba Municipal Council (2025)

3.7 Sample Size and Sampling Techniques

This section discussed the sample size and sampling techniques.

3.7.1 Sample Size

The sample size of 116 participants was obtained by the Yamane's formula (1967) which is n $=\frac{N}{1+N\,(e)^2}$ where: n = sample size, N = population, e = probability of error (0.05) assuming 95% confidence level, and with a precision of 5%, 1= constant. In this

study N= 164 while n was unknown. Therefore, from the formula above, n was determined as follows:

n=164/1+164*(0.05)2

n=164/1.41

n=116

3.7.2 Response Rate

In this study, questionnaires were distributed to 116 respondents. All questionnaires were filled in and turned back. The response rate was 100.0% capable for the statistical analysis. According to Akram, Cerin, Lamb, and White (2023), the response rate above 70% is regarded as excellent. Therefore, the response rate of 100.0% was excellent for the analysis and developing conclusions.

3.7.3 Sampling Techniques

This study used simple random sampling technique to select 116 participants from various departments and units. Papers with numbers and blank ones were put in a bucket where each and every participant in a particular department, unit or section was permitted to choose one of the papers. Those who chose papers with numbers were engaged in the study. This technique deemed appropriate because it provided equal opportunity for each participant to be equally involved and selected without any discrimination (Bhardwaj, 2022).

3.8 Data Collection Methods

This study used only primary methods for data collection.

3.8.1 Primary Data

According to Taherdoost (2021), primary methods always collect data from the first-hand sources. These include surveys, interviews, questionnaires or experiments

3.8.2 Tools Used to Collect Data

In this study, questionnaires were used as data collection tools and which only collected numerical data from the participants. Well prepared and structured questions were distributed to 116 respondents. Structured questions were preferred to because they allowed respondents to give specific answers on the effect of employee skills development, knowledge sharing and ethical guidance on employee performance in Bukoba municipal council.

3.8.3 Variables and Measurement Procedures

In this study, all three independent variables (employee skills development, knowledge sharing and ethical guidance) and one dependent variable (employee performance in Bukoba municipal council) were measured by using the Likert rating scale with five options (1=strongly disagree, 2=disagree, 3=undecided, 4=agree, and 5=strongly agree). Employee skills development variable was measured by 6 items, knowledge sharing was measured by 5 items, ethical guidance by 5 items while employee performance by 5 items. This 5-Likert rating scale was opted for because the researcher intended to obtain opinions and experiences regarding the effect of short training programmes on employee

performance in Bukoba municipal council. Due to the quantitative nature of the study, the questionnaires were adopted from various literature as well as various studies as depicted in Table 3.2.

Table 3.2: Measurement of variables and scale used

Construct	Measurement items	Scale used	Author(s)
Employee skills development	Skill development improves employee's working experience	5 Likert scale point	Joshi (2023)
			Joshi (2023)
	Skill development fosters employee competence at the workplace		
	Skill development improves employee quality service delivery		Hasana & Chowdhury (2023)
	Skill development fosters time management among employees		Efenji (2023)
	Skill development improves organisational performance		Khatri *et al.,* (2022)
	Skill development improves employee working morale		Efenji (2023)
	Skill development improves employee's working experience		Khatri *et al.,* (2022)
Knowledge sharing	Knowledge sharing promotes effective service delivery	5 Likert scale point	Demir *et al.,* (2022)
	Knowledge sharing enhances job retention among employees		Ibojo & Mobolade (2023)
	Knowledge sharing improves job satisfaction among medical employees		Sotery & Munisi (2022)
	Knowledge sharing promotes transparency among employees		Sotery & Munisi (2022)
	Knowledge sharing saves time in providing services		Ibojo & Mobolade (2023)
Ethical guidance	Ethical guidance	5 Likert scale point	Guo *et al.,* (2023)

improves the organisation's reputation		
Ethical guidance enhances employee's high service delivery to customers	Mseti *et al.,* (2023)	
Ethical guidance improves employee commitment at work	Abun *et al.,* (2023)	
Ethical guidance enhances transparency among employees at the workplace	Mohamed *et al.,* (2023)	
Ethical guidance aims at shaping employee's behaviours	Mseti *et al.,* (2023)	

Source: Constructed by the researcher (2025)

3.9 Data Analysis Procedure

3.9.1 Descriptive Statistics

In this study, data were analysed using frequencies, percentages, mean scores and standard deviations, and multiple linear regression analysis by the help of the SPSS computer programme version 28.0. The mean scores were preferred because they took into account an individual's responses while standard deviations indicated how far each individual's responses varied or deviated from the mean scores. The multiple linear regression analysis was computed to establish the statistical relationship between or among the variables.

3.9.2 Multiple Linear Regression Analysis

The multiple linear regression analysis was computed to establish a statistically significant level between independent variables. The p-value≤0.05 was used to measure the significance level of association between independent variables and dependent

variable. The multiple linear regression was specified as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$ where:

Y = dependent variable (employee performance in Bukoba municipal council)

X_S = independent variables

a = Y intercept, where the regression line crosses the Y axis

b_1, b_2, b_3 = the partial slope for X_1, X_2 and X_3 on Y

X_1 = employee skills development

X_2 = knowledge sharing

X_3 = ethical guidance and

ε = error term

3.9.3 Assumptions of Multiple Linear Regression Model

With a multiple linear regression model, there are some assumptions about error terms which underlie it. According to Jarantow *et al.,* (2023), there are about three assumptions of error terms which include: linearity which is checked and tested by a scatter plots (P-P) plots where these plots should show a fairly straight relationship of data in which the line runs diagonally from left to right. If this happens, it is assumed that, all variables are normally distributed and if not, then, the results become incorrect; multicollinearity is tested by using Variance Inflation Factor (VIF) and the level of Tolerance in which independent variables are assumed not to be independent of each other; the level of Tolerance is set from 0 to 1. Multicollinearity is possible in the model when $R >= +-0.9$ where R^2=coefficient of determination. Others include normality of

residuals which is observed by using P-P plots to show a fairly straight relationship of data in which it is assumed that, the residuals are normally distributed.

3.10 Validity and Reliability of Research Instruments

This section discussed validity and reliability of research instruments.

3.10.1 Validity of Research Instruments

The instruments' validity in this study was established by using face validity. Various expertises were consulted. These included supervisors, researcher's fellow students and academicians. The opinions of the supervisors, fellow students and some academicians assisted the researcher to make improvements in the instruments before they were used for data collection (Sugiarta, Arofiati, & Rosa, 2023).

3.10.2 Reliability of Research Instruments

In this study, the Cronbach's Alpha was calculated by the SPSS to determine internal consistencies of variables. Internal consistencies of variables range from the values of 0 to 1 meaning that, 1 is the highest value signifying the perfect consistency (Jiaoa & Sang, 2023). According to Coleman (2021), the scale with the Cronbach's Alpha between .70 and above is considered good and acceptable. In this study, employee skills development variable was measured by 6 items, knowledge sharing variable was measured by 5, ethical guidance variable by 5 while employee performance by 5 items.

This study, all four variables were tested for the Cronbach's Alpha before the real data collection session. Table 3.3 indicates the results of the scale test. The Cronbach's Alpha

for employee skills development with 6 activities was .729 found to be moderate and acceptable. Knowledge sharing with 5 statements had the Cronbach's Alpha of .835 implicating to be very good and acceptable. Employee ethical guidance had 5 activities with the Cronbach's Alpha of .909 indicating to be very good and acceptable while employee performance with 5 indicators had the Cronbach's Alpha of .743 which was moderate and acceptable.

Table 3:3: Individual item reliability scale results

S/N	Variable	Cronbach's Alpha	Cronbach's Alpha based on standardised items	No. of items	Strength of association
1.	ESD	.729	.733	6	Moderate and acceptable
2.	KS	.835	.833	5	Very good and acceptable
3.	EEG	.909	.911	5	Very good and acceptable
4.	EPI	.743	.739	5	Moderate and acceptable

ESD= Employee skills development, KS= Knowledge sharing, EEG= Employee ethical guidance, EPI= Employees' performance indicators at Bukoba municipal council

Source: Data analysis (2025)

3.11 Data Cleaning Process

At the data entry and analysis stage, the researcher first checked if number of respondents matched with the rows in the data set. Again, the entire columns were cross-checked to eliminate duplicates. Thereafter, the total number of sub-questions in the questionnaires were also cross-checked to verify if they matched with the columns in the spreadsheets. However, the SPSS software was used for the analysis.

3.12 Ethical Considerations

In this study, ethical considerations were observed. Before collecting data for this study, the researcher first visited the selected departments/units and asked for voluntary oral consent of all participants to participate in the study. The participants' confidentialities and anonymities were ensured by the researcher. They were explained that, they were not allowed to disclose their identities or departments/units. However, the researcher could not conduct this study before getting the clearance and permission letters from the Open University of Tanzania and the Bukoba Municipal Council Director.

CHAPTER FOUR

FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Chapter Overview

This chapter presents and discusses the results of the study with respect to the data collected. Data analysis is aimed at answering the specific objectives which later helps to establish the statistical relationship between or among the variables. The analysis used both descriptive statistics (frequencies, percentages, mean scores and standard deviations) and multiple linear regression analysis. The discussion of the results based on the main objective which assessed the effect of short-training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania. Specifically, the study examined the effect of employee skills development, knowledge and of employee ethical guidance on employee performance in Bukoba municipal council.

4.2 Demographic Descriptive Statistics Results

This part presents respondents' general demographic characteristics. The assessment of their characteristics was important because it considered essential features related to the effect of short training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania. The analysis of descriptive statistics of frequencies and percentages were computed for the respondents' demographic characteristics. The respondents' demographic characteristics to be determined and analyzed in this study were age, gender, levels of education and working experiences.

The analysis in Table 4.1 shows that, the age of majority of the respondents was within

26-35 years with 50.0% followed by those falling within 18-25 years and 36-45 years with 18.1% respectively. The last group was that falling within 46 years an above with 13.6%. This implied that, the majority were aged 18 to 46 years and so were grown-up enough to provide information pertaining to the study. Gender wise, the majority of the respondents were males 51.7% while female respondents had 48.3% indicating that, male and female employees were almost more or less the same.

The respondents' levels of education were also analysed. The education levels involved certificate, diploma, Undergraduate and Postgraduate. The analysis showed that, 47.4% were diploma holders followed by Undergraduates with 29.3%. Post-graduates had 12.9% while certificate holders had 10.3%. It is implied that, the majority were diploma and undergraduate with a maximum education capable of availing the required information in regard to this study. In determining the respondents' working experiences, the analysis established that, majority had the working experience within 21 years and with 40.1% followed by those falling within 11-20 years with 35.3%. Those who had the working experience of 1-10 years had 15.5%. This implies that, the majority had a higher working experience from 11 years and above capable of giving information on the effect of employee skills development, knowledge sharing and employee ethical guidance on employee performance in Bukoba municipal council.

Table 4.1: Demographic results

S/N		Frequency	%
1.	Age		
	18-25 years	21	18.1
	26-35 years	58	50.0
	36-45 years	21	18.1
	46 years and above	16	13.8
	Total	116	100.0
2.	Gender		
	Female	56	48.3
	Male	60	51.7
	Total	116	100.0
3.	Education levels		
	Certificate	12	10.3
	Diploma	55	47.4
	Undergraduate	34	29.3
	Postgraduate	15	12.9
	Total	116	100.0
4.	Working Experience		
	1-10 years	18	12.5
	11-20 years	41	35.3
	21 years and above	57	49.1

Source: Field data (2025)

4.3 The Effect of Skills Development on Employee Performance

The first specific objective of the study examined how skills development affected employee performance in Bukoba municipal council. Data analysis was presented using mean scores and standard deviations. Table 4.2 indicates the output results of the descriptive statistics on the effect of employee skills development on employee performance. The results indicated that, respondents agreed that, skills development fosters time management among employees (Mean=3.84, Std. dev=1.157), improves their working morale (Mean=3.80, Std. dev=1.372) and organisational performance (Mean=3.59, Std. dev=1.252). Furthermore, skills development improves quality service

delivery among employees (Mean=3.56, Std. dev=1.556), fosters employee competence (Mean=3.55, Std. dev=1.410) and also improves employee working experience (Mean=3.53, Std. dev=1.315).

Table 4.2: Results for employee skills development short-training programme

Responses	N	Mean	Std. Deviation
Skill development fosters time management among employees	116	3.84	1.157
Skill development improves employee working morale	116	3.80	1.372
Skill development improves organisational performance	116	3.59	1.252
Skill development improves employee quality service delivery	116	3.56	1.556
Skill development fosters employee competence at the workplace	116	3.55	1.410
Skill development improves employee's working experience	116	3.53	1.315
Valid N (listwise)	116		

Source: Data analysis (2025)

4.4 The Effect of Knowledge Sharing on Employee Performance

The second specific objective of the study examined how knowledge sharing affected employee performance in Bukoba municipal council. Data were analysed through the mean scores and standard deviations. Table 4.3 indicates the output results of the descriptive statistics on the effect of knowledge sharing on employee performance. The results demonstrated that, respondents agreed that, knowledge sharing saves time in improving services (Mean=3.71, Std. dev=1.371), improves job satisfaction among employees (Mean=3.65, Std. dev=1.280) and also enhances job retention among employees (Mean=3.60, Std. dev=1.420). Additionally, knowledge sharing promotes transparency (Mean=3.53, Std. dev=1.361) and promotes effective service delivery (Mean=3.34, Std. dev=1.433).

Table 4.3: Results for the knowledge sharing short-training programme

	N	Mean	Std. Deviation
Responses			
Knowledge sharing saves time in providing services	116	3.71	1.371
Knowledge sharing improves job satisfaction among medical employees	116	3.65	1.280
Knowledge sharing enhances job retention among employees	116	3.60	1.420
Knowledge sharing promotes transparency among employees	116	3.53	1.361
Knowledge sharing promotes effective service delivery	116	3.34	1.433
Valid N (listwise)	116		

Source: Data analysis (2025)

4.5 The Effect of Ethical Guidance on Employee Performance

The third specific objective of the study examined the extent ethical guidance affected employee performance in Bukoba municipal council. Data analysis was presented using the mean scores and standard deviations. Table 4.4 indicates the output results of the descriptive statistics on the effect of ethical guidance on employee performance. The results established that, ethical guidance improves employee commitment at work (Mean=3.63, Std. dev=1335), enhances high service delivery (Mean=3.59, Std. dev=1.265) and shapes employee behaviours (Mean=3.53, Std. dev=1.328). Furthermore, ethical guidance enhances transparency among employees (Mean=3.49, Std. dev=1.268) and improves organisation's reputation (Mean=3.48, Std dev=1.275).

Table 4.4: Results for employee ethical guidance short-training programme

Responses	N	Mean	Std. Deviation
Ethical guidance improves employee commitment at work	116	3.63	1.335
Ethical guidance enhances employee's high service delivery to customers	116	3.59	1.265
Ethical guidance aims at shaping employee's behaviours	116	3.53	1.328
Ethical guidance enhances transparency among employees at the workplace	116	3.49	1.268
Ethical guidance improves the organisation's reputation	116	3.48	1.275
Valid N (listwise)	116		

Source: Data analysis (2025)

4.5 Employee Performance Indicators

The study assessed the employee performance indicators in Bukoba municipal council. Data were analysed and descriptively presented by the mean scores and standard deviations. Table 4.5 indicates the output results of the descriptive statistics in regard to employee performance. The results established that, short-training programmes improve creativity among employees (Mean=3.78, Std. dev=1.311), increase productivity (Mean=3.73, Std. dev=1.423) and foster employee commitment (Mean=3.71, Std. dev=1.292). Furthermore, the results established that, short-training programmes improve employee attendance at work (Mean=3.53, Std. dev=1.288) and also enhance career advancement among employees (Mean=3.47, Std. dev=1.240).

Table 4.5: Descriptive statistics for the employee performance indicators

Responses	N	Mean	Std. Deviation
Short training programmes improve creativity among employees	116	3.78	1.311
Short training programme increase productivity	116	3.73	1.423
Short training programmes foster employee commitment	116	3.71	1.292
Short training programmes improve employee attendance at work	116	3.53	1.288
Short training programmes enhance career advancement among employees	116	3.47	1.240
Valid N (listwise)	116		

Source: Data analysis (2025)

4.6 Transformation of Variables

After the computation of internal consistencies of the variables, the same were transformed by grouping them. All measurements with inadequate loading into their constructs were eliminated. Transformation of variables was performed by using an SPSS computer programme version 28.0. The grouping process was computed by adding up the mean scores of each variable in each case. This helped to get a construct representative score for the inferential statistics. These statistics helped to test for the statistical relationship between the variables. Both independent and dependent variables were given codes for easy transformations. The code for employee skills development variable with 6 items was coded as ESD 600, the code for the knowledge sharing with 5 items was KS 500 and employee ethical guidance with 5 items was coded as EEG 500 while the code for the employee performance in Bukoba municipal council with 5 indicators was EPI 500. The entire coding and transformation of variables are shown in Table 4.6.

Table 4.6: Variable transformations

Variable	Codes	Computations
	ESD601	
	ESD602	
Employee skills development	ESD603	ESD601+ESD602+ESD603+ESD604+ESD605+ESD606
	ESD604	
	ESD605	
	ESD606	
	KS501	
	KS502	
Knowledge sharing	KS503	KS501+KS502+KS503+K504+KS505
	KS504	
	KS505	
	EEG501	
	EEG502	
Employee ethical guidance	EEG503	EEG501+EEG502+EEG503+EEG504+EEG505
	EEG504	
	EEG505	
	EPI501	
	EPI502	
Employee performance in Bukoba municipal council	EPI503	EPI501+EPI502+EPI503+EPI504+EPI505
	EPI504	
	EPI505	

Source: Data analysis (2025)

4.7 Inferential Statistics

Inferential statistics were computed for the establishment of the conclusions beyond descriptive statistics. The general objective of this study was to assess the effect of short training programmes on employee performance in Bukoba municipal council, Kagera,

Tanzania. The assessment of three independent variables (employee skills development, knowledge sharing and ethical guidance) and dependent variable (employee on employee performance in Bukoba municipal council) was done by using the Likert scale of 1-5 points. In addition, each of the three predictors had several items. The multiple linear regression analysis was carried out to determine the statistical relationship between the predictors and the dependent variable. Since there were three predictors with several items, the multiple linear regression analysis was computed to test for the statistical hypotheses.

4.8 Assumptions of the Multiple Linear Regression Analysis

The multiple linear regression analysis was carried out to determine the statistical relationships between the independent variable (predictors) which were employee skills development, knowledge sharing and ethical guidance (employee performance). However, before running the multiple linear regression model, the sensitive and fundamental assumptions pertaining to the model were first tested.

4.8.1 Linearity

Errors for linearity were checked by using the scatter plot diagram. The results in Figure 4.1 showed that, the scatter diagram was linear (upward sloping from left to right). This implies that, errors showed a normal distribution, and thus, the results were correct and the coefficient significances were appropriately determined (United States Pharmacopeia, 2023b, 2023c). Furthermore, the mean error of the regression model was zero signifying that, the line obtained was unbiased (United States Pharmacopeia,

2023a); the variance of errors was positive and constant implying that, the variables had a positive correlation (Saha & Wang, 2019). From the scatter diagram, the findings supported the model since the errors were normally distributed.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Employee peformance
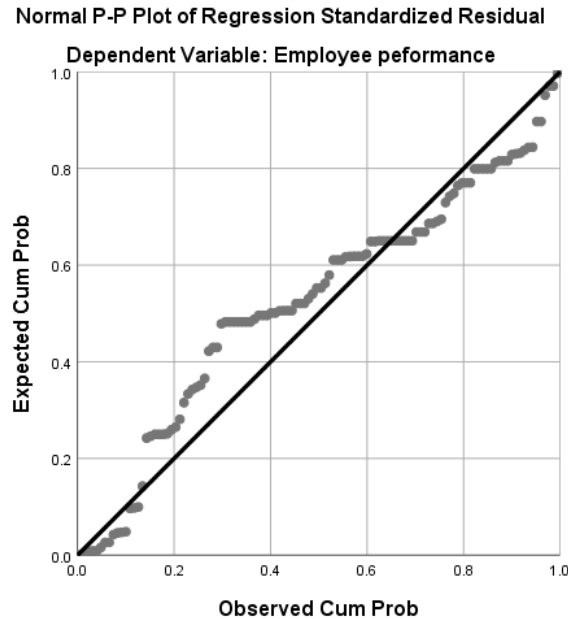
Figure 4.1: Scatter plot for linearity checking and testing

Source: Data analysis (2025)

4.8.2 Multicollinearity

This study performed the multicollinearity test aiming at testing the level of the Tolerance of independent variables. According to Jarantow *et al.,* (2023), multicollinearity is tested by using Variance Inflation Factor (VIF) and Tolerance values. The VIF and Tolerance to test for multicollinearity effect among the variables. The assumption is that, independent variables should be dependent of each other in order multicollinearity assumptions to be met and this would mean that, multicollinearity is met (Jarantow *et al., ibid*). The acceptable range of the VIF must be equal or less than

10 (= or <10) while for Tolerance measure, the values must be greater than 0.1 (>0.1) but less than 10 (Jarantow *et al., ibid*). The output findings in Table 4.8 depicted it clearly that, employee skills development had the Tolerance value of 0.850 and the VIF of 1.176, knowledge sharing had the Tolerance value of 0.330 and the VIF of 3.028 while ethical guidance had the Tolerance value of 0.305 and the VIF of 3.276. In all the three independent variables, the output findings indicated that, the Tolerance values were all above 0.1 (>0.1) and the VIF values were less than 10 (<10). This means that, there was no multicollinearity problem among the variables and, therefore, the assumptions for multicollinearity in this study were also met.

Table 4.7: Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	Employee skills development	.850	1.176
	Knowledge sharing	.330	3.028
	Employee ethical guidance	.305	3.276

a. Dependent Variable: Employee performance in Bukoba municipal council

Source: Data analysis (2025)

4.8.3 Normality of the Residuals

In this study, normality of residuals was tested by using P-P plots. According to Jarantow *et al.,* 2023), residuals must be normally distributed and if not, the findings might be incorrect. In order to show the normal distribution of the residues, the plot shows a fairly diagonal straight line running from left to right (Sondag, Zeng, Yu, Yang, & Novick, 2020). In this study, P-P plots showed a normal distribution of residues

because it showed a fairly diagonal straight line running from left to right. Therefore, the

model was accepted in predicting the results as indicated in Figure 4.2.
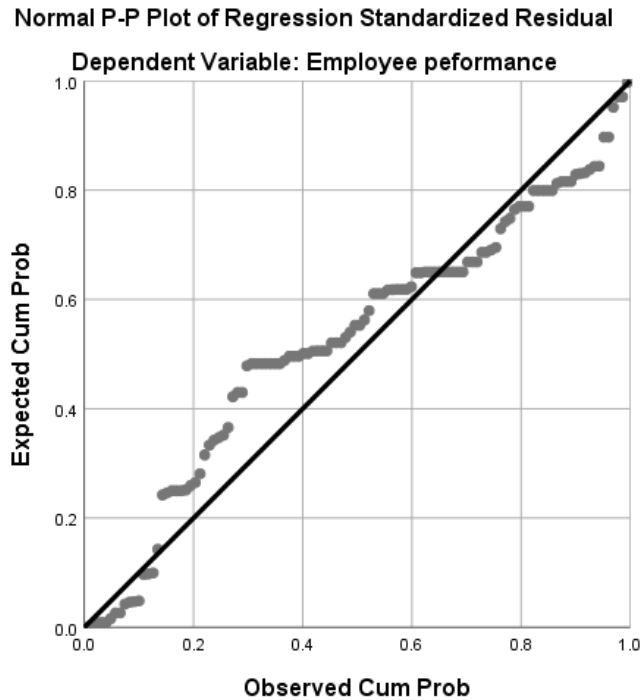
Figure 4.2: Scatter plot showing a normal distribution of residuals

Source: Data analysis (2025)

4.9 Multiple Regression Analysis

The multiple linear regression analysis was computed in order to establish the statistical

relationship of each predictor on dependent variable. The analysis was meant to show a

physical way in which predictor X affected variable Y.

4.9.1 Model Summary

Table 4.8 presents the model summary showing the statistical relationship between the

predictors and the dependent variable. The output findings indicate that, the R value was

0.945 equivalent to 94.5%. This implies that, there existed a strong statistical relationship between the studied variables. Additionally, the output showed that, the $R^2=$ 0.893 explaining that, the three independent variables explained a high 89.3% of the variation in the employee performance in Bukoba municipal council. The unexplained 11.7% variance was a result of other variables not in the model. The adjusted $R^2=$ 0.890 equivalent to 89.0%. This implies that, the change in employee performance in Bukoba municipal council was influenced by the change in employee skills development, knowledge sharing and ethical guidance.

Table 4.8: Model summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.945ᵃ	.893	.890	.305	.893	312.061	3	112	0.000

a. Predictors: (Constant), Employee ethical guidance, Employee skills development, Knowledge sharing

b. Dependent Variable: Employee performance

Source: Data analysis (2025)

4.9.2 Analysis of Variance (ANOVA)

The findings of the output in Table 4.9 indicate that, the model had less than 5% level of significance (p<0.05), the numerator df= 3 and the denominator df= 112 while the computed F value was 312.061. Since p<0.05, the regression model was statistically and significantly predicted how short training programmes affected employee performance in Bukoba municipal council.

Table 4.9: Analysis of variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.197	3	29.066	312.061	.000[b]
	Residual	10.432	112	.093		
	Total	97.629	115			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Employee ethical guidance, Employee skills development, Knowledge sharing
Source: Data analysis (2025)

4.9.3 Regression Coefficients

The study aimed at comparing the effect of each predictor over the dependent variable. In determining how the predictors influenced the dependent variable, the model followed this formula: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$.

This means that, $Y = 0.607 + 0.022X_1 + 0.753X_2 + 0.217X_3$. The results from the output in Table 4.10 established that, employee skills development had the Beta of positive 0.022 and p=0.519. This implies that, employee skills development positively but insignificantly influenced employee performance in Bukoba municipal council ($X_1 = 0.022$, p=0.519>0.05). Knowledge sharing had the regression coefficient (Beta) of positive 0.753 equivalent with p=0.000. This implies that, knowledge sharing statistically and positively affected employee performance in Bukoba municipal council ($X_2 = 0.753$, p=0.000<0.05). It further signifies that, as knowledge sharing increased by one unit and the other independent variables remained constant, employee performance in Bukoba municipal council also increased by 0.753 units. Furthermore, the findings on employee ethical guidance showed the regression coefficient (Beta) of positive 0.217

and p=0.000. This implies that, employee ethical guidance positively and significantly affected employee performance in Bukoba municipal council (X_3 = 0.217, p=0.000<0.05). This finding also signifies that, if other factors remained constant, a unit change in employee ethical guidance would result into an increase of 0.217 units on employee performance in Bukoba municipal council.

Table 4.10: Regression coefficients

Model	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.607	.138		4.401	.000
Employee skills development	.023	.035	.022	.647	.519
Knowledge sharing	.650	.046	.753	14.006	.000
Employee ethical guidance	.180	.046	.217	3.873	.000

a. Dependent Variable: Employee performance in Bukoba municipal council

Source: Data analysis (2025)

4.10 Summary of Hypotheses Testing

In order to achieve the general objective of the study, three statistical hypotheses were formulated which either could be accepted or rejected. Additionally, the statistical tests were determined to assess the validity of the specific objectives. The results in Table 4.11 indicated that, one hypothesis was accepted while two others were rejected. The regression model shows that, employee skills development positively but insignificantly affected employee performance in Bukoba municipal council (Beta = 0.022, p=0.519>0.05). This was an acceptance of the null hypothesis.

Knowledge sharing positively and significantly affected employee performance in Bukoba municipal council (Beta = 0.753, p=0.000<0.05). There was a rejection of the null hypothesis. Employee ethical guidance positively and significantly affected employee performance in Bukoba municipal council (Beta = 0.217, p=0.000<0.05). Again, there was a rejectio of the null hypothesis.

Table 4.11: Summary of hypotheses testing

Hypothesis	Model	Coefficient P-value	Conclusion
1. H_{01}: There is no any statistical relationship between employee skills development and employee performance in Bukoba municipal council.	Multiple linear regression model	p=0.519>0.05	Accepted H_{01}
2. H_{02}: There is no any statistical relationship between knowledge sharing and employee performance in Bukoba municipal council.	Multiple linear regression model	p=0.000<0.05	Rejected H_{02}
3. H_{03}: There is no any statistical relationship between ethical guidance and employee performance in Bukoba municipal council.	Multiple linear regression model	p=0.000<0.05	Rejected H_{03}

Source: Data analysis (2021)

4.11 Discussions of the Findings

The discussion in this study bases on the findings as they were generated from the analysed data. They were compared and/or contrasted with the generated findings together with the previous literature. Any contribution of each finding was highlighted. This helped to clear an in-depth understanding of how short training programmes influenced employee performance in Bukoba municipal council, Kagera, Tanzania.

4.11.1 Skills Development on Employee Performance

This study examined the extent skills development affected employee performance in Bukoba municipal council. The results from the multiple linear regression analysis showed a statistically positive but insignificant effect between skills development and employee performance in Bukoba municipal council. Despite the above observations, employee skills development fostered time management among employees, improved their working morale and organisational performance. Furthermore, skills development improved quality service delivery among employees, fostered employee competence and also improved employee working experience. This finding concurs with that of Joshi (2023) who informed that, training programmes on business, technical and digital skills positively improved the employee performance. Also, the above observations agree with those of Efenji (2023) who reported that, trainings and seminars for employees increased employee skills, experience and competence which later improved their quality service delivery. Hasana and Chowdhury (2023) supported the above findings by concluding that, training and skill development initiatives significantly and positively influenced employee performance because the same improved interpersonal skills like communication, working as a team, management of time, adaptability and emotional intelligence. Khatri *et al.,* (2022) also supported and argued that, training programmes improved the staff skills which later influenced organisational performance.

4.11.2 Knowledge Sharing on Employee Performance

This study examined how knowledge sharing affected employee performance in Bukoba municipal council. The results from the multiple linear regression analysis established that, knowledge sharing positively and significantly affected employee performance in Bukoba municipal council. Furthermore, the findings continued to show that, knowledge sharing saved time in improving services, improved job satisfaction among employees and also enhanced job retention among employees. Additionally, knowledge sharing promoted transparency and promoted effective service delivery. These observations correlate with those of Ibojo and Mobolade (2023) who posited that, knowledge sharing significantly and positively had an effect on organisational performance. These findings were also in support by Pakpahan and Sambung (2022) who posited that, knowledge sharing improved employee performance. In the contrary, Demir *et al.,* (2022), and Sotery and Munisi (2022) reported that, knowledge sharing positively and insignificantly impacted the garage workshops' performance and did not improve employee performance at all.

4.11.3 Ethical Guidance on Employee Performance

This study examined the extent to which ethical guidance influenced employee performance in Bukoba municipal council. The multiple linear regression analysis indicated that, ethical guidance positively and significantly affected employee performance in Bukoba municipal council. These results concur with those of Abun *et al.,* (2023) who informed that, ethical leadership positively and significantly influenced employee task performance. Additionally, findings also indicated that, ethical guidance

improved employee commitment at work, enhanced high service delivery and shaped employee behaviours. These observations are supported by Guo *et al.,* (2023) who demonstrated that, ethical leadership positively and significantly impacted employees' ethical work behaviours. Furthermore, ethical guidance enhanced transparency among employees and improved organistion's reputation. Abdi and Hashi (2023) support the above finding by reporting that, ethical leadership positively and significantly impacted employee performance hence the whole organisational performance. Mseti *et al.,* (2023) demonstrated that, ethical guidance significantly and positively influenced the teaching performance of the staff.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter summarises, concludes and recommends on the key findings of the study.

5.2 Summary of the Key Findings

The findings showed that, skills development positively but in significantly affected employee performance in Bukoba municipal council. Furthermore, other observations showed that, skills development fostered time management among employees, improved their working morale and organisational performance. Furthermore, skills development improved quality service delivery among employees, fostered employee competence and also improved employee working experience.

The findings demonstrated that, knowledge sharing positively and significantly affected employee performance in Bukoba municipal council. The findings further indicated that, knowledge sharing saved time in improving services, improved job satisfaction among employees and also enhanced job retention among employees. Additionally, knowledge sharing promoted transparency and promoted effective service delivery.

The results established that, ethical guidance positively and significantly affected employee performance in Bukoba municipal council. This is supported by further findings of ethical guidance that, it improved employee commitment at work, enhanced high service delivery and shaped employee behaviours. Furthermore, ethical guidance enhanced transparency among employees and improved organistion's reputation.

5.3 Implications of the Study

This study provides some implications as follows:

5.3.1 Implication to the Existing Body of Knowledge

This study contributes to bridging the research gap in the aspect related to the effect of short-training programmes on employee performance in Tanzania and specifically in Bukoba municipal council. It would add value to the existing body of knowledge; it would also help other researchers to carry several studies in other districts or councils and fill in both geographical and knowledge gaps.

5.3.2 Implication to the Human and Management Offices of the Local Government Authorities

The findings of the study may provide insights to human and management office to effectively use knowledge sharing and ethical guidance short-training progammes to enhance employee performance because they have shown a statistical positive and significant effect on the same.

5.4 Conclusions

Based on the findings and discussions, this study concludes that:

Skills development short-training programme positively but insignificantly affected employee performance in Bukoba Municipal Council while knowledge sharing and ethical guidance short-training programmes have significantly and positive affected employee performance in Bukoba Municipal Council.

5.5 Recommendations

It is recommended that, knowledge sharing and ethical guidance short-training programmes should be promoted by the human resource office in Bukoba municipal council. However, skills development among employees should not be ignore too.

5.6 Limitations of the Study

Several limitations were encountered by the researcher while gathering data of this study. These were as follows:

5.6.1 Limitation to the Sample Size

This study would have used all the targeted population of 164 employees at the headquarters of Bukoba municipal council. Due to financial and time constraints, the researcher decided to use a sample size of 116 employees which it was believed to provide information in regard to the study under scrutiny.

5.6.2 Limitation to the Variables

Some short-training programmes like ethical guidance with its sub questions caused hardship to some respondents. The researcher used his time to elaborate the meaning of the variable at hand to the respondents. Ultimately, it was understood and the respondents were in the position to give their appropriate responses.

5.6.3 Limitation to Data Collection Methods

This study employed structured questionnaires to collect data. Some respondents were too bureaucratic, reluctant and failed to submit their responses according to the

scheduled time-table. The researcher addressed this limitation by reminding them from time to time through mobile phone calls and sometimes visited their respective departments/units for the collection of the same.

5.7 Area for Further Studies

i. It is recommended that, such kind of a study should also be conducted in other remaining regions so as to get a deep understanding of the phenomenon.

ii. The current study employed a quantitative research approach, hence, there might be insufficient opinions from participants. A future study can employ a qualitative research approach to capture the detailed respondents' opinions about the phenomenon.

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APPENDICES

Appendix 1:

EFFECT OF SHORT-TRAINING PROGRAMMES ON EMPLOYEE PERFORMANCE IN BUKOBA MUNICIPAL COUNCIL IN TANZANIA

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ABSTRACT

This study aimed at investigating the effect of short training programmes on employee performance in Bukoba Municipal Council, Kagera, Tanzania. The study used the Positivism philosophy. The quantitative approach was employed in conjunction with an explanatory research design. Simple random sampling technique was used to select 116 participants from a population of 164 employees. The methods for collecting data were questionnaires. Data were analysed using descriptive and inferential statistics. The results showed that, skills development positively but insignificantly affect employee performance while knowledge sharing and ethical guidance positively and significantly affected employee performance in Bukoba Municipal Council. It is concluded that, while skills development training has its merits, its limited impact suggests a need for reevaluation or integration with other forms of training to maximize effectiveness. Meanwhile, knowledge sharing and ethical guidance should be emphasized as key components of any comprehensive employee development strategy due to their proven positive influence on performance. It is suggested that, knowledge sharing and ethical guidance short-training programmes should be promoted by the human resource managers. It is also recommended that, skills development short-training programmes should not be ignored too.

Key words: *Short training programmes, skills development, knowledge sharing, ethical guidance, employee performance*

1.0 INTRODUCTION

The goal of employee short training programmes is to increase individual performance as well as organisational effectiveness and productivity; in order to achieve this, any organisation's success depends on the caliber of its human resource (Kishore & Fonceca, 2023). Short training of an employee not only enhances knowledge, abilities and skills necessary for effective performance of their jobs at their workplaces but also improves product quality, customer satisfaction, morale, management succession, business development and profitability (Kaminsa, 2022). Training programmes also encourage employees to achieve the organisation's strategies in regard to vision and mission (Kim, Park & Kang, 2019; Mohamad, Ismail, & Mohamad, 2020a), provide accurate and

reliable information but also inform employees' capabilities and incapabilities, and provide constructive insights (Tahiry & Ekmekcioglu, 2022). Aktar (2023) argued that, employee training programmes in all kinds of businesses add value to employee performance improvement as well as organisational performance. According to Gupta and Teotia (2023), there are several employee training programmes such as simulations, classroom training, and online training (Apacible, 2022). According to Yeboah, Dangah, and Adjei (2023), coaching, job instructions, job rotation and conferencing were some of employee short training programmes.

Employee performance significantly determines the success of any organisation since it directly impacts efficiency, productivity as well as customer satisfaction (Faisal, 2023). According to Kafor and Agu (2020), civil servants have a noble duty of running every public institution smoothly and the same cannot fulfill its goals and objectives to the citizens with ineffective, inefficient, incompetent, and dysfunctional public services. It is in this sense that, building the capacities of local government authorities has positively affected the delivery of public services (Hassan, 2020). This is because these training programmes improve competitiveness and productivity of any organisation (Palomino, Valdivia & García, 2022), stimulate learning of technical and interpersonal skills and foster creativity and problem-solving techniques (Kumpikaitė-Valiūnienė *et al.,* 2022).

Tanzania introduced the National Training Policy in 1995 which highlighted instructions and strategies in which public sector had to improve public servants' working capabilities (Muganyizi, 2018). Despite the efforts by the same, studies indicated that, many local government authorities had no practical short training on their employees and some government organisations were reluctant to improve their servants' capacities and capabilities (Mchete & Shayo, 2020). This finding was also supported by Msamba, Msuya, and Anangisye (2023) who informed that, despite being implemented, the programmes were poorly supported, under budgeted and uncoordinated; other challenges were limited follow-ups, low module qualities and poor services all which limited positive impact on organisations and an employee.

Equally, in Bukoba Municipal Council, almost 75% of employees were performing poorly in their daily activities due to several limitations like inadequate employee knowledge, abilities and skills (Mugera, 2020). The study continued to inform that, the administration took several steps to motivate them through monetary motivation and non-monetary incentives. This evidence shows that, the administration did not raise employees' performance through training programmes.

This study aims to investigate the effect of short training programmes on employee performance in Bukoba Municipal Council, Kagera, Tanzania. Given the contribution of the effect of short training programmes on employee performance, it is essential to examine the effect of employee skills development, knowledge sharing and employee

ethical guidance, and how these contribute to employee performance in Bukoba Municipal Council. This study is important because human resource management officials expect to benefit from various ways and measures which could be used to increase employees' performance hence the whole organisation. Employees would also gain appropriate knowledge and skills which would enable them work effectively and for the furtherance of the organisation.

Several studies examined the contribution of short training programmes on employee performance but in the private banks (Hasana & Chowdhury, 2023) and in the Salt Mining Industry (Khatri, Munishi, & Pastory, 2022) but they did not assess the contribution of short training programmes on employee performance in local government authorities. Others include Samwel (2018) who studied the extent training and development policies affected the performance of the Drilling Companies while Warsame (2023) on the effect of training and development programmes on staff productivity, efficiency, and customer happiness.

Moreover, the one which was carried by Mugera (2020) in Bukoba Municipal Council investigated how motivation influenced employee's job performance. It is on this basis that, there is a notable gap which need to be filled in by this study by examining the effect of employee skills development, knowledge sharing and employee ethical guidance on employee performance in Bukoba Municipal Council.

2.0 LITERATURE REVIEW

Short-Training Programmes

Kishore and Fonceca (2023) define short-training programmes as relevant courses and activities in which employees participate to upgrade their professional knowledge, skills, and competence in their professions while Akpalu and Markom (2022) define employee short training continuing education designed to reskill and update the knowledge of manpower. In this study, employee short-training programme refers to continuing education aiming at helping them acquiring knowledge, skills and competence in various areas in Bukoba Municipal Council.

Employee Skills Development

According to Cormier *et al.,* (2020), employee skills development is the total of all processes aimed at enhancing employees' capabilities, good relationships among them, production, performance improvement, personal growth and development. Achanya and Cinjel (2022) define employee skills development as an "ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas." This study adopts Achanya and Cinjel's definition because employee skills development is referred to as the ability and

capacity acquired by an employee through short training so as to smoothly carryout complex activities in an organisation.

Knowledge Sharing

According to Izzah and Indiyati (2023), knowledge sharing is a management process where individuals and teams in organisations share knowledge with each other through numerous activities by various ways while Setini *et al.,* (2020) define knowledge sharing as a process where experience, skills and information are transfered into practice. This study adopts Izzah and Indiyati's definition in which knowledge sharing meant a process of sharing knowledge among employees through various activities.

Ethical Guidance

Guo (2022) define ethical guidance short training programme as a programme aimed at shaping employees' behaviours while O'Hanley (2023) held that, ethical guidance is the training on employees to uphold an organisation's values and guiding principles. In this study, ethical guidance refers to short training in regard to the code of conduct of an employee.

Employee Performance

Aggarwal *et al.,* (2022) define employee performance as the outcome or contribution of employees to make them attain goals while Tarigan *et al.,* (2022) define employee performance as the "achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed." In this study, employee performance refers to as effective accomplishment of given tasks assigned to employees in Bukoba Municipal Council.

Theoretical Literature Review

This study is anchored on two theories. These are the theory of Goal Setting and Task Performance, and the Social Exchange theory. The Theory of Goal Setting and Task Performance as was first introduced by Locke and Latham between 1950 and 1960 is built on four goal performance moderators (Gkizani & Galanakis, 2022). One is employee ability where one performs his/her work do certain acquired abilities like knowledge and skills; second is task complexity in which it is presumed that, an employee increases and uses appropriate task strategies to accomplish that task; third is feedback where people need track their progress toward goal attainment by adjusting their strategies and efforts accordingly; while the last one is goal commitment or determination to accomplish the set goals. Cheruiyot *et al.,* (2023) argued that, this theory has been built on two attributes namely: goal content and intensity. The authors continue to argue that, goal content refers to the result being sought whereas goal

intensity refers to the efforts required to set a goal, an individual's goal position in the hierarchy, and the extent an individual is committed to attain the set goals.

The theory of Goal Setting and Task Performance has several strengths. For instance, Höpfner and Keith (2021) argued that, it increases interest and reduces boredom with a routine, and minimises repetitive tasks while Hudig, Scheepers, Schippers, and Smeets (2023) added that, when a person succeeds in his/her set objectives, he/she experiences goal attainment which later increases the degree of satisfaction and experience.

However, the theory of Goal Setting and Task Performance is not free criticisms. For instance, Cheng (2023) criticizes that, self-efficacy in this theory affects the self-set goals' levels, goal commitment and employee performance altogether. Despite its weaknesses, the theory Goal Setting and Task Performance was advantageous to this study because it allows an employee to acquire knowledge and skills used to perform complex tasks, adjustment of his/her strategies, become motivated and finally an employee increases productivity and profitability of an organisation.

Equally to this study, this theory was also appropriate because it provided some variables which were used in this study. These were acquired competitive skills and knowledge sharing (feedback). This theory was used by several researchers in regard to the effect of short training programmes on employee performance in various organisations. It was on this basis, this theory was used as a lens to assess how short training programmes affect employee performance in Bukoba municipal council, Kagera, Tanzania.

Social Exchange Theory sometimes known as the Social Behaviour theory as was postulated by John Dewey in 1950 is hinged on the principle that, a follower can respond to a high-quality relationship based on who he/she interacts with, how he/she interacts with others, and his/her experience with others and reciprocity (Mseti, Uronu, & Kinemo, 2023). Reciprocity is "a kind and unkind action in which individuals reward good behaviours and penalise harsh actions; and an individual is repaid what one has received from others" (Su *et al.,* 2021). According Horak and Vanhooren (2024), reciprocal action is regarded as the response to an unkind or kind behaviour.

This theory has several strengths. According to Jahan and Kim (2020), the Social Exchange theory looks at how people in a relationship deal with potential alternatives to reduce threats which later affect their performance. However, it has been criticised of its weaknesses. Ahmad *et al.,* (2023) argue that, the Social Exchange theory is criticised for focusing too much on the individual perspective while ignoring social aspects of the relationship, like partners' communication and interests.

Despite its weaknesses, the Social Exchange theory is relevant to this study because it provides ethical guidance (reciprocity) one of the variables to consider in this study.

Based on facts above, this theory is used as a yardstick to assess the effect of short training programmes on employee performance in Bukoba Municipal Council, Kagera, Tanzania.

Skills Development on Employee Performance

In India, Joshi (2023) examined how skill sets influenced the performance of the professional accountants. The study used a quantitative research approach with a descriptive survey research design. Data were collected by questionnaires while data analysis was through descriptive statistics and inferential analysis. The study demonstrated that, training programmes on business, technical and digital skills significantly improved the employee performance. Hasana and Chowdhury (2023) assessed the influence of training and skill development initiatives on employee performance in private banks in Dhaka, Bangladesh. The study adopted a qualitative research approach. The methods for data collections were interviews and data were analysed thematically. The findings revealed that, training and skill development initiatives significantly and positively influenced employee performance because training programmes improved interpersonal skills like communication, teamwork, managing time, adaptability and emotional intelligence.

Efenji (2023) assessed the effect of career development on employees' productivity in Nigeria. This study used a quantitative research approach in conjunction with a descriptive survey research design. Questionnaires were used for collecting data. Data were descriptively and inferentially analysed. The results showed that, trainings and seminars for employees increased employee skills, experience and competence which later improved their quality service delivery. In Tanzania, Khatri, Munishi, and Pastory (2022) assessed how the staffs' skills in influenced the performance of the Salt Mining Industry in Bagamoyo Town. This study was guided by the Resources Based View theory. The study employed a quantitative research approach with a descriptive survey research design. Data were descriptively and inferentially analysed. The findings established that, training programmes improved the staff skills which later influenced organisational performance.

Knowledge Sharing on Employee Performance

In Turkey, Demir, Kiziloglu, and Budur (2022) evaluated how declarative knowledge and procedural knowledge were linked with employee performance in the industrial sectors. The study employed a quantitative research approach with a descriptive survey research design. Questionnaires were used to collect data for this study. Data were descriptively analysed. The findings established that, knowledge sharing had difficulties in improving employee performance. Pakpahan and Sambung (2022) examined how

knowledge sharing impacted employee performance at the health colleges in Indonesia. The study adopted the Leader-Member Exchange theory and the theory of Job Satisfaction. The study adopted a quantitative research approach. Questionnaires were used to collect data. Data were descriptively and inferentially analysed. The results established that, knowledge sharing improved employee performance.

In Nigeria, Ibojo, and Mobolade (2023) wanted to know how knowledge sharing affected the performance of the manufacturing companies. The study used the Resource-Based and the Knowledge Creation theories. This study adopted a quantitative research approach with a descriptive survey research design. Questionnaires were used for collecting data. Data were descriptively and inferentially analysed. The results indicated that, knowledge sharing significantly and positively had an effect on organisational performance. In Tanzania, Sotery and Munisi (2022) examined how knowledge management affected the performance of the small garage workshops in Temeke district. This study employed a mixed methods approach using questionnaires and interviews for collecting infomation. Qualitative data was done through content analysis while quantitative data were presented through descriptive statistics and multiple regression analysis. The results informed that, knowledge sharing positively but insignificantly impacted the performance of the garage workshops.

Ethical Guidance on Employee Performance

Guo, Xue, He, and Yasmin (2023) observed how ethical leadership affected employees' behaviours in China's education sector. This study used a quantitative research approach. Questionnaires were the only method for collecting data. The findings indicated that, ethical leadership positively and significantly impacted employees' ethical work behaviour. In Philippines, Abun, Julian, Acidera, and Apollo (2023) investigated how ethical leadership affected employees' job performance. This study adopted a quantitative method research approach supported by a correlational research design. Questionnaires were methods for collecting dat. Data have been analysed through descriptive and inferential statistics. The findings established that, there ethical leadership significantly and positively influenced employee task performance.

Mohamed, Abdi, and Hashi (2023) linked ethical leadership and organisational social capital towards enhancing organisational performance in the public sector in Somalia. This study employed a quantitative method research approach supported with a descriptive survey research design. Questionnaires were used for collecting data while data analysis was done through frequencies and percentages. The results established that, ethical leadership positively and significantly impacted employee performance hence the whole organisational performance. In Tanzania, Mseti, Uronu, and Kinemo (2023) examined how ethical guidance affected academic performance of the teaching staff in public Universities. The study employed a quantitative research approach supported by

a descriptive survey research design. Questionnaires were used for collecting data while the same were descriptively and inferentially analysed. Findings demonstrated that, ethical guidance positively and significantly influenced the staffs' teaching performance.

3.0 METHODOLOGY

Research Philosophy

This study was guided by the Positivism philosophy. The Positivism philosophy enables the study to put questions in the real world and allows the nature to respond to them; it also gathers data in terms of numbers and presents them quantitatively (Handema *et al.,* 2023). It also assumes that, independent and dependent variables have some relationships (Maksimović & Evtimov, 2023). This positivistic approach was preferred to since this study collected numerical data (quantitative) through questionnaires unlike the Interpretivism philosophy which gathers only qualitative data and presents them as narrations. The positivist philosophy also enabled the researcher to relate both independent and dependent variables of the study in Bukoba municipal council.

Research Approach

This study employed a quantitative research approach. This approach was preferred to because it helped the researcher to obtain numerical data which later allowed easy development of a statistical relationship between or among variables (Alharahsheh & Pius, 2020).

Research Design

This study employed an explanatory research design. According to Dawadi, Shrestha, and Giri (2021), an explanatory design explains and accounts for the descriptive information which looks for causes and reasons, and provides evidence in support or rebuttal of a prediction; it also discovers and reports some relationships among the variables under the study. This design was opted for because it provided a real-life situation and enabled explanation of the lived respondents' experiences and perceptions in relation to the effect of short training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania. Additionally, this design was relevant to this study because it enabled the researcher to support or refute the influence of short training programmes on employee performance in Bukoba municipal council. It was also relevant to the proposed philosophy because it enabled this study to report some statistical relationships between or among variables of the phenomenon under study.

Targeted Population

The targeted population of this study was all 164 headquarters' staff members at the Bukoba Municipal Council.

Table 1: Unit of Unquiry

Department/Unit	Targeted Population	Percentage (%)
Head of Human Resource Office	06	3.7
Heads of Departments	13	7.9
Heads of Units	04	2.4
All other Staff Members	141	86.0
Total	164	100.0

Source: Human Resource Office of Bukoba Municipal Council (2025)

Sample Size

The sample size of 116 participants was obtained by the Yamane's formula (1967) which is n $=\frac{N}{1+N(e)^2}$ where: n = sample size, N = population, e = probability of error (0.05) assuming 95% confidence level, and with a precision of 5%, 1= constant. In this study N= 164 while n was unknown. Therefore, from the formula above, n was determined as follows:

n=164/1+164*(0.05)2
n=164/1.41
n=116 employees

Sampling Techniques

This study used simple random sampling technique to select 116 participants from various departments and units. Papers with numbers and blank ones were put in a bucket where each and every participant in a particular department, unit or section was permitted to choose one of the papers. Those who chose papers with numbers were engaged in the study. This technique deemed appropriate because it provided equal opportunity for each participant to be equally involved and selected without any discrimination (Bhardwaj, 2022).

Data Collection Methods

Questionnaires were used as data collection tools and which only collected numerical data from the participants. Well prepared and structured questions were distributed to 116 respondents. Structured questions were preferred to because they allowed respondents to give specific answers on the effect of employee skills development, knowledge sharing and ethical guidance on employee performance in Bukoba Municipal Council. All three independent variables (employee skills development, knowledge sharing and ethical guidance) and one dependent variable (employee performance in Bukoba municipal council) were measured by using the Likert rating scale with five options (1=strongly disagree, 2=disagree, 3=undecided, 4=agree, and 5=strongly agree).

This consistency enhances the reliability of the data. The questions in structured questionnaires are carefully designed and standardized.

A pilot study was conducted on a small scale to ascertain a preliminary inquiry before the main research effort. The main goal was to test for the viability, validity, and reliability of the research tools, techniques, protocols, and procedures before they are used in the main study (Sugiarta, Arofiati, & Rosa, 2023). A pilot study was necessary to ascertain the respondents' level of familiarity with the scales. A total of ten (10) participants were chosen to participate in the pilot project and these were part of those who could not participate in the main study at Bukoba District Council. Every individual was given a questionnaire to fill out. Every filled questionnaire was then reviewed and verified. Data were loaded into an SPSS computger software and examined to confirm initial conclusions. Results showed that, the instruments were appropriate to the study. The scales underwent verification. After doing the pilot research, any mistakes or abnormalities were fixed.

Every piece of data provided by survey participants was checked for accuracy. A second, more knowledgeable person verified the accuracy of the data set and the questionnaires to make sure all the data were properly collected. Any mistakes found were corrected. Barchard, Freeman, Ochoa, and Stephens (2020) carried out more descriptive statistical error testing to discover items that fall outside of the scale response range.

The SPSS Missing Value Analysis (MVA) was used to sort the missing data. Since the ratings of the independent and dependent variables ought to be less than 5%—anything higher shows random missing data—Excel was utilised to complete the imputation. The multiple linear regression analysis and descriptive statistics were utilised to determine the statistical relationship between or among the variables under the study.

Data Analysis Procedure

Data were analysed using frequencies, percentages, mean scores and standard deviations,as well as multiple linear regression analysis by the help of the SPSS computer programme version 28.0. The mean scores were preferred because they took into account an individual's responses while standard deviations indicated how far each individual's responses varied or deviated from the mean scores. The multiple linear regression analysis was computed to establish the statistical relationship between or among the variables.

Regression Model

Therefore, the model guiding the analysis is illustrated below:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$ where:

Y = dependent variable (employee performance in Bukoba municipal council)

X_S = independent variables

a = Y intercept, where the regression line crosses the Y axis

b$_1$, b$_2$, b$_3$= the partial slope for X$_1$, X$_2$ and X$_3$ on Y

X$_1$ = employee skills development

X$_2$ = knowledge sharing

X$_3$ = ethical guidance and

ε= error term

Assumptions of the Regression Model

According to Jarantow, Pisors, and Chiu (2023), there are about three assumptions of error terms which include linearity, multicollinearity and normality. According to the United States Pharmacopeia (2023a), linearity is checked and tested by a scatter plot. To check for linearity in the study, independent and dependent variables are assumed to be linear and if not, then, the results might be incorrect (USP, 2023a). This means that, in order for errors to be assumed normally distributed, the line should show an upward slope running from left to right (USP, 2023b). This signifies that, the results are correct and the coefficient significances have been appropriately corrected and determined (USP, 2023c). Another important thing is that, the mean error of the regression model must be zero signifying that, the line obtained is unbiased; the variance of errors should also be positive and constant implicating that, the variables have a positive correlation (Saha & Wang, 2019).

Multicollinearity is tested by using variance inflation factor (VIF) (Jarantow *et al.,* 2023). The assumption is that, the variables should not attain a high correlation with each other because that can create the results which might be unrealistic during regression. The Variance Inflation Factor (VIF) and Tolerance measures must be utilised in the study to ascertain the presence of a multicollinearity effect between or among the variables. In this case, the acceptable range of the VIF must be less than or equal to (= or <10) while for the Tolerance measure the values must be equal or greater than 0.1 (= or >0.1). This would mean that, the findings are free of multicollinearity to make the findings to realistic (Jarantow *et al.,* 2023).

Normality of residuals in the study is observed by using P-P plots (Aenet & Maniha, 2023). If the plot shows a fairly diagonal straight line running from left to right, it is assumed that, the residuals have a normal distribution and the model would be acceptance (Sondag, Zeng, Yu, Yang, & Novick, 2020).

4.0 RESULTS AND DISCUSSIONS

The Effect of Skills Development on Employee Performance Descriptive Statistics Results

Table 2 indicates the output results of the of the skills development variable. The results indicated that, respondents agreed that, skills development fosters time management among employees (M=3.84, SD=1.157), improves their working morale (M=3.80, SD=1.372) and organisational performance (M=3.59, SD=1.252). Furthermore, skills development improves quality service delivery among employees (M=3.56, SD=1.556), fosters employee competence (M=3.55, SD=1.410) and also improves employee working experience (M=3.53, SD=1.315).

Table 2: Results for Skills Development Short-Training Programme

Responses	N	Mean	Std. Deviation
Skill development fosters time management among employees	116	3.84	1.157
Skill development improves employee working morale	116	3.80	1.372
Skill development improves organisational performance	116	3.59	1.252
Skill development improves employee quality service delivery	116	3.56	1.556
Skill development fosters employee competence at the workplace	116	3.55	1.410
Skill development improves employee's working experience	116	3.53	1.315
Valid N (listwise)	116		

Source: Data analysis (2025)

The Effect of Knowledge Sharing on Employee Performance Descriptive Statistics Results

Table 3 indicates the output results of the of the knowledge sharing variable. The results demonstrated that, knowledge sharing saves time in improving services (M=3.71, SD=1.371), improves job satisfaction among employees (M=3.65, SD=1.280) and also enhances job retention among employees (M=3.60, SD=1.420). Additionally, knowledge sharing promotes transparency (M=3.53, SD=1.361).

Table 3: Results for the Knowledge Sharing Short-Training Programme

Responses	N	Mean	Std. Deviation
Knowledge sharing saves time in providing services	116	3.71	1.371
Knowledge sharing improves job satisfaction among medical employees	116	3.65	1.280
Knowledge sharing enhances job retention among employees	116	3.60	1.420
Knowledge sharing promotes transparency among employees	116	3.53	1.361
Valid N (listwise)	116		

Source: Data analysis (2025)

The Effect of Ethical Guidance on Employee Performance Descriptive Statistics Results

Table 4 indicates the output results of the ethical guidance variable The results established that, ethical guidance improves employee commitment at work (M=3.63, SD=1335), enhances high service delivery (M=3.59, SD=1.265) and shapes employee behaviours (M=3.53, SD=1.328). Furthermore, ethical guidance enhances transparency among employees (M=3.49, SD=1.268) and improves organisation's reputation (M=3.48, SD=1.275).

Table 4: Results for Employee Ethical Guidance Short-Training Programme

Responses	N	Mean	Std. Deviation
Ethical guidance improves employee commitment at work	116	3.63	1.335
Ethical guidance enhances employee's high service delivery to customers	116	3.59	1.265
Ethical guidance aims at shaping employee's behaviours	116	3.53	1.328
Ethical guidance enhances transparency among employees at the workplace	116	3.49	1.268
Ethical guidance improves the organisation's reputation	116	3.48	1.275
Valid N (listwise)	116		

Source: Data analysis (2025)

Confirmatory Results of the Multiple Linear Regression Analysis

This study carried out the confirmatory multiple linear regression analysis to ascertain the statistical relationship between the independent and the dependent variables. The findings of the output are presented in Tables 5, 6 and 7.

Model Summary

Table 5 presents the findings of the multiple linear regression analysis. The analysis indicates that, the independent variables (predictors) significantly and positively affect the dependent variable. The predictors were employee skills development, knowledge sharing and ethical guidance while the dependent variable was employee performance in Bukoba Municipal Council (R=0.945; R^2=0.893; Adjusted R^2=0.890; Sig=0.000). This implies that, since the R^2=0.890, the variation of 89.0% in employee performance in Bukoba Municipal Council is explained by the variation in change in employee skills development, knowledge sharing and ethical guidance). Other factors explained at 11.0% not identified in this study.

Table 5: Model summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.945[a]	.893	.890	.305	.893	312.061	3	112	0.000

a. Predictors: (Constant), Employee ethical guidance, Employee skills development, Knowledge sharing

b. Dependent Variable: Employee performance

Source: Data analysis (2025)

Analysis of Variance

From Table 6, the results indicate that, p=0.000 and F-calculated= 312.061. Since p<0.05 and F-calculated>F-critical (2.4904), the regression model is significant in determining how the regression model was statistically and significantly predicted how

short training programmes affect employee performance in Bukoba Municipal Council.

Table 6: Analysis of Variance

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.197	3	29.066	312.061	.000[b]
	Residual	10.432	112	.093		
	Total	97.629	115			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Employee ethical guidance, Employee skills development, Knowledge sharing
Source: Data analysis (2025)

Regression Coefficients

The findings in Table 7 indicate that, employee skills development had the Beta of positive 0.022 and p=0.519. This implies that, employee skills development positively but insignificantly influences employee performance in Bukoba Municipal Council (X_1 = 0.022, p=0.519>0.05). Knowledge sharing has a positive regression coefficient (Beta) of 0.753 indicating that, if other independent variables are kept constant, an increase of one unit in knowledge sharing would result into an increase in employee performance of 0.753 units. The p=0.000. This is equally true because since p<0.05, knowledge sharing positively and significantly affect employee performance in Bukoba Municipal Council. When employee ethical guidance increases by single unit and the other independent variables remain constant, employee performance in Bukoba Municipal Council increases by 0.217 units. Its p=0.000. Since p<0.05, it means that, employee ethical guidance positively and significantly affect employee performance in Bukoba Municipal Council. Likewise, if all other independent variables are kept constant, a unit change in the short-training programmes would lead to a decrease of 0.217 units of employee performance in Bukoba Municipal Council. Its p-value is 0. 0.000. This is equally true because since p<0.05, employee ethical guidance positively and significantly affect employee performance in Bukoba Municipal Council.

Table 7: Regression Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.607	.138		4.401	.000
Employee skills development	.023	.035	.022	.647	.519
Knowledge sharing	.650	.046	.753	14.006	.000
Employee ethical guidance	.180	.046	.217	3.873	.000

a. Dependent Variable: Employee performance in Bukoba municipal council
Source: Data analysis (2025)

Discussions

Skills Development on Employee Performance

The results from the multiple linear regression analysis showed a statistically positive but insignificant effect between skills development and employee performance in Bukoba Municipal Council. Despite the above observations, employee skills development fostered time management among employees, improved their working morale and organisational performance. Furthermore, skills development improved quality service delivery among employees, fostered employee competence and also improved employee working experience. This finding concurs with that of Joshi (2023) who informed that, training programmes on business, technical and digital skills positively improved the employee performance. Also, the above observations agree with those of Efenji (2023) who reported that, trainings and seminars for employees increased employee skills, experience and competence which later improved their quality service delivery. Hasana and Chowdhury (2023) supported the above findings by concluding that, training and skill development initiatives significantly and positively influenced employee performance because the same improved interpersonal skills like communication, working as a team, management of time, adaptability and emotional intelligence. Khatri *et al.,* (2022) also supported and argued that, training programmes improved the staff skills which later influenced organisational performance.

Knowledge Sharing on Employee Performance

The results from the multiple linear regression analysis established that, knowledge sharing positively and significantly affected employee performance in Bukoba municipal council. Furthermore, the findings continued to show that, knowledge sharing saved time in improving services, improved job satisfaction among employees and also enhanced job retention among employees. Additionally, knowledge sharing promoted transparency and promoted effective service delivery. These observations correlate with those of Ibojo and Mobolade (2023) who posited that, knowledge sharing significantly

and positively had an effect on organisational performance. These findings were also in support by Pakpahan and Sambung (2022) who posited that, knowledge sharing improved employee performance. In the contrary, Demir *et al.,* (2022), and Sotery and Munisi (2022) reported that, knowledge sharing positively and insignificantly impacted the garage workshops' performance and did not improve employee performance at all.

Ethical Guidance on Employee Performance

The multiple linear regression analysis indicated that, ethical guidance positively and significantly affected employee performance in Bukoba municipal council. These results concur with those of Abun *et al.,* (2023) who informed that, ethical leadership positively and significantly influenced employee task performance. Additionally, findings also indicated that, ethical guidance improved employee commitment at work, enhanced high service delivery and shaped employee behaviours. These observations are supported by Guo *et al.,* (2023) who demonstrated that, ethical leadership positively and significantly impacted employees' ethical work behaviours. Furthermore, ethical guidance enhanced transparency among employees and improved organistion's reputation. Abdi and Hashi (2023) support the above finding by reporting that, ethical leadership positively and significantly impacted employee performance hence the whole organisational performance. Mseti *et al.,* (2023) demonstrated that, ethical guidance significantly and positively influenced the teaching performance of the staff.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This section aims at presenting conclusions based on key findings obtained in the field as well as the presented discussions. It sis concluded that, skills development short-training programme positively but insignificantly affect employee performance in Bukoba Municipal Council while knowledge sharing and ethical guidance short-training programmes have significantly and positive affected employee performance in Bukoba Municipal Council.

Recommendations

It is recommended that, knowledge sharing and ethical guidance short-training programmes should be promoted by the human resource office in Bukoba municipal council. However, skills development among employees should not be ignore too.

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Appendix 2: Questionnaires to the Headquarters' Employees in Bukoba Municipal Council

EFFECT OF SHORT-TRAINING PROGRAMMES ON EMPLOYEE

PERFORMANCE IN BUKOBA MUNICIPAL COUNCIL, KAGERA,

TANZANIA

This study intends to collect empirical data that intends to assess the effect of short-training programmes on employee performance in Bukoba municipal council, Kagera, Tanzania.

SECTION A: DEMOGRAPHIC INFORMATION

Personal details

1. Age   (Years)

    i.   18-25 years
    ii.   26-35 years

    iii. 36-45 years

    iv.   46 years and above

2. Your gender/sex is …….

    i. Female
    ii. Male

3. Level of education

    i.   Certificate

    ii.   Diploma

    iii. Undergraduate

    iv.   Post-graduate

4. Working Experience……….

i.   1-10 years

ii.   11-20 years

iii. 21 and above years

SECTION B: EFFECT OF EMPLOYEE SKILLS DEVELOPMENT SHORT TRAINING PROGRAMME ON EMPLOYEE PERFORMANCE IN BUKOBA MUNICIPAL COUNCIL

Kindly tick (√) in the appropriate box along the statement of your choice. Each item/statement deserves a single choice. The rating scale is: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

A. Effect of Employee Skills Development Short Training Programme

S/N	Item	Response(s)				
		1	2	3	4	5
1.	Skill development improves employee's working experience					
2.	Skill development fosters employee competence at the workplace					
3.	Skill development improves employee quality service delivery					
4.	Skill development fosters time management among employees					
5.	Skill development improves organisational performance					
6.	Skill development improves employee working morale					

SECTION C: EFFECT OF KNOWLEDGE SHARING SHORT TRAINING PROGRAMME ON EMPLOYEE PERFORMANCE IN BUKOBA MUNICIPAL COUNCIL

Kindly tick (√) in the appropriate box along the statement of your preference. Each item/statement deserves a single choice.

KEY: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

B. Effect of Knowledge Sharing Short Training Programme

	Response(s)

S/N	Item	1	2	3	4	5
1.	Knowledge sharing promotes effective service delivery					
2.	Knowledge sharing enhances job retention among employees					
3.	Knowledge sharing improves job satisfaction among medical employees					
4.	Knowledge sharing promotes transparency among employees					
5.	Knowledge sharing saves time in providing services					

SECTION D: EFFECT OF EMPLOYEE ETHICAL GUIDANCE SHORT TRAINING PROGRAMME ON EMPLOYEE PERFORMANCE IN BUKOBA MUNICIPAL COUNCIL

Kindly tick (√) in the appropriate box along the statement of your choice. Each item/statement deserves a single choice. The rating scale is: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

C. Effect of Employee Ethical Guidance Short Training Programme

		Response(s)				
S/N	Item	1	2	3	4	5
1.	Ethical guidance improves the organisation's reputation					
2.	Ethical guidance enhances employee's high service delivery to customers					
3.	Ethical guidance improves employee commitment at work					
4.	Ethical guidance enhances transparency among employees at the workplace					
5.	Ethical guidance aims at shaping employee's behaviours					

SECTION E: EMPLOYEE PERFORMANCE INDICATORS IN BUKOBA MUNICIPAL COUNCIL

Kindly tick (√) in the appropriate box along the statement of your preference. Each item/statement deserves a single choice.

KEY: 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree

D. Employee Performance Indicators in Bukoba Municipal Council

S/N	Item	Response(s)				
		1	2	3	4	5
1.	Short training programmes improves employee attendance at work					
2.	Short training programme increases productivity					
3.	Short training programmes enhances career advancement among employees					
4.	Short training programmes improves creativity among employees					
5.	Short training programmes fosters employee commitment					

Appendix 3: Permission Letters

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT//PG202286484   5th September, 2024

Municipal Director,

Bukoba Municipal Council,

P.O Box 284, KAGERA.

Dear Director,

RE: RESEARCH CLEARANCE FOR MR. NYAKOMBE MSAFIRI, REG NO:PG202286484

2.   The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007.In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3.   To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you Mr. Nyakombe Msafiri, Reg.No: PG202286484), pursuing Master of Human Resource Management (MHRM). We here by grant this clearance to conduct a research titled "Effect of Short-Training

Programmes on Employee Performance in Bukoba Municipal Council, Kagera, Tanzania". He will collect his data at your area from 6th September 2024 to 30th November 2024.

4.   In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820.We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

<div align="center">Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA</div>

Prof.Gwahula Raphael Kimamala

<div align="center">For: VICE CHANCELLOR</div>