

**EFFECT OF TRAINING NEEDS ASSESSMENTS ON EMPLOYEES'
PERFORMANCE: A CASE STUDY OF KILINDI DISTRICT COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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CERTIFICATION

We have read and hereby recommend for acceptance by the Open University of Tanzania the research paper entitled: “*The Effect of Training Needs Assessments on Employees’ Performance: A Case Study of Kilindi District Council*”, in partial fulfillment of the requirements for the Degree of Master of Arts in Governance and Leadership of the Open University of Tanzania.

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Signature

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Date

DEDICATION

I dedicate this work to My Family thus Parents, wife, sons and daughters and all other closer relatives who in one way or another have made me to be who I am now.

ACKNOWLEDGMENTS

My sincere gratitude goes out to the Almighty God, who has been my guiding light throughout my entire study. Additionally, I would like to express my gratitude to Dr. Emmanuel Mallya and my supervisor, Dr. Chacha Matoka. From the beginning until the finish of the investigation, they consistently gave me excellent feedback. They were astute in providing me with academic guidance and support, which enabled me to effectively finish my research paper on schedule. My family deserves another thank you for everything they have done up to this point. Additionally, I would want to express my gratitude to everyone who helped to complete this work in whatever way. May God bless you everyone.

ABSTRACT

This study assessed the effect of training need assessment on employee's performance, a case of Kilindi District Council. The study was guided by three specific objectives; to determine the effect of Key Performance Metrics, to examine employee working capability and to examine the way employee competency on employee performance. Theoretically the study relies on knowledge-Based View Theory, the study employed Positivism research philosophy and quantitative approach. Survey research design was used and a sample of 309 sample size was randomly sampled from a population of 1,575 employees available in Kilindi District Council. Structured questionnaires were used to collect data while descriptive statistics and multiple regression analysis were used as data analysis instruments. It was revealed that, all the independent variable namely key Performance Metrics, employee working capability, and employee competency to work were found to be positive and significantly have effect on employee's performance at Kilindi District Council. Based on the three findings, this study conclude that, conducting a Training Needs Assessment can provide numerous benefits for both employees and organizations, including identifying knowledge gaps, improving employee performance, increasing job satisfaction, reducing employee turnover, improving organizational performance, and being cost-effective. And it recommended that, employees should be provided with more training programs so as to let the level of employee performance increase more and more for the betterment of the district council.

Keywords: *Training Needs Assessments, Key Performance Metrics, Working Capability, Employees' Performance*

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LIST OF ABBREVIATION AND ACRONYMS

LGAs	Local Government Authority
LGRP	Local Government Reform Programmed
PMO-RALG	Prime Minister's Office - Regional Administration and Local Government
SME	Small and Medium Enterprise
TNA	Training Needs Assessment

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

The study's background, the research issue statement, the research objectives (both general and specific), the research question (both general and specific), the study's importance, and its overall scope are all presented in this chapter.

1.2 Background of the Study

In order to maintain a competitive edge, a firm must now implement a strategy that guarantees employees' abilities are improved to boost performance and efficiency. Consequently, a firm must have highly skilled, talented, productive, and efficient workers (Joseph, 2018). Everyone now agrees that organizations need to increase their production. However, it depends on how well people are trained. It has also become essential due to the requirement to invest in staff training in the current world. There are numerous development sectors in various nations, which is the reason for the necessity (Doreen, 2019). Employee performance improves as a result of training needs assessments, which give workers the skills they need to carry out the programs that have been set up.

These days, doing a Training Needs Assessment (TNA) has become increasingly difficult, especially for government organizations, and it has not been effectively attended (Hidayat et al., 2018). In light of this, there is a worldwide need to standardize the evaluation of professional continuing education programs and the assessment of training requirements in order to improve employee performance

(Markaki et al., 2021). In essence, evaluating training needs guarantees that every organization, anywhere in the globe, performs well. Poor performance is the result of not adhering to the guidelines for creating a suitable training program. When an individual performs tasks below the standard that has been established and expected by the organization, it is considered poor performance. Nevertheless, if not addressed promptly, subpar performance which is associated with a poor assessment of training needs in an organization can have a major impact and lead to serious problems including lost revenue and even a decline in employee morale (Afroz, 2018).

An essential element in the procedure for training and development or at the beginning of planning is the training need assessment (TNA). TNA is a strategic process that includes establishing the objectives of the company, obtaining and evaluating competencies, and identifying the gaps between the present state of affairs and the requirements of the future (Hughes et al., 2019). Because it focuses on the real needs of the employees, TNA is a helpful tool for managers to correctly build training programs. Where, when, how, and what kinds of training sessions are provided to the employees are all explained by TNA.

Since training resources are exclusive to organizations, it is imperative that they prioritize conducting TNA in order to maximize their use. TNA is essential for raising employee performance and the organization's competitiveness (Shahin & Javed 2018). Additionally, completing TNA aids in assessing the timeliness of training, the number of employees that require training, and the resources available to carry out training programs effectively.

According to research conducted worldwide as of Mayombe (2020), the Training Needs Assessment procedure is one of the most crucial elements in a training program's effectiveness since it can increase the precision of the needs that are identified and their satisfaction. The fundamental premise of Gaspard et al. (2019) is that a better grasp of training needs assessment aids program designers in creating strategies for improving underperforming staff members' performance. Organization, operation, and individual level issues that were adopted in the training needs assessment, among other issues, have been increasing challenges for designing an effective training program, according to Barrick et al. (2019).

However, these issues have not been properly handled or given priority in their management. Furthermore, addressing such problems highlights the functions of all operational organizations, which by definition must follow the elements and levels for evaluating training needs and other associated difficulties in TNA-related organizations. Training needs assessment is the first crucial step in training and development, and Hidayat et al. (2018) acknowledge that in order for training to be comprehensive, the three TNA levels must be taken into account within the company. It could lead to serious issues in terms of time, money, and resources being squandered on needless and ineffective training if the gap between present performance and the skills needed is not identified.

According to a study conducted in Africa by Ojo (2018) on the evaluation of Nigerians' training needs, training must be necessary for it to be effective. The people who require this training should be the ones who demand it. However, the

majority of modern training is not designed with the needs of the public in mind; rather, people are drawn to training because of the financial rewards they receive. The fundamental premise, according to Gaspard et al. (2019), is that a better grasp of training needs assessment could assist designers of training and development programs in coming up with strategies for improving the performance of underperforming staff members. On-the-job and off-the-job trainings are continually practiced but not effectively, according to a study conducted in Lusaka, Zambia, by Mulube (2019). This has helped employees acquire various skills that help them execute well at work, but not effectively as expected by their supervisors. According to the studies, it is therefore recommended that all firms follow all protocols in order to have a successful training program.

Training needs assessment has been used in various ways throughout East Africa. For example, a study conducted in Kenya by Ejakait (2019) found that although the organization consistently invests in training, identifying particular training requirements through training needs assessment was not prioritized. According to Baker et al. (2018), there is a significant discrepancy between company training and individual needs because training needs assessments is still problematic and insufficient in Uganda. Training needs assessment is the first crucial step in training and development, according to Hidayat et al. (2018). It could lead to serious issues in terms of time, money, and resources being squandered on needless and ineffective training if the gap between present performance and the skills needed is not identified. Poor performance that is connected to a poor assessment of training needs in an organization can have a big impact if it is not addressed right once. It can lead

to serious problems like lost profits and even low morale, according to Heystek et al. (2019).

With his study conducted in Kasuru Kigoma, Tanzania, Kipara (2020) focused on the effectiveness of training needs assessment on employee performance. He discovered that individual level assessment is commonly used to assess training needs, that both organization-wide goals and identifying areas that require training have been taken into consideration when determining training, and that the most significant aspects at the operational level have been identified as the analysis of current performance and the identification of employees who require training. The Tanzania Civil Servants Training Policy of 1998, which states that "Tanzania should be self-sufficient in trained along with skilled human resources to manage its economy," was established by the government because it recognized the importance of training for organizational performance. This policy serves as a guide for all organizations and institutions in the nation (Nassary, 2020).

Decentralization by Devolution was introduced by the Tanzanian government in the early 1990s with the intention of strengthening local government authority and enhancing the nation's public service delivery. The Prime Minister's Office of Regional Administration and Local Government created a "Training Strategy for Local Government Authorities" in 2009–10 to plan how to guarantee efficient training and equitable training opportunities for local government employees across the country. By 2000, the Local Government Authorities had created two Local Government Reform Programs (LGRP I and II) (Nassary 2020). The LGAs were in

charge of conducting the Training Needs Assessment when the Training Strategy's implementation got underway in 2010.

As a result, it is widely accepted that using TNA would be a useful tactic to increase the effectiveness of the training initiatives. Fund crises, time constraints, a shortage of human resource specialists, and managers' reluctance are regarded as the main barriers to TNA. However, because TNA is expensive and time-consuming, its usage in organizations is currently limited in the majority of nations (Hughes et al., 2019). Concerns about how to build a successful training program have grown, but issues with organization/institution, operation, and individual levels embraced in the training requirements assessment, among other challenges, have not been adequately managed or given priority in the management of them.

The study's theoretical foundation is the knowledge-Based View Theory, which is connected to the evaluation of training needs. According to the theory, knowledge the most significant human resource is the foundation of a company's competitive advantage, so businesses must use this wealth of resources wisely (Mobarak et al., 2019). According to the knowledge-based perspective theory, which is consistent with the requirement assessment, companies need to evaluate the abilities, competencies, attitudes, and knowledge needed for a given employment as stated in its job description. By doing this, training helps employees build their capacity, which is the ability to do a task by imparting information, skills, or attitudes (Joseph, 2018). The knowledge-based view hypothesis states that while assessing training needs, factors such as the skills, knowledge, attitudes, competence, and abilities

needed for the impacted occupational groups should be examined. The company needs to evaluate and determine the types of occupational gaps or inconsistencies that exist (Phelan & Lewin, 2018). Knowledge is extremely diverse, hard to copy, and hard for others outside the company to understand. According to this hypothesis, competitive advantage is based on knowledge.

There is still little research on human resource development topics like employee performance and training needs assessments, despite the country's organizations' increased efforts to train administrative staff. Additionally, Tanzanian district councils are facing growing concerns from their clients about subpar services (Debrah, 2019). Additionally, there is a dearth of empirical evidence in that area because not enough study has been done to date to examine how training need assessments affect employees' performance in Kilindi District Council. Like any other institution in the nation, Kilindi District Council must implement ongoing staff training initiatives. As a result, this study evaluated how employee performance at Kilindi District Council was affected by the assessment of training needs.

1.3 Statement of the Problem

In order to increase staff efficiency, skills, and knowledge as well as to retain the finest personnel inside their business, organizations and institutions today place a strong emphasis on training requirements for staff assessment (TNA) (Garavan et al., 2020). Organizations and institutions place a strong emphasis on evaluating training needs in order to prepare their staff to handle global scientific and technical advancements. TNA boosts productivity and aids in bridging the gap between

businesses. Because they have gained new knowledge and skills that they did not have before, employees are more content with their occupations, which helps them accomplish their goals and make better use of their resources (Cathcart, 2020).

Nonetheless, the training selection procedures in TNA are frequently disrupted by the inexperience of trainers, partiality, and the personal relationships between managers and staff members (Daniel, 2020). According to Tanzania's training strategy, training should be conducted domestically so that the nation can manage its economy with the trained and skilled labor it needs. Efforts must be made to secure and take advantage of training opportunities through scholarships that may be offered by friendly nations and international organizations in the event that local institutions lack adequate or any training facilities. Additionally, the policy stated that only Tanzanian citizens would be eligible for any training abroad scholarships (Armstrong, 2020).

Previous studies from various countries have consistently shown that training needs assessments (TNA) are vital in aligning employee skills with organizational goals, thereby enhancing performance. For instance, Ahmed et al. (2020) in Pakistan found that organizations conducting regular TNA experienced significant improvements in employee productivity and job satisfaction. Similarly, a study by Mensah and Agyemang (2021) in Ghana emphasized that effective TNA contributes to targeted training, reducing skill mismatches and improving overall efficiency in public service delivery. In India, Patel and Sharma (2020) revealed that lack of proper needs assessment led to irrelevant training programs with minimal impact on job

performance. In Nigeria, Okechukwu and Chukwuma (2022) confirmed that a systematic TNA process positively influenced employees' commitment and work quality. Despite these global insights, a notable gap exists in the Tanzanian public sector, particularly within the police force, where limited empirical research has been done to examine how TNA directly influences employee performance. This study addresses this gap by focusing specifically on the Kinondoni Regional Police Force, aiming to provide localized evidence on the effectiveness of training based on properly identified needs.

Due to a significant volume of complaints from both public employees and clients who came to the District for various services, public employees' performance in the public business or government organization remains low and unsatisfactory despite training efforts. In other words, there is a discrepancy between the District Council's desired performance and the real-world efficiency of the staff members working in the administrative departments (Javed, 2021).

Furthermore, Samwel (2020) discovered that there is still a discrepancy between the expected and actual performance of the employees in his study that was conducted to address their underperformance. A well-crafted evaluation of training requirements program can help close this gap. Thus, assuming such is the case, the purpose of this study is to evaluate how training needs assessments affect employee performance, particularly at Kilindi District Council.

1.4 General Objective of the Study

The study's main goal is to evaluate how training needs assessments affect workers' performance, particularly at Kilindi District Council.

1.4.1 Specific Objective of the Study

- i. To determine the effect of Key Performance Metrics on employee's performance
- ii. To examine employee working capability and performance after attaining training needs assessment
- iii. To examine the way employee competency to work can lead to employee performance

1.5 Significance of the Study

The study's conclusions will give decision-makers the knowledge they need to improve TNA's effectiveness. This means that once issues have been identified, policymakers will be able to resolve them to guarantee TNA's efficacy and efficiency. Additionally, the study's findings will assist staff members in acquiring new skills that will enable them to work more productively, manage their time and make the most use of available resources, and be motivated by promotions following training. Because completing training needs assessments helps companies enhance work performance and the quality of service provided, the study's findings can help both the public and private sectors improve employee performance. Furthermore, it is anticipated that the study's findings would resolve some of the issues raised by the topic at hand and raise the standard of services offered by the company.

1.6 Scope of the Study

This study's scope is restricted to evaluating how employee performance, particularly at Kilindi District Council, is affected by assessments of training needs. The district is situated in Tanzania's northern Tanga Region. The study used a survey research design, a quantitative approach, and the positivist research philosophy. A random sample of 309 respondents was selected from among the 1,575 Kilindi District Council workers. Descriptive statistics and multiple regression analysis were employed as data analysis tools, and structured questionnaires were used to gather data. It is impossible to undervalue the impact that time and contextual factors (respondents and organization) have on the findings. Because of this, data collection was restricted to a 24-day period based on differences in opinion. Bias may also be present in the study's scope, responder values, ethics, and competences. In order to increase the response rate and honesty of the questions, the respondents were given the assurance that their answers would remain anonymous.

1.7 Organization of the Study

There are four (4) chapters in the study. The study's general introduction, found in Chapter 1, covers the following topics: the study's history, issue statement, objective, research questions, importance, scope, and organization. The literature review, which is covered in Chapter 2, assesses the findings, methods, and critiques of other researchers on the topic. It consists of conceptual framework, research gap, theoretical literature, empirical research, and theoretical argumentation. The third chapter discusses the research methodology used in this study. It gives a thorough description of the many approaches that were employed during the whole data

collection procedure in the study area. The study area and location, research design, data kinds and sources, collecting information techniques and instruments, sampling design, and data analysis are some of the sub-sections that make up this chapter. The findings from the study area are discussed in Chapter 3 of the study, with the research objectives serving as a guide for the discussion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter examines a number of works that have aided the researcher in comprehending a variety of ideas, theories, research, and opinions held by other academics regarding the subject of the study. It consists of conceptual framework, research gap, theoretical literature, empirical literature, plus theoretical literature reviews.

2.2 Definition of Key Term

2.2.1 Training

According to Walk, Zhang, and Littlepage (2018), training is a process that is essential for enhancing one's knowledge, abilities, and attitudes as well as for raising awareness of socioeconomic issues. According to Reynolds (2004), training is a learning experience since it aims to increase a person's capacity to carry out their profession by bringing about a change that is comparatively permanent. Training may entail altering one's knowledge, abilities, attitudes, or conduct. Training is more focused on people's existing employment and aims to improve their unique skills and abilities so they can execute their tasks right away.

In order to help employees fulfill both the company's and their personal goals, this study defines training as the process of teaching them what expertise or abilities they need to execute their existing tasks better. The benefits of development and training in the public sector include a decrease in staff turnover and an increase in job

satisfaction, according to Obi-Anke & Ekwe (2019). Furthermore, training enhances teamwork and interpersonal relationships inside a company, which boosts output. Additionally, for both short-term and long-term benefits, it is critical for an organization to view training as an investment in its people resources. Additionally, training is essential for raising productivity, profit, and the pace at which technology is adopted (Nakano, Tanaka, & Otsuka, Citation 2020).

Training can effectively enhance employees' abilities, leading to improved organizational and human capital outcomes. Training initiatives are not perfect, nevertheless (Kataike et al., Citation 2018). Some researches have also criticized training methods for not producing the desired results (Nazli, Sipon, & Radzi, Citation, 2014). For organizations to maximize their investment returns, training programs must be managed more skillfully. It has been proposed that in order to guarantee the highest possible return on investment, companies should consider training as a means of generating intellectual capital.

2.2.2 Training Need Assessment

According to Morrison et al. (2019), training needs assessment is the methodical process of determining what kind of training is necessary for staff members to perform their jobs well. An organization can determine the skills and training gaps in its present workforce to effectively perform their current and future jobs by conducting a training needs assessment. A need for training assessment is a multi-phase process. The objective is to determine the particular requirements of a department, workplace, or environment and to determine how to satisfy these

requirements. The demands may involve identifying the function of employees as well as the particular abilities they need to succeed. It might be difficult to identify requirements for training that could enable an employee to perform effectively if their function is unclear or if there is disagreement on their job description. A training needs assessment can involve the employees themselves.

In surveys and interviews, they might explain what they do, how they do it, and what areas they believe they haven't gotten enough training in. Workers may say they don't understand corporate policies or how to use equipment correctly. Supervisors also contribute by offering advice on what workers ought to be performing and how successfully they are accomplishing the tasks that have been delegated to them. Training needs assessments can be used to address training gaps, create new training programs, and enhance the quality of existing training to make it more beneficial and effective for employees. This study defines training needs assessments as an analysis intended to identify the kind of training that employees require and the most effective way to deliver it. Assessments can be carried out by consultants or by human resource departments.

2.2.3 Employee Performance

Since they have a significant influence on the success and profitability of the firm, employees are the most valuable asset for every business, claim Afsana et al. (2016). Baten (2018) asserts that training and development initiatives help staff members inspire and improve their abilities and output. According to Darmawi (2019), community empowerment was positively and significantly impacted by government

involvement, corporate development, training, and human resource competences. According to Pulakos (2014), assessing the system's performance is one way to make it better. Numerous factors might impact the caliber of training and development initiatives.

Employee performance, according to Nurun et al. (2017), is how a staff member carries out the responsibilities of their position, finishes the necessary tasks, and acts in the workplace. Performance metrics include work quantity, quality, and efficiency. Leaders can get a sense of how the company is operating by keeping an eye on staff performance. This information not only supports future growth goals but also serves to highlight what businesses could be doing right now to improve their operations. Notably, a number of factors can affect employee performance, including those related to the company (e.g., training, management support); the job (e.g., autonomy, communication); and the employee (e.g., proactivity, adaptability, skills, commitment) (Diamantidis & Chatzoglou, 2019).

Therefore, it is undeniable that socioeconomic factors, like an employee's age, educational background, training type, and mobility, can also have an impact on their performance in addition to TNA. Age is unquestionably a significant demographic component that is intimately linked to employee satisfaction, job contribution, and financial rewards (Kollmann et al., 2019). In a similar vein, Bertolino, Truxillo, and Fraccaroli (2013) correctly noted that age could have a major impact on employee performance. For instance, as an employee's age increases, their performance declines (Stripe, Trullen, & Bonachi, 2018). Employee age variety, however, may

have both beneficial and detrimental effects on their output (Meulenaere, Boone, & Buyl, 2017). Some academics contend that an employee's performance and educational attainment are closely associated, and that raising an employee's educational level can significantly improve their performance. One of the key elements that can affect an employee's success is their level of mobility. Because of their strong social relationships, former coworkers may share knowledge from new organizations, which can have an impact on their performance when an employee moves from one organization to another (Kim & Steensma, 2017). In a similar vein, transferring an employee to a different company may present chances for the former worker to impart information to their new coworkers.

2.3 Theoretical Literature Review

2.3.1 Knowledge-Based View Theory

This theory, which is related to the evaluation of training needs, maintains that a firm's competitive advantage is based on knowledge, the most valuable human resource. Organizations must therefore use this collection of priceless resources wisely (Mobarak et al., 2019). According to the knowledge-based perspective theory, which is consistent with task needs assessment, companies need to evaluate the abilities, competencies, attitudes, and knowledge needed for a given employment as stated in its job description.

By doing this, training helps employees build their capacity, which is the ability to do a task by imparting information, skills, or attitudes (Joseph, 2018). The knowledge-based view theory states that an evaluation of training needs should look at the

abilities, knowledge, and skills needed by the impacted occupational groups. The company needs to evaluate and determine the types of occupational gaps or inequalities that exist (Phelan and Lewin, 2018). Knowledge is extremely diverse, hard to copy, and hard for others outside the company to understand.

According to this hypothesis, competitive advantage is based on knowledge. It gives the organization's learning and intellectual capital resources a solid theoretical foundation. According to Iqbal and Khan (2020), knowledge is regarded as a unique strategic resource that does not diminish like conventional economic productive elements do. It is claimed that while being one of the more significant theories of training requirements assessment, the resource-based view theory has failed to recognize the importance of needs assessment as a key source of a company's competitive advantage.

An inside-out approach is implied by the resource-based view idea. It places a high priority on the creation and effective use of assets unique to the business (Niazi, 2018). The resource-based view hypothesis states that having a strong asset base is the main factor influencing an organization's performance. Regarding the sources, processing, and productive knowledge of their actions, organizations vary from one another. According to their technological path, degree of unit production costs, and various capacities for transforming new knowledge into new organizational routines, innovations, and internal growth, they also exhibit technical and organizational diversity.

2.4 Empirical Literature Review

2.4.1 Objective One: The effect of Key Performance Metrics on Employee's Performance

A 2019 study by Bin Atan et al. looked at how training affected workers' job performance. The study was conducted at a small and medium-sized business (SME) in Malaysia. The study looked at how training impacted the company's employees' job performance. Training and employee job performance are two functional areas that have been evaluated in relation to the corporation chosen for the study's effective HRM practices. Using a questionnaire, 85 workers from the company's various production units freely answered the survey. The study's conclusions showed a strong correlation between workers' job performance and quality training.

The efficiency of Kinondoni Municipality's Employees' Training Needs Assessment (TNA) was evaluated by Kassim (2020). The study used a cross-sectional survey design, with interviews and questionnaires serving as the primary data collection methods. According to the study, around 70 (78%) of the participants said that TNA is very important in Kinondoni Municipality. Additionally, the Municipality's post-TNA training and development strategies are primarily separated into two categories: on-the-job training and development and off-the-job training and development. Nonetheless, nearly all respondents (100%) acknowledged that there are some issues with TNA implementation, particularly when it comes to staff training and development. According to the study, it is necessary to raise employee knowledge of TNA and create a training and development program that differs from the President's Office-Public policy.

The impact of training and development on workers' performance and the organization's competitive edge in the Nigerian banking sector is examined by Falola (2019). Using a straightforward random sample strategy, the researchers employed the descriptive research method to collect data from 223 valid questionnaires completed by chosen banks in Lagos State, South-West Nigeria. Descriptive statistics were used to assess the acquired data and provide a meaningful representation of the raw data. The findings demonstrated a substantial correlation between competitive advantage, employee performance, and training and development. The results show a high correlation between the independent construct and the tested dependent variable.

Using a systematic training approach in local government, Chihete (2019) conducted a study at Meru District Council that focused on four specific objectives: determining how training needs assessments are carried out, determining whether council staff training is planned in accordance with the best instructional design models or practices, and determining whether training programs are implemented as intended. The study's conclusions show that no training needs assessment was carried out, and the field data show that several STA stages specifically, some TNA stages were not followed.

2.4.2 Objective Two: Employee working capability after attaining Training Needs Assessment

A study on training needs assessment with an emphasis on training and development in Malaysia was conducted by Tripathi & ArtiBansal (2019). The study decided to

use a cross-sectional survey. He discovered that the outcome of the training need assessment is a precise description of the kind of training that is needed, according to the actual circumstances of the professionals and the setting in which they work. In order to prepare a training program, the study concluded and suggested the following steps for conducting a training needs assessment: identifying competencies related to specific jobs or roles, identifying competencies held by individuals for specific jobs or roles, comparing current individual competencies with those required for the job or role, and outlining the training requirements in a format that is appropriate and detailed enough.

Doreen et al. (2019) investigate how organizational performance in Kenyan counties is affected by the assessment of training needs. This kind of evaluation establishes the competencies, expertise, and capabilities that a company need. Four factors were included in the study: organizational performance was the dependent variable, and the independent variables were the organization need assessment, task need assessment, and person need assessment. A cross-sectional survey research design was employed in the study. 161 individuals made up the study's population, and 84 people were chosen at random from the sample.

The study found that evaluating training needs had an impact on an organization's performance. Individual needs assessment was the training needs assessment that had the biggest impact. Assessing individual training needs entails considering not only the needs of the individual but also anything that will facilitate the department's or organization's ability to collaborate as efficiently as possible. According to the report,

a training needs assessment should look at the abilities, knowledge, and skills needed by the impacted occupational groups.

Research on training requirements analysis at Abu Dhabi Police, United Arab Emirates (U.A.E.) was conducted by Ghufli in 2021. In order to depict the raw data in a meaningful way, the study employed the descriptive research approach, and descriptive statistics were utilized to analyze the data acquired. The analysis discovered that there is an issue with the way the TNA procedure is carried out. According to the study, TNA should be an investment, training programs should link training to job requirements, trainee selection, trainer selection, and training objectives should be based on TNA information. It also recommends that proper academic qualifications for the training be required, that TNA stakeholders be involved, that a formal appraisal process be introduced, that on-job training be prioritized, that TNA be comprehensive, and that motivation to apply what is learned from training be a priority.

Gabriel (2018) carried out a study in Tanzania that focused on the topic of training needs assessment and how it contributed to organizational performance. The study found that, in the past, the Immigration Department did not regularly conduct training needs assessments, even though some of its staff members had received training in various academic fields. Employees used to apply directly or in the areas in which they were interested. The fact that training was a crucial element in enhancing an organization's performance was overlooked by the trainers.

2.4.3 Objective Three: the Way Employee Competency to Work can lead to Employee Performance

Al-Awawdeh (2018) carried out a study with the primary goal of statistically analyzing the relationship between a training method and employee performance. The purpose of the study was to ascertain the possible impact of important personnel's performance, which was identified in the study's theoretical section. Using SPSS's simple regression method, the independent variables training system, training, and obstacles were examined. Out of the 651 administrative department employees in the study region, 120 employees were selected as a sample. All of the independent variables had statistically significant influence on performance, according to the data; Morales was the only one.

The two independent performance variables had a positive transaction effect as well. The study demonstrated the necessity of using scientific methods to ascertain the training requirements of the workers in the studied area and to develop training programs that concentrate on practical hurdles and efforts to overcome them. According to the study's recommendations, training programs should be developed in light of global events to give trainees the opportunity to prepare them for potential outcomes of changes in the world, which may require periodic retraining.

In a study carried out in Somalia, Githinji (2018) investigated how training affected the performance of international government personnel. For this study, a survey research design was employed. 144 employees of the UN Support Office for the African Mission in Somalia made up the study population. Frequencies, means,

percentages, analysis of variance, and bivariate analysis in the form of cross tabulations were all used in the data analysis. Tables and figures were used to present the results. According to a study on the subject, staff engagement with change processes is generally improved by training. Additionally, the study demonstrated that training improves employee performance, increases employee passion for work, and increases staff engagement in innovation. According to the study's findings, training improves employee involvement with process changes, fosters innovation, improves performance, and increases motivation for work. According to the study, training should be periodically offered to make sure that staff members are motivated to innovate, modify procedures, and perform better on the job. This would improve both organizational and employee performance.

At Yarmouk University in Jordan, Maaly & Mohammed (2018) investigated the opinions of administrative leaders and staff regarding the offered training programs and the effect of training on worker job performance. The study is being conducted at a small and medium-sized business (SME) in Malaysia. Responses to the items on both scales were recorded using a five-point Likert scale. The results showed that there are a number of factors that influence the selection of qualified individuals for training, and that training programs are somewhat correlated with the employees' training requirements. The findings also showed a connection between workers' job performance and effective training. Based on the study's findings, the researcher suggests offering equitable opportunities for employees to attend training courses and expanding the number of training programs available to staff members that are more suited to the abilities required at work.

Kipara & Leticia (2019) used KUWASA in Kasulu Town, Kigoma Region, Tanzania, as a case study to investigate the impact of training needs assessment on employee performance in water projects. Using a mixed research technique, a descriptive research design was employed. KUWASA leaders and staff made up a sample size of 70 out of a total population of 85, chosen by convenient and purposeful sampling methods.

Analysis of jobs/tasks actually performed has been identified as the most significant aspects at the operational level, and it was brought up that analysis of current performance and identification of employees who require training have been identified as the most significant aspects at the individual level. The findings showed that the individual level of assessment was often used to assess training needs, and that both organization-wide goals and determining where training is needed have been taken into consideration when determining training. According to the report, KUWASA management and the HR division should take into account the various training requirements assessments.

2.5 Research Gap

The impact of training on employee job performance in Malaysia was studied by Atan et al. (2018), the relationship between a training strategy and staff performance was statistically analyzed in Algeria by Al-Awawdeh (2017), Tripathi & ArtiBansal (2019) conducted a training need assessment with a focus on training and development in India, and Diamantidis and Chatzoglou (2018) examined the medium- to long-term effects of training programs on firms in Australia. You will see

from the examined literature that little has been done in Tanzania about the impact of training needs, and that authors have focused on analyzing the effects and efficacy of training needs assessment in various countries throughout the world. In light of this, this study was a modest attempt to close this information gap by investigating the impact of training needs assessments on employee performance, particularly at Kilindi District Council in the Tanga Region. Additionally, as was previously mentioned, even though the TNA has been used by a number of researchers in a number of countries and has been shown to have potential results, this study needs to be carried out in the nation and the process of implementing the TNA in less developed nations like Tanzania, where not much has been done regarding the impact of training needs assessment.

2.6 The Conceptual Framework

Conceptual framework is the framework which group variables into two major parts which are, independent variable, and dependent variable. Therefore, with this study which devote on the impacts of training needs assessments on employees performance, have been conceptualized in accordance to the research objectives, empirical literature review and its related theories.

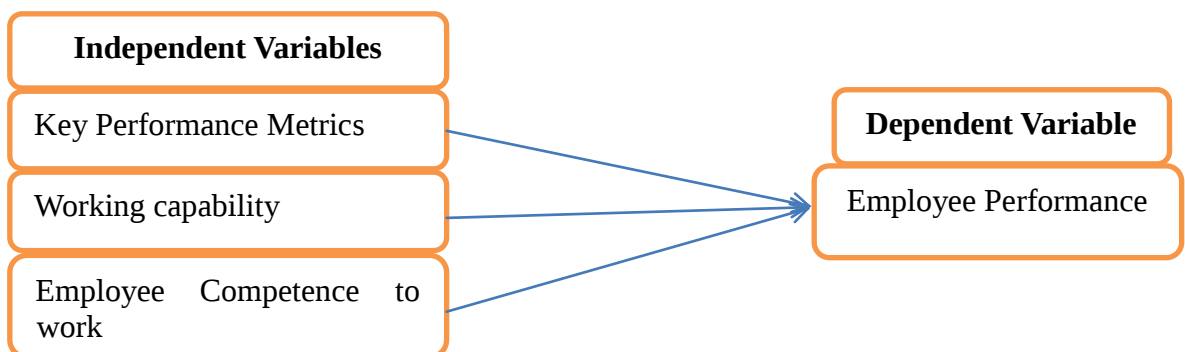


Figure 2.1: Conceptual Framework

2.7 Research Hypotheses

- i. The key performance metrics have significant effects on employees performance at Kilindi District Council
- ii. Employee working capability after attaining training needs assessment have positive significant effects on employees performance at Kilindi District
- iii. Employees competency to work have significant effect on employee performance at Kilindi District Council

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

The processes and data collection techniques that were employed during the data collection period in the relevant study region are thoroughly described in this chapter. It gives a thorough explanation of the many research techniques that were applied during the entire data gathering procedure in the study area where the research study was carried out. The location/study area, research design, data kinds and sources, data collection methods and tools, sampling design, and data analysis are some of the sub-sections that make up this chapter.

3.2 Research Philosophy

Positivism was the research philosophy employed in this investigation. Creswell & Creswell (2018) state that the positivist paradigm, which is grounded in measurement and reason, holds that knowledge may be found by making neutral, objective, and quantitative observations of activity, behavior, or reaction. According to positivism, anything that cannot be quantified in this manner cannot be known with certainty (Singh, 2023; Maksimović and Osmanović, 2020). Positivism as a philosophy maintains that the only reliable information is that which comes from measurement and observation (the senses). In positivist studies, the researcher's sole duty is to collect data and provide an unbiased analysis of it. The belief that knowledge may be obtained through objective observations and measurements forms the basis of positivism. In other words, the positivist school of thought maintains that solutions can be found by careful data measurement and analysis.

Because positivism emphasizes measurable, objective data, it is useful for researching how training needs assessments (TNA) affect employee performance at Kilindi District Council. Because positivism encourages meticulous measurement and observation, researchers are able to pinpoint precise causal links between TNA activities and improvements in worker performance. This method enables the study to measure training effectiveness using empirical data gathered from organized questionnaires, tests, or performance metrics. Researchers can reach objective, repeatable results that support positivist principles by using standardized methodologies and quantitative measurements. This allows them to provide useful information for corporate decision-making (Creswell & Creswell, 2018; Maksimović & Osmanović, 2020).

In order to apply positivism in this context, data on employee performance before and after TNA adoption must be systematically gathered. Tools like as job competency tests, productivity statistics, and performance ratings may be used. Examining correlations or causal impacts of TNA on quantifiable outcomes like productivity, skill development, and job efficiency is made possible by this quantitative method. Because positivism prioritizes impartial, observer-independent data collecting, researchers may guarantee the validity of their findings, reducing bias and allowing the Kilindi District Council to extrapolate findings to comparable contexts. This approach can help other Tanzanian local authorities build policies by supporting evidence-based suggestions about how TNA activities directly affect performance (Bryman, Bell, Hirschsohn et al., 2017; Singh, 2023).

3.3 Research Approach

The research methodology used in the study was quantitative. In the social sciences, this methodology is the most widely used research framework. It describes a collection of methods, approaches, and presumptions used to investigate numerical patterns in order to research psychological, social, and economic phenomena. A systematic approach to gathering and evaluating data from multiple sources is quantitative research.

Its goal is definitive since it aims to measure the issue and comprehend its scope, searching for outcomes that can be extrapolated to a broader population (Brydon-Miller, 2014). A sample population is a specific group of people that can be studied through quantitative research. It covers techniques including experiments, structured observations, and questionnaires. By gathering quantitative data, researchers can perform basic to highly complex statistical analyses that aggregate the data, such as calculating averages and percentages, and displaying correlations between the data.

3.4 Research Design

A method for addressing research problems is called a research design. It dictates how your data will be gathered and examined. Survey research design, which is defined as the process of doing research via surveys that a researcher sends to survey respondents, was used in this study. In order to derive significant research findings, survey data was statistically examined. One quantitative research technique for gathering information from a group of respondents is survey research. Because of its many advantages and benefits when it comes to data collection and analysis, it has

arguably been one of the most popular approaches in the business for a number of years.

3.5 Study Area

The rationale for selecting Kilindi District Council as the area of study for the Effect of Training Needs Assessments on Employees' Performance is grounded in both scientific and practical considerations. Scientifically, Kilindi District Council represents a typical local government authority in Tanzania that faces persistent challenges in public service delivery, often linked to inadequate employee skills and ineffective training systems. Research-wise, there is a notable lack of empirical studies focusing on training needs assessments within rural or semi-urban councils like Kilindi, despite their crucial role in implementing national development policies at the grassroots level. By focusing on Kilindi, this study seeks to fill a knowledge gap and generate context-specific insights that can inform training strategies in similar councils across the country. Moreover, the area was selected due to its accessibility for data collection and its willingness to participate in the research, which ensures the feasibility and reliability of the study outcomes.

3.6 Population of the Study

According to Cohen et al. (2011), the term population refers to a sizable group of individuals that share one or more characteristics and are the subject of a research study. It is a unit or collection of units that the researcher is especially interested in because of one or more features. According to Singh (2007), a population is a collection of people's belongings from which samples are drawn in order to make

measurements. There are 398,391 people living in the district as of the 2022 census. An estimated 1,575 government personnel work in various areas of the district on a permanent basis.

Table 3.1: Distribution of Employees in Kilindi District

Department/Sector	Number of Employee
District administrative	9
DED and HR department	7
Health Sector	217
Education Sector	891
Defense and Security Sector	126
Agricultural Sector	17
Other Staff sector	308
Total	1,575

Source: Field study 2024

3.7 Sample and Sampling Techniques

Sampling strategies are those used to choose the population for the study, according to Saunders et al. (2003). A researcher can use this mathematical function to determine the likelihood that a certain sample will be taken.

3.7.1 Sampling Frame

A sampling frame is a list or instrument used by researchers to define the population of interest. A researcher can choose a sample from the population using this collection of elements. Researchers may not be able to gather information from every target population segment due to a lack of resources and accessibility. As a result, the study's sample frame consists of all employees working for every District Council across the nation.

3.7.2 Sampling Unit

The population members from whose measurements are obtained during sampling are known as sample units. A sample unit is a discrete, non-overlapping item, like a transect or quadrat, a single plant, a branch within a plant, or a designated study region. Accordingly, the study's sampling unit consists of the available personnel. District Council of Kilindi.

3.7.3 Sample Size

The process of selecting how many representatives to include in a statistical sample is known as sample size determination. Since the aim of any study is to draw conclusions about the population from a sample, determining the sample size is crucial. The sample frame for this investigation is absolutely sufficient in relation to the population. The sample size was calculated using the 1,575 employees who were available in Kilindi District. The needed sample size has been calculated using the formula dedicated by Rwegoshora (2006).

Where by n = Sample size,

N = Total Employees/Worker 1,575

x = Level of Precision (10%)

$$n = \frac{1,575}{1 + 1,575(0.05)^2}$$

Thus, according to the formula, 309 employees of Kilindi District Council were included in the sample size used in this investigation.

Table 3.2: The Plan for the Sample and Sampling Technique used in the Study

Respondents Category	Number of Respondents	Percentage (%)	Sampling Techniques
District administrative	5	1.6	Random
DED and HR department	6	2.0	Random
Staffs/Employees	298	96.4	Random
Total	309	100	

Source: Field Data, 2025

3.7.4 Sampling Techniques

The researcher uses strategies known as sampling procedures to choose study participants from the general public (Kothari, 2009). To choose the right respondents from the chosen study area, probability sampling techniques were employed in this investigation. To select respondents for interviews, a form of probability sampling known as simple random sampling has been employed.

3.8 Types of Data Source

3.8.1 Primary Data

According to Mugenda (2003), data sources are any information that a researcher collects for their research. Primary data, often known as first-hand data, is information that the researcher or investigator gathers independently from the field's universe; it is typically highly reliable and accurate (Field, 2005). As a result, this study used interviews and questionnaires to gather primary data.

3.9 Data Collection Methods and Tool

3.9.1 Questionnaire Tool

Data from the chosen respondents was gathered using a structured questionnaire technique. One benefit of using a questionnaire is that it gives respondents greater

freedom to express their opinions and viewpoints on the subject of the study (Saunders et al., 2003).

3.10 Data Analysis

For every value, data from data collecting tools has been transformed into a numerical value. This is the process of creating a code book before entering data. Direct data entry was made into a code book that was ready for analysis. Descriptive statistics make up a significant portion of the analysis in this study (Kothari, 2009); in addition, statistical values such as mean performances will be calculated, and the analysis will make use of a Likert rating scale and a five-category scale. To determine the link between the study's independent and dependent variables, multiple regression analysis has also been used (Kothari, 2009).

This equation was applied.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y= the performance of employees

β_0 = Constant factor

X_1 = Employee Morale and Engagement

X_2 = Employee Competency

X_3 = Employee engagement, motivation and job satisfaction

X_4 = Adaptation of Technological change

ε = Error term

Regression Assumptions

For regression analysis, several key assumptions must be met to ensure valid results. These include linearity, which assumes a straight-line relationship between

independent and dependent variables, and independence of errors, meaning the residuals should not correlate with each other (Wooldridge, 2016). The homoscedasticity assumption requires that the variance of errors remains constant across all levels of an independent variable, ensuring uniform spread. Normality of residuals is another key assumption, indicating that the residuals should follow a normal distribution to support reliable hypothesis testing. Additionally, multicollinearity where independent variables are too highly correlated should be minimized, as it can distort estimates and reduce predictive accuracy. Adhering to these assumptions enhances the validity of regression outcomes, making findings robust and generalizable (Creswell & Creswell, 2018; Gujarati & Porter, 2009).

3.10.1 Measurement of Variable

Table 3.3: Measurement of Variables

VARIABLES	MEASUREMENT	SCALE
Employee Performance	• Key performance Metrics • Employee competence to work • Working Capability	Itemized scale/Ratio Ratio Itemized scale/Ratio
Key Performance Metrics	• Initiative and Proactive • Adaptation of technological change • Productivity • Employee engagement • Efficiency and utilization • Quality of work	Ratio Ratio/Itemized scale Ratio Ratio Ratio Ratio
Working capability before and after	• Employment and support allowance • Commitment to work	Ratio Itemized scale/Ratio
Employee Competence to work	• Knowledge and Skills • Job competence • Leadership Ability and behavior	Ratio Ratio Ratio

Source: Data Analysis, 2024

3.11 Data Validity

According to Saunders et al. (2000), validity refers to the statistical tool that measures the desired aim. The goal of data validity is to assess how accurately a method is used to measure the data; a high validity indicates that the results match actual properties, traits, and variances in the social or physical reality. In order to test structured questionnaires, the researcher used a variety of techniques, including pilot testing. Prior to, during, and following the fieldwork, the study examined and tested the measures' validity. The validity is tested using a variety of techniques, including construct validity, contemporaneous and predictive validity, and face and content validity. The Face type of validity was used for the study in order to assess the data collection tools.

3.12 Data Reliability

3.12.1 Test-retest Method

Chronbach's alpha coefficient was employed in the internal consistency approach to guarantee the instruments' dependability. An Alpha coefficient of 0.8 or greater in this study signifies that the data gathered is trustworthy, has a comparatively high level of internal consistency, and is accepted; if the Alpha coefficient is less than 0.8, internal consistency is questioned. Therefore, the researcher can move forward with the research project using the same instruments meant to be used throughout the entire data collection process once the instruments' reliability has been tested and found to be satisfactory. Employees in Kilindi District were exposed to the instruments, which included the correlation coefficient between the time data set and established, using a sample of fifteen respondents in order to test reliability. The

instrument is considered highly dependable once a high coefficient is identified (Wario and Khalfan, 2015).

The reliability results for the study indicate a high level of internal consistency across the variables related to employees' performance, as measured by Cronbach's alpha. Cronbach's alpha is a statistic commonly used to assess the reliability of a set of scale or test items, indicating how well these items measure a single, unified construct. For reliability tests, values closer to 1.0 are considered excellent, and generally, a Cronbach's alpha value above 0.70 is deemed acceptable, indicating a high degree of reliability and consistency within the responses (Creswell & Creswell, 2018).

Here, each variable exhibits a Cronbach's alpha above 0.80, suggesting that the items within each category are highly correlated and consistent in measuring the underlying constructs of employees' performance, key performance metrics, and working capability. Each category's specific alpha score further illustrates its reliability: Employees' Performance (0.914), Key Performance Metrics (0.837), Working Capability (0.862), and Employee Working Capability (0.908). These values indicate that the survey items within each category are strongly related and reliable for assessing the constructs in the study. This consistency enables the researcher to confidently interpret findings from these scales, as the high reliability of these variables supports that the items effectively measure their respective concepts without substantial random error. Such reliable scales ensure that the findings are robust and can be considered valid indicators of employee performance

and associated factors at Kilindi District Council (Bryman & Bell, 2019; Singh, 2023).

Table 3.4: Reliability Results

S/N	Variable	Number of Items	Cronbach's Alpha	Remarks
1	Employees Performance	15	0.914	Reliable
2	Key Performance Metrics	15	0.837	Reliable
3	Working Capability	15	0.862	Reliable
4	Employee Working Capability	15	0.908	Reliable

Source: Data Analysis, 2024

3.13 Ethical Consideration

A set of guidelines that direct your research designs and procedures are known as ethical concerns in research (Bhandari, 2022). Voluntary engagement, informed permission, anonymity, confidentiality, the possibility of harm, and results communication are some of these principles. By securing permission and gratitude to carry out the study, the researcher will guarantee research ethics such anonymity and confidentiality. Because the study was non-experimental, there was no physical or psychological harm to the participants. Additionally, the researcher was extremely cautious when interacting with each respondent, and when addressing topics pertaining to the respondents, a careful word choice was taken into consideration.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1 Overview

This chapter contains the presentation of the study's findings. As directed by the goals of the study, the findings under this chapter have been presented in a logical sequence of transactions. In addition to the specific objectives, which include determining the impact of Key Performance Metrics on employee performance, examining employee working capability and performance following training needs assessment, and examining the relationship between employee competency to work and employee performance, the chapter includes important sections on the characteristics of respondents who were interviewed during data collection in the study area.

4.2 Characteristics of Respondents

In social science research, the traits of the respondents play a crucial part in how they articulate and respond to the study problem. Additionally, this study developed a set of responder characteristics, including position, gender, and educational background. This study used a sample size of 309 respondents.

4.2.1 Respondents by Gender

One metric used to ascertain the allocation of responsibilities within a particular field of study is gender. Kiyigi (2009) asserts that gender encompasses not just men and women as individuals, but also the socially constructed roles of each sex and the relationship between them. Therefore, gender issues are a component of the development

approach that prioritizes people and guarantees their involvement in the process of development. According to Table 1, 38.5% of respondents who completed the questionnaire and took part in the study were female, and 61.7% of respondents were male. This suggests that a greater proportion of male respondents than female respondents took part in this study.

Gender aspects are a significant feature in this study since they indicate that the study adheres to gender equality in terms of response; therefore, both men and women were taken into account throughout data collecting. Therefore, a researcher was highly interested in differentiating the characteristics of respondents under this gender component category. This feature is predicated on the idea that knowing that gender involvement was considered benefits both the researcher and bibliophiles.

Table 4.1: Respondent's Gender

Gender	Responses	
	Frequency	Percent
Female	119	38.5
Male	190	61.5
Total	309	100.0

Source: Field study 2024

4.2.2 Education Level of Respondent

Education is seen in this study as a crucial factor that influences respondents' own attitudes and comprehension of any given truth. In light of such, this study is leading in determining the educational background of those interviewed in the study region.

Table 4.2: Level of Education

Education	Frequency	Response
		Percent
Certificate level	61	19.7
Diploma level	96	31.1
Undergraduate Degree level	134	43.4
Master's level	18	5.8
Total	309	100.0

Source: Field study 2024

The results of the educational aspect are shown in Table 2, which indicates that the majority of interviewees (43.4%) had a degree, followed by those with a diploma (31.1%), certificate (19.7%), and master's degree (5.8%).

4.2.3 Working Experience

According to Table 3, the majority of respondents interviewed in the study region fell into the category of having worked for Kilindi District Council for more than ten years, with 126 respondents (40.8%) having such experience. In addition, a large percentage of respondents (26.5%) fell into the group of having seven to nine years of experience. In addition, 44 respondents had work experience ranging from 1 to 3 years, and 57 respondents (18.5%) had work experience of from 4 to 6 years.

Table 4.3: Working Experience

Experience	Frequency	Responses
		Percent
1 to 3yrs	44	14.2
4 to 6yrs	57	18.5
7 to 9yrs	82	26.5
10yrs and above	126	40.8
Total	309	100.0

Source: Field study 2024

4.3 Descriptive Statistics

4.3.1 The Effect of Key Performance Metrics on Employees Performance

Descriptive statistics were calculated with this goal in mind. Work efficiency at Kilindi is linked to the implication of training requirement assessment, which scored the highest ($M=3.8515$; $SD=1.16262$), as indicated by Table 4's results. Transactional "There is cooperation, and workers put collaborative efforts of a group toward accomplishing a common goal" ($M=3.7822$; $SD=1.15924$), "objective management has significant impact on employee performance" ($M=3.7432$; $SD=1.13673$), and "training has improved employees willingness to accept change" ($M=3.7432$; $SD=1.13673$) are the next three factors that affect the quality of work performed at Kilindi.

Table 4.4: Descriptive Statistics on Key Performance Metrics

Performance Metrics	Min	Max	Mean	Std. Dev
Objective management have significant impact on employee performance	1	5	3.7432	1.13673
Work efficiency at Kilindi is associated with the implication of training need assessment	1	5	3.8515	1.16262
Quality of work performed at Kilindi is an outcome of training need assessment	1	5	3.7851	1.15623
Employee engagement, employees are highly committed in helping the District Council in achieving its goals	1	5	3.6314	1.08731
The key performance metrics affect employee's performance in Kilindi District	1	5	3.6832	1.17313
Trainings has made me give the best effort at work each day	1	5	3.5943	1.21291
There is teamwork, employees put collaborative efforts of a group to achieve a common goal	1	5	3.7822	1.15924
Time management have significant effect on employee performance	1	5	3.4034	1.06431
Trainings has improved employees willingness to accept change	1	5	3.7245	1.16182
The key performance metrics have significance effects on employees performance in Kilindi District	1	5	3.5731	1.13223

Source: Field study 2024

4.3.2 Employee Working Capability after Attaining Training Needs Assessment

Following the completion of the training needs assessment, descriptive statistics were calculated on the working capabilities of the employees. Table 5 presents the results, which indicate that the presence of training need assessment is associated with the highest employee performance in Kilindi District ($M=3.8635$; $SD=1.16672$). Training has also been shown to increase employee commitment to taking initiative to help other employees when needed ($M=3.7833$; $SD=1.16311$), improve employee performance ($M=3.7723$; $SD=1.15936$), and improve relationships with the organization ($M=3.7242$; $SD=1.16281$) after training at customers' workplace.

Training at my workplace has improved my relationship with my supervisors (M=3.6512; SD=1.16172).

Table 4.5: Descriptive Statistics on Employee Working Capability

Employee Working Capability	Min	Max	Mean	Std. Dev
Employee dedication to take the initiative to assist other employees when necessary has increased as a result of training.	1	5	3.7833	1.16311
Because of staff training, personnel at Kilindi District are able to quickly adjust to challenging circumstances.	1	5	3.5714	1.13325
Before training need assessment, there were low employee commitment	1	5	3.6851	1.15623
Training need assessment lead to better employee's performance	1	5	3.7723	1.15936
Following employee training, staff members have sufficient opportunity for sporadic job changes	1	5	3.5231	1.06432
Following my training at a customer's workplace, I now have positive ties with the company.	1	5	3.7242	1.16281
The performance of employees in Kilindi District is associated with the presence of training need assessment in among employees	1	5	3.8635	1.16672
Because of staff training, employees are open to taking on new responsibilities.	1	5	3.5543	1.15413
My relationship with my bosses at work has improved as a result of my workplace training.	1	5	3.6512	1.16172
Staff members have the opportunity to be assigned a range of responsibilities following trainings.	1	5	3.4316	1.08632
Thanks to staff training, employees are now more engaged at work and days pass by more swiftly.	1	5	3.5852	1.15623
Trainings empowers employees to always keep going when the going gets tough	1	5	3.3947	1.24296
With trainings, employees are completely focused on work	1	5	3.6242	1.16152

Source: Field study 2024

4.3.3 Employee Competence to Work can lead to Employee Performance

As shown in Table 6, descriptive statistics were also calculated on how employee competence to work can lead to employee performance. The results indicate that

training has empowering me to perform my duties and work without difficulty scored highest ($M=3.7931$; $SD=1.16572$), followed by personal responsibility for my job outcomes after receiving training has led to employee performance scored ($M=3.7232$; $SD=1.16282$), training within the organization now gives me the necessary skills to work in tasks from start to finish scored ($M=3.6832$; $SD=1.17323$), and employee trainings impart skills on long-term thinking scored ($M=3.5853$; $SD=1.15614$). My relationship with my superiors at work has improved as a result of training ($M=3.6512$; $SD=1.16172$).

Table 4.6: Descriptive Statistics on Employee Competence to Work

Employee Competency to work	Minimum	Maximum	Mean	Std. Dev
My internal training has equipped me with the skills I need to complete things from beginning to conclusion.	1	5	3.6832	1.17323
Long-term thinking skills are taught in employee training.	1	5	3.5853	1.15614
My training has enabled me to perform my duties and work with ease.	1	5	3.7931	1.16572
Following staff training, I am now capable of handling significant jobs.	1	5	3.6823	1.15825
Employee performance has resulted from my personal accountability for my work outcomes following training.	1	5	3.7232	1.16282
After receiving training on how to perform better, I can now finish my tasks on time.	1	5	3.2946	1.24272
Employees that receive training are more receptive to Kilindi District Council's organizational goal.	1	5	3.3413	1.17736
After receiving training, I now find my work to be more engaging and passionate.	1	5	3.4132	1.08424

Source: Field study 2024

4.3.4 Employee Performance

Summary statistics on the performance of Kilindi District Council personnel were also calculated by the study. According to the results in Table 7, employees' performance is at the highest level ($M=3.7934$; $SD=1.17321$), followed by the assumption that employees' work efficiency is high ($M=3.7433$; $SD=1.16572$), that their work quality is high ($M=3.7241$; $SD=1.16483$), that they are very willing to accept change ($M=3.4946$; $SD=1.16392$), and that their work efficiency is high.

Table 4.7: Descriptive Statistics on Performance Indicator

Performance Indicator	Minimum	Maximum	Mean	Std. Dev
There is high level of employees performance	1	5	3.7934	1.17321
Employees are highly committed to work	1	5	3.4852	1.15625
There is high work efficiency in among employees	1	5	3.7433	1.16572
Employees give the best effort at work each day	1	5	3.6824	1.15924
There is high quality of work performed by employees	1	5	3.7241	1.16483
Employees willingness to accept change is very high	1	5	3.4946	1.16392

Source: Field study 2024

4.4 Regression Analysis on the Key Performance Metrics on Employees Performance

4.4.1 Regression Assumption

The residual distribution is depicted in Figure 4.1 as a bell-shaped histogram, with a mean value near zero and a standard deviation near one, indicating a normal distribution of residuals. Any value outside the threshold is an abnormality, and the

histogram shows that no residual values are outside the cutoff, suggesting that there are no outliers. Additionally, Figure 4.2's residual plot along the diagonal line indicates that there are no outliers, suggesting that there isn't much of a deviation from the norm. The diagonal dots in Figure 4.3 accelerate along the diagonal line, suggesting that the data is linear and that there are no outliers. A rectangular distribution of residual dots about 0 indicates homoscedasticity (equality of variance). Therefore, heteroscedasticity (unequal variance in the data) is not a cause for concern.

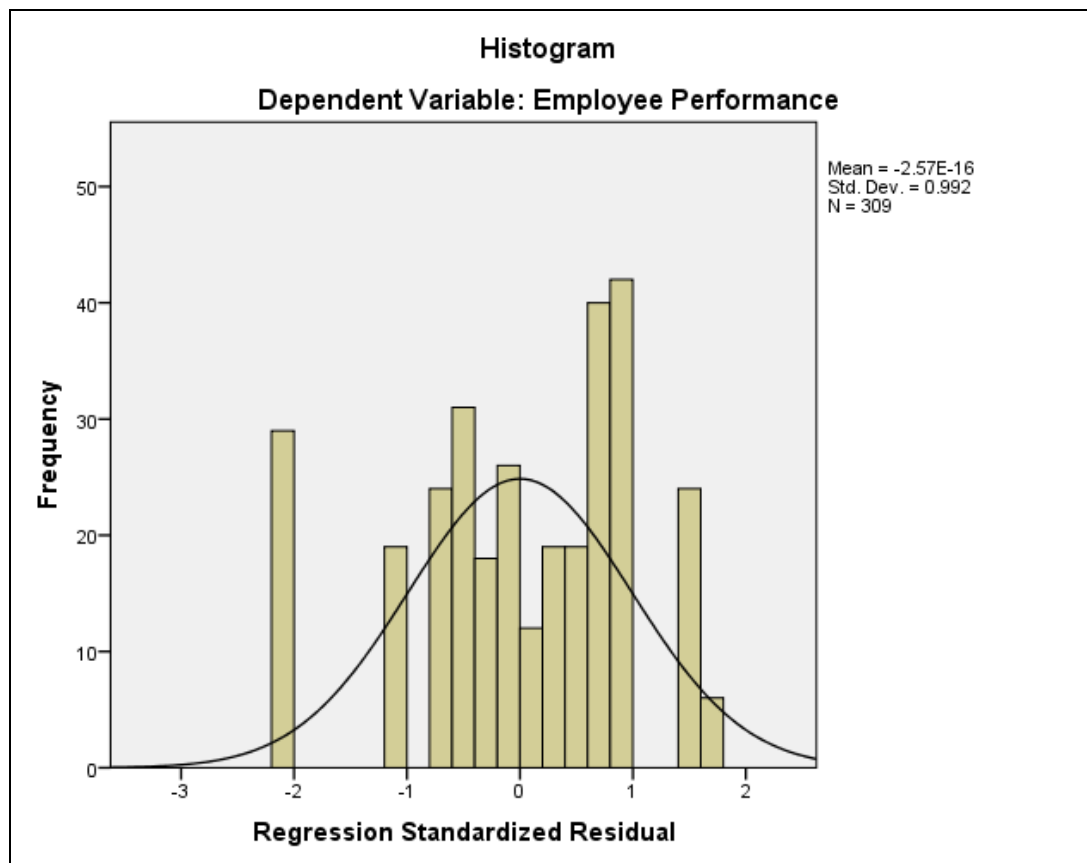


Figure 4.1: Histogram

Source: Field study 2024

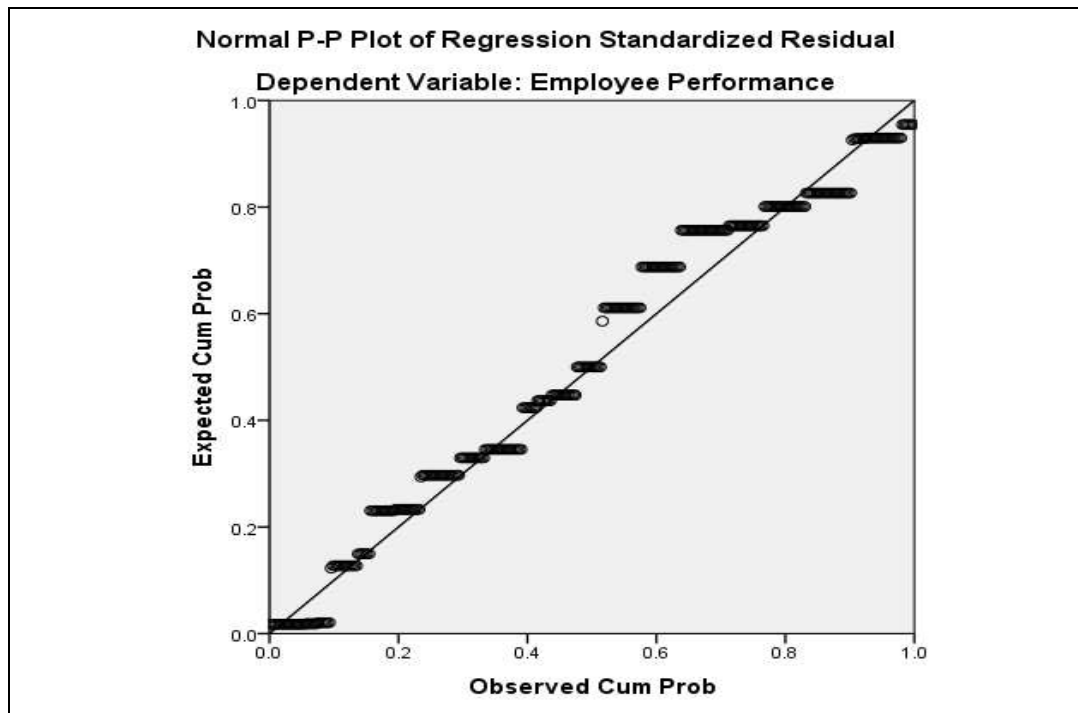


Figure 4.2: Normal P-Plots of regression Standardized Residual Variables

Source: Field study 2024

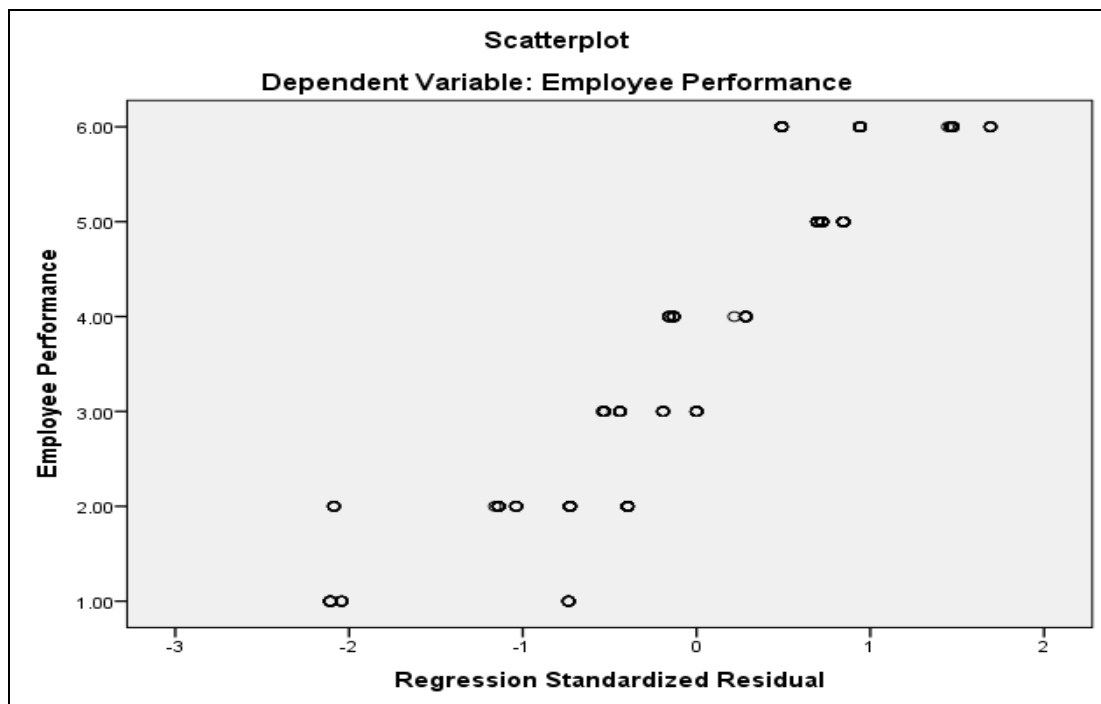


Figure 4.3: Scatter plot for the Standardized residual for Variable

Source: Field study 2024

4.4.2 Regression Model Summary

The study looks at how employees' performance is affected by important performance metrics. The values of R, R^2 , adjusted R^2 , and the standard error of the estimate are displayed in Table 8, which presents the overall findings of the regression model. According to the results, the independent variables improved employee performance ($R = 0.801$ and $R^2 = 0.642$); as a result, the model explained 64.2% of the variation in performance, as indicated by the R^2 .

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.801 ^a	0.642	0.658	0.001

a. Predictors: (Constant); Initiative and Proactive; Employee engagement; Productivity; Efficiency and utilization; Adaptation of technological change; Quality of work

b. Dependent Variable: Employees Performance

Source: Field study 2024

4.4.3 Analysis of Variance

The findings of the analysis of variance (ANOVA) are shown in Table 9. The F-statistics and related sig. value are the outcome of the ANOVA in the table of interest. The F-statistic, according to the results, is ($F = 1.719$, $p < 0.001$). These findings suggest that key performance metrics have a major impact on Kilindi District Council employees' performance. As a result, the model can forecast how key performance metrics would affect Kilindi District Council employees' performance.

Table 4.9: ANOVA Results

Model	Sum of square	dif	Mean Square	F	Sig.
Regression	2.314	5	.329	1.719	.000
Residual	29.982	169	.178		
Total	32.296	174			

a. Predictors: (Constant): Initiative and Proactive; Employee engagement;

Productivity; Efficiency and utilization; Adaptation of technological change; Quality of work

b. Dependent Variable: Employees Performance

Source: Field study 2024

4.4.4 Regression Coefficient

The techniques used by firms to assess and improve employee performance are changing significantly during these rapid times of change. The organization's metrics performance landscape is defined by an increasing focus on objective data and measurable results. Effective employee performance evaluation, however, incorporates a number of crucial measures that shed light on many facets of a worker's or team's output. Accordingly, the impact of key performance metrics on employee performance at Kilindi District Council has been investigated using regression analyses.

Table 4.10: Key Performance Metrics on Employee's Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.281	0.209		4.359	.001
Initiative and Proactive	0.272	0.092	0.208	3.402	.001
Employee engagement	0.248	0.081	0.243	3.215	.000
Productivity	1.089	0.643	0.189	2.878	.003
Efficiency and utilization	0.243	0.165	1.121	3.057	.002
Adaptation of technological change	1.302	1.022	0.059	2.521	.003
Quality of work	1.024	0.702	1.132	3.416	.004

a. Dependent Variable; Employee Performance

Source: Field study 2024

As shown in Table 10, the results show that the performance of employees at Kilindi District Council is positively impacted by "initiative and proactive" as a performance metric. The beta coefficient and P value, which are "initiative and proactive," along with employee performance, yield results of 0.272 and a $P < 0.05$, or a P value of 0.001. This finding is consistent with that of Rosemarie & Wacheke (2019), Bhatti et al. (2021), and Kashif and Tahir (2020), who claimed that employee performance is significantly and favorably correlated with initiatives and proactivity at work. Furthermore, regarding employee engagement as a key performance indicator on employee performance at Kilindi District Council, the study's findings, as presented in Table 4, indicate that employee engagement has a positive impact on employee performance at Kilindi District Council with a P value of 0 that is statistically significant (0.248 and a $P < 0.05$). This result is consistent with the findings of Mishra and Panda (2019) and Mahmud et al. (2019), who contend that employee engagement significantly improves employee performance.

Additionally, Table 10 demonstrates that other important performance indicators, including productivity, efficiency and utilization, quality of work, and adaptation to technological change, are statistically significant based on the calculated results, which reveal that their P values are significant at a $P < 0.05$. This indicates that the key performance measurements have a favorable impact on the performance of the employees at Kilindi District Council, as evidenced by their beta coefficients of 0.243, 1.089, 1.302, and 1.024 consecutively and their P-values of 0.002, 0.003, 0.004, and 0.004 successively.

These findings suggest that organizations like Kilindi District Council are now paying attention to more than just performance indicators; they are interested in how an employee's job affects team dynamics, creativity, and long-term strategic objectives. A more sophisticated approach to performance evaluation is required by this holistic viewpoint, where the emphasis is not only on "what" was accomplished but also on "how" and "with what effect" on the larger organizational ecosystem. Organizations can greatly enhance not only the performance of individual employees but also the overall productivity and success of the organization by implementing clear, relevant, and flexible key performance metrics. A district council's strategic goals and the day-to-day operations of its staff are connected via key performance indicators. They offer a precise, quantifiable means of monitoring advancement and coordinating individual endeavors with the District council's overarching objectives.

This is consistent with Kashif and Tahir (2020), who contend that when critical performance indicators are chosen, explained, and applied effectively, they motivate

staff to concentrate not just on finishing duties but also on reaching results that enhance the success of the company as a whole. Additionally, it can result in higher employee engagement and motivation as well as a better fit between the goals of the company and the contributions of each individual.

4.5 Regression Analysis on Employee Working Capability and Performance after attaining Training Need Assessment

4.5.1 Regression Assumptions

A bell-shaped curve in the histogram, with the mean near zero and the standard deviation around one, represents the spreading of residuals and indicates a normal distribution of residuals. No residual values exist outside, according to the histogram (Figure 4.4). Additionally, provide evidence that there are no outliers in Figure 4.5 by plotting the residuals along the diagonal line. As a result, not much deviates from the norm. In Figure 4.6, the case residual dots are distributed in a rectangle pattern around zero, suggesting that the variance is equal. Therefore, there is no cause to believe that the data exhibits unequal variance. There is no indication of outliers if the diagonal dots are accelerated down the diagonal line, indicating that the data is linear.

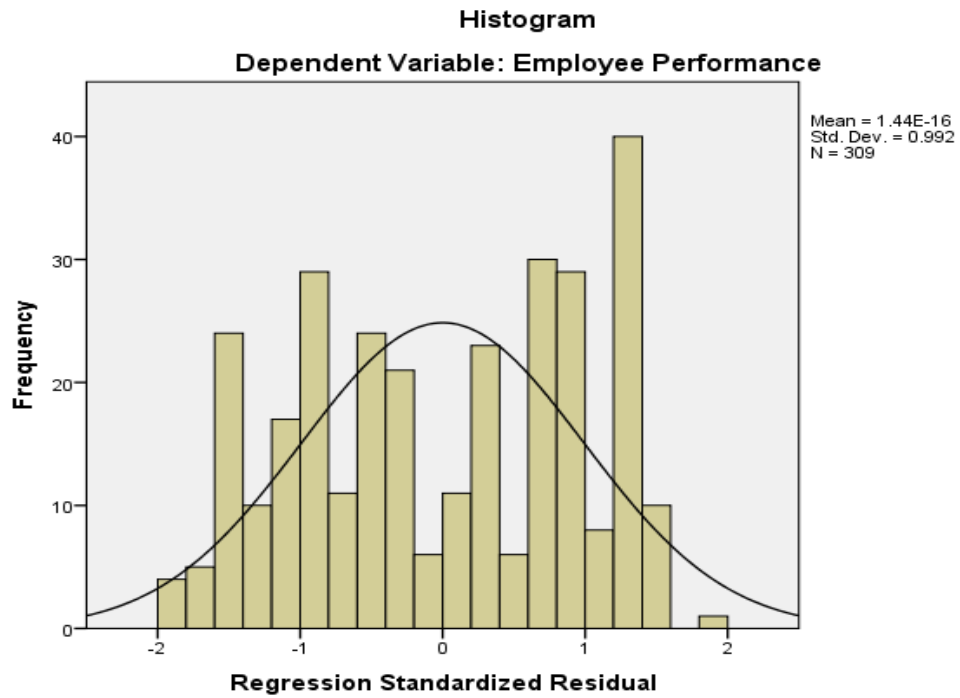


Figure 4.4 Histogram

Source: Field study 2024

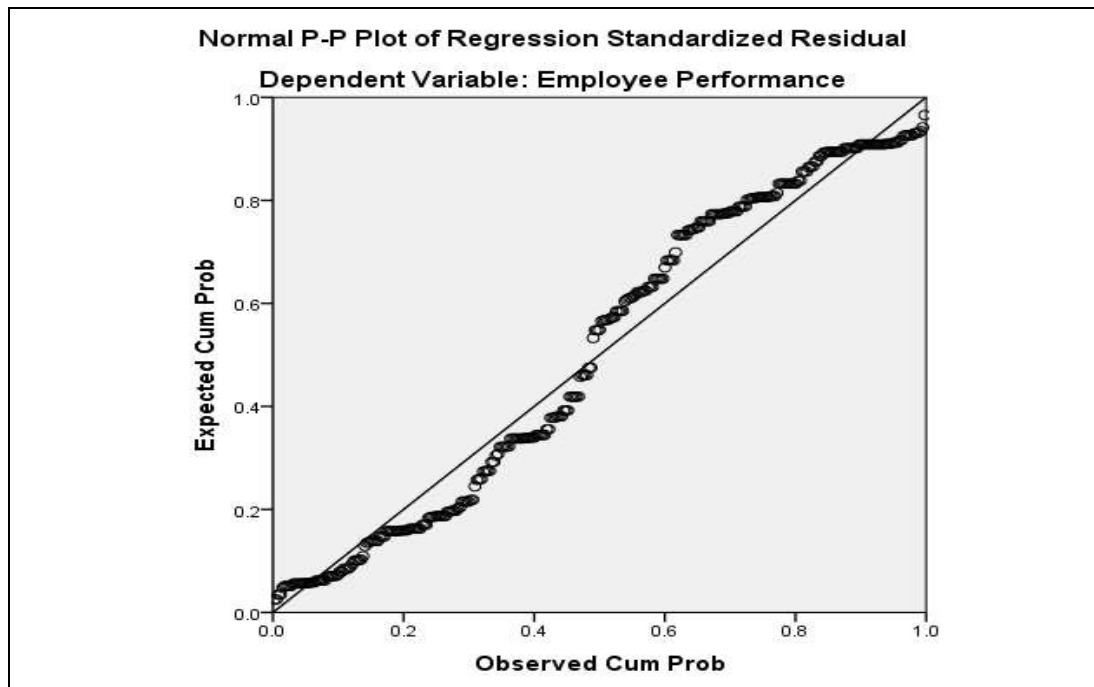


Figure 4.5: Normal P-Plots of regression Standardized Residual Variables

Source: Field study 2024

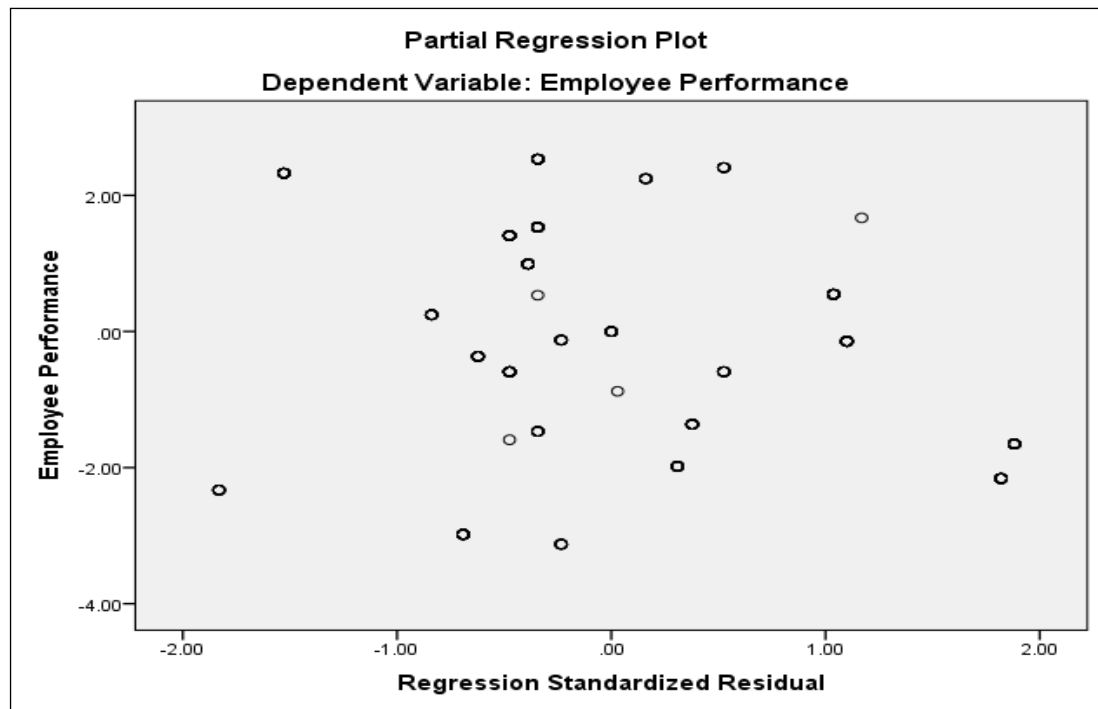


Figure 4.6: Scatter plot for the Standardized residual for Variables

Source: Field study 2024

4.5.2 Regression Model Summary

The study used regression analysis to look at how employee performance and working capability changed after completing the training need assessment. Table 11 demonstrates that the coefficient R^2 indicates how well changes in the independent variable, working capability, can predict changes in the dependent variable, employee performance. According to the analysis's R-value of 0.783 and $R^2 = 0.613$, changes in employees' working capabilities account for 61.3% of the conforming variation in employee performance.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.783 ^a	0.613	0.741	0.001

a. Predictors: (Constant), Working Capability

b. Dependent Variable: Employee Performance

Source: Field study 2024

4.5.3 Analysis of Variance

The analysis of variance (ANOVA) results are shown in Table 12. The F-statistics are shown to be ($F = 1.796$, $p < 0.001$). These findings suggest that staff performance at Kilindi District Council is significantly impacted by their working capabilities. As a result, the model can forecast how employees' performance and working abilities will change once Kilindi District Council training needs have been determined.

Table 4.12: ANOVA Results

Model	Sum of square	dif	Mean Square	F	Sig.
Regression	2.143	5	.332	1.796	.000
Residual	31.872	171	.181		
Total	34.015	176			

a. Predictors: (Constant): Working Capability

b. Dependent Variable: Employees Performance

Source: Field study 2024

4.5.4 Regression Coefficient

Building capabilities is essential for firms and their workforce. Employee capability promotes creativity, draws and keeps top people, helps with succession planning,

improves performance and efficiency, and unites workers with company objectives. By enabling people to improve their skills, capability development promotes professional advancement and organizational success by creating a workforce that is knowledgeable and flexible. In light of that, the study aimed to investigate the impact on employee working capabilities following the completion of the training needs assessment.

According to data in Table 13, employees' working competence after TNA with their performance yielded a beta value of 0.502 and a P-value of less than 0.005, respectively. In other words, the analysis's conclusion yielded a P-value that is statistically significant at 0.001 less than 0.005, indicating that the degree of employees' working skill following TNA significantly improves their performance at Kilindi District Council. These results support those of Wacheke (2019), who contends that there is a substantial and favorable correlation between employees' working capabilities and the organization's and employees' performance.

According to Gupta (2020), in order to keep employees' knowledge, abilities, and attitudes in line with job requirements, training and development are necessary. Lin (2019) The efficiency of achieving a desired outcome or the capacity to generate desired output is an employee's working capability. Effectiveness in the workplace is the accomplishment of tasks, projects, objectives, or labor with the least amount of resource consumption. Employee performance, the firm's mission, values, internal effectiveness, resources, market positioning, employer-employee relations, training, and other aspects all affect how effective an organization is.

However, working capability may show a negative effect on employee performance even after Training Needs Assessments (TNA) if various challenges undermine the training's effectiveness. For instance, a mismatch between the TNA and the actual job requirements can lead to training that does not align with employees' daily tasks, leaving them unable to apply new skills effectively and causing frustration and decreased productivity (Arthur et al., 2003).

Additionally, if the work environment lacks support or resources for applying newly acquired skills, employees may face obstacles in their efforts to perform, which can diminish the perceived value of the training and hinder motivation (Noe et al., 2017). Negative effects can also arise if employees experience increased work demands post-training, leading to stress or burnout as they struggle to meet new expectations without adequate support (Baldwin & Ford, 1988). These situations highlight the need for careful alignment of TNA with organizational context, ensuring post-training support to fully leverage training investments.

Table 4.13: The Effects of Working Capability after TNA on Employee's Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.198	0.943		3.175	.002
Employee working capability	0.502	0.083	0.197	2.856	.001

a. Dependent Variable; Employee Performance

Source: Field study 2024

4.6 Multiple Regression Analysis on the way Employee Competency to Work Can Lead to Employee Performance

4.6.1 Regression Assumption

The residual distribution is depicted in Figure 4.7 as a bell-shaped histogram, with a mean value near zero and a standard deviation near one, indicating a normal distribution of residuals. Any value outside the cutoff is considered an anomaly in the histogram cutoff, which shows that there are no outliers. The residual plot along the diagonal line in Figure 4.8 indicates that there are no outliers, suggesting that there is little deviation from the norm. The diagonal dots in Figure 4.9 accelerate along the diagonal line, suggesting that the data is linear and that there are no outliers. There is no reason to infer heteroscedasticity if the residual dots are distributed rectangularly around zero, which indicates homoscedasticity.

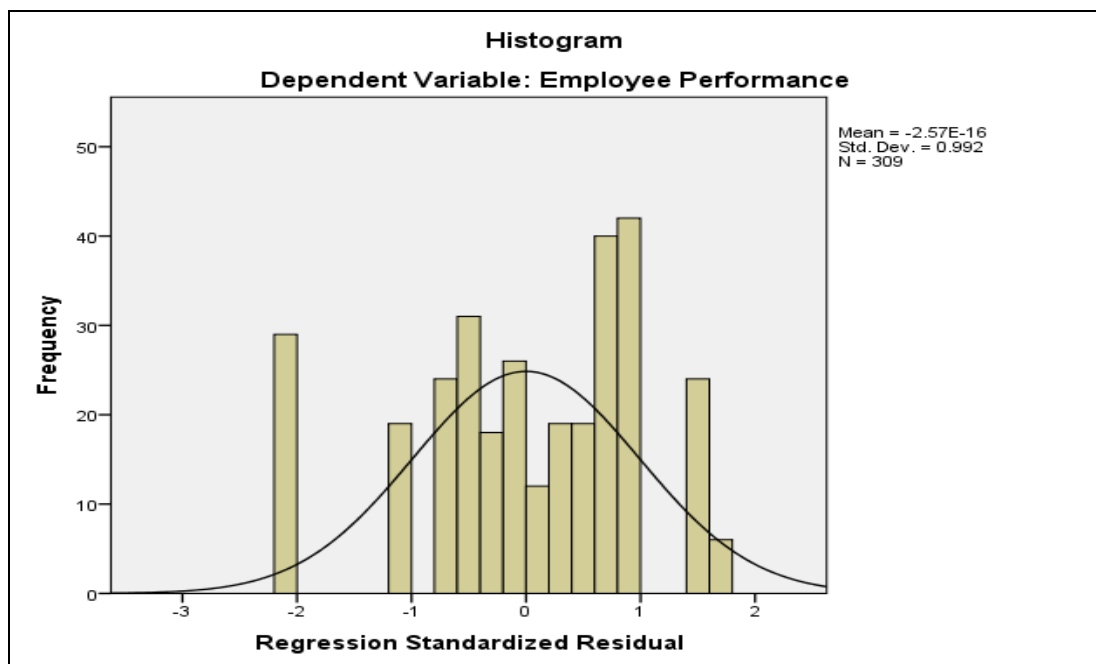


Figure 4.7: Histogram

Source: Field study 2024

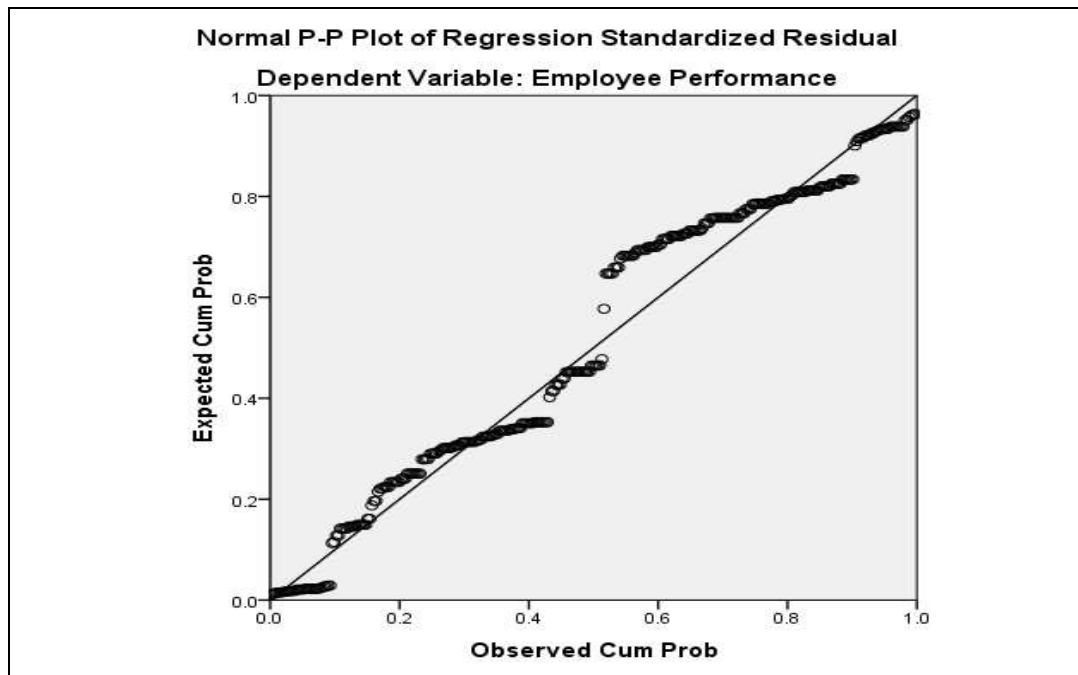


Figure 4.8: Normal P-Plots of regression Standardized Residual Variables

Source: Field study 2024

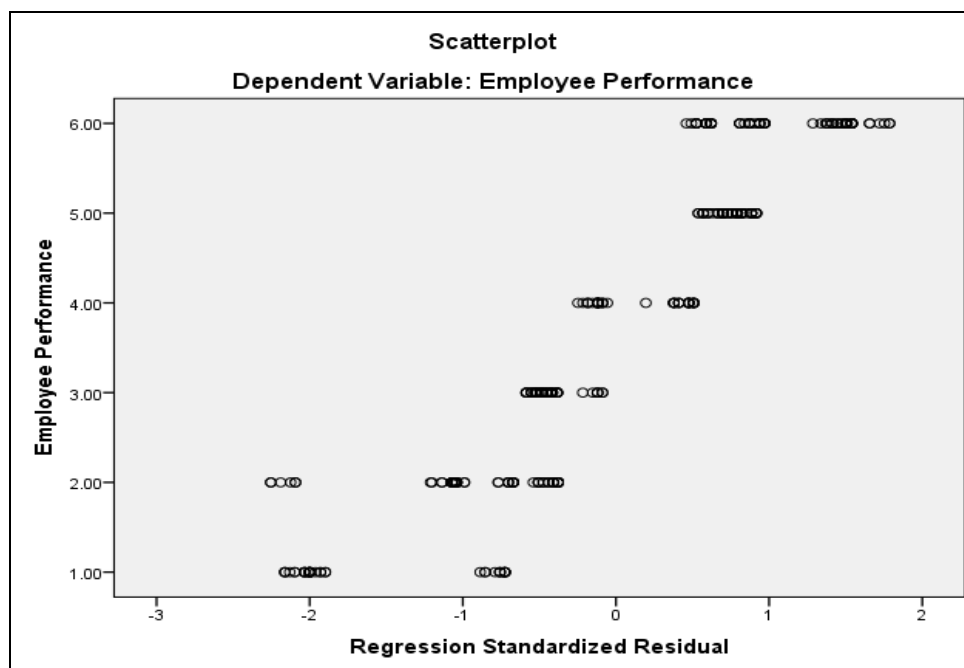


Figure 4.9: Scatter plot for the Standardized residual for Variables

Source: Field study 2024

4.6.2 Multiple Regression Model Summary

The results of the regression analysis on how employee performance can be influenced by employee competency to work are shown in Table 14. How well the regression line matches the data is indicated by the regression's coefficient R^2 . According to the regression analysis, changes in employee competence to work may account for 64.3% of the total variance in employee performance, as indicated by the R-value of 0.802 and $R^2 = 0.643$.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.802 ^a	0.643	0.713	0.000

a. Predictors: (Constant). Knowledge and Skills; Job competence; Leadership ability and behavior

b. Dependent Variable: Employee Performance

Source: Field study 2024

4.6.3 Analysis of Variance

The analysis of variance is displayed in Table 15. The F-statistic, according to the results, is ($F = 1.846$, $p < 0.001$). These findings show that staff performance at Kilindi District Council is significantly impacted by their ability to accomplish their jobs. This shows that the model can forecast how staff competency will affect Kilindi District Council operations.

Table 4.15: ANOVA Results

Model	Sum of square	dif	Mean Square	F	Sig.
Regression	2.197	6	.339	1.846	.000
Residual	32.793	174	.184		
Total	34.990	180			

a. Predictors (Constant): Knowledge and Skills, Job competence, Leadership ability and behavior

b. Dependent Variable: Employees Performance

Source: Field study 2024

4.6.4 Regression Coefficient

Employee performance improves when they have the leadership qualities, knowledge, and skills needed to carry out their duties efficiently. Competency is associated with both individual and group qualities that support superior performance and long-term competitive advantage. Accordingly, the study made an effort to investigate how employee performance at Kilindi District Council can be influenced by employee competency. The study's findings, which are shown in Table 16, indicate a statistically significant relationship between Kilindi District Council employees' performance and their job competency (knowledge/skill, job competence, leadership ability, and behavior). Employee performance is therefore significantly impacted by their ability to work.

Table 4.16: Effects of Employee's Competency to Work on Employee's Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.083	0.252		4.691	.000
Knowledge and Skills	0.279	0.084	0.208	3.428	.001
Job competence	0.284	0.036	0.264	3.324	.000
Leadership ability and behavior	0.276	0.042	0.198	2.981	.001

a. Dependent Variable; Employee Performance

Source: Field study 2024

According to Table 16, Knowledge and Skills' regression beta coefficient is 0.279. With all other factors in the model held constant, this number indicates that a one-unit increase in employee knowledge and skills results in a 0.279-unit improvement in employee performance. Additionally, the coefficient's value is positive with a P-value of 0.001, indicating a positive association and effect between employees' performance in the studied area and their knowledge and skills. When an employee's competency is enhanced through the evaluation of their training needs and the acquisition of new knowledge and skills, their performance improves.

Additionally, the analysis reveals that the employee performance result, beta-value, and P-value for leadership ability are 0.276 and $P < 0.05$, respectively. Their importance P-value of 0.001 indicates that it is statistically significant. According to this, an employee's performance will rise by 0.276 units for every unit increase in leadership skill. Additionally, job competence has a regression coefficient of 0.284, which indicates that any improvement in job competence can result in a 0.284% rise

in employee performance while all other variables in the model remain constant. There is a positive correlation between job competency and employee performance, as indicated by the positive coefficient and 0.000 P-value. In other words, when employees' performance improves as a result of training needs assessments, their competence also improves. All of the measures of an employee's ability to work after completing a training need assessment had a stronger impact on an employee's performance at Kilindi District Council, according to the study findings in Table 16.

This result is consistent with that of Moreira & Sousa (2022), who contend that firms seeking to increase employee engagement and retention should consider competency development as a key instrument. Organizations may foster a more favorable work environment and increase employee retention by investing in the development of their workers' operational competencies. According to Cesário (2022), organizational employee performance is positively correlated with employee competency.

However, Employee competency can negatively affect performance under certain conditions, particularly when the expectations placed on competent employees become unrealistic or when competencies do not align with organizational needs. For instance, highly competent employees may experience increased pressure to perform at higher levels, leading to stress and burnout if the workload becomes overwhelming (Bakker et al., 2014). This phenomenon is often referred to as the "competency trap," where individuals are so proficient that they are given more complex tasks without adequate support or resources, which can lead to decreased performance and job satisfaction (Sonnentag, 2018).

Moreover, if an employee's competencies are not matched with the specific requirements of their role, it can create a disconnect, resulting in frustration and lowered performance. For example, an employee with strong technical skills but lacking interpersonal competencies may struggle in team-oriented tasks, leading to conflicts and reduced effectiveness in collaborative environments (Mackey et al., 2017). Thus, while employee competency is generally viewed as beneficial, a misalignment of skills with job demands and expectations can have adverse effects on overall performance.

4.7 Regression Analysis on Training Need Assessment (TNA) and Employee Performance

4.7.1 Regression Assumption

The residual distribution is depicted in Figure 4.10 as a bell-shaped histogram, with the mean value at zero and the standard deviation near one, indicating a normal distribution of residuals. Any value outside the threshold is an abnormality, and the histogram shows that no residual values are outside the cutoff, suggesting that there are no outliers. Additionally, the residual plot along the diagonal line in Figure 4.11 shows that there are no outliers, suggesting that there is little deviation from the norm. The diagonal dots in Figure 4.12 accelerate along the diagonal line, demonstrating that the data is linear and that there are no outliers. A rectangular distribution of residual dots about 0 indicates homoscedasticity (equality of variance). Therefore, heteroscedasticity (unequal variance in the data) is not a cause for concern.

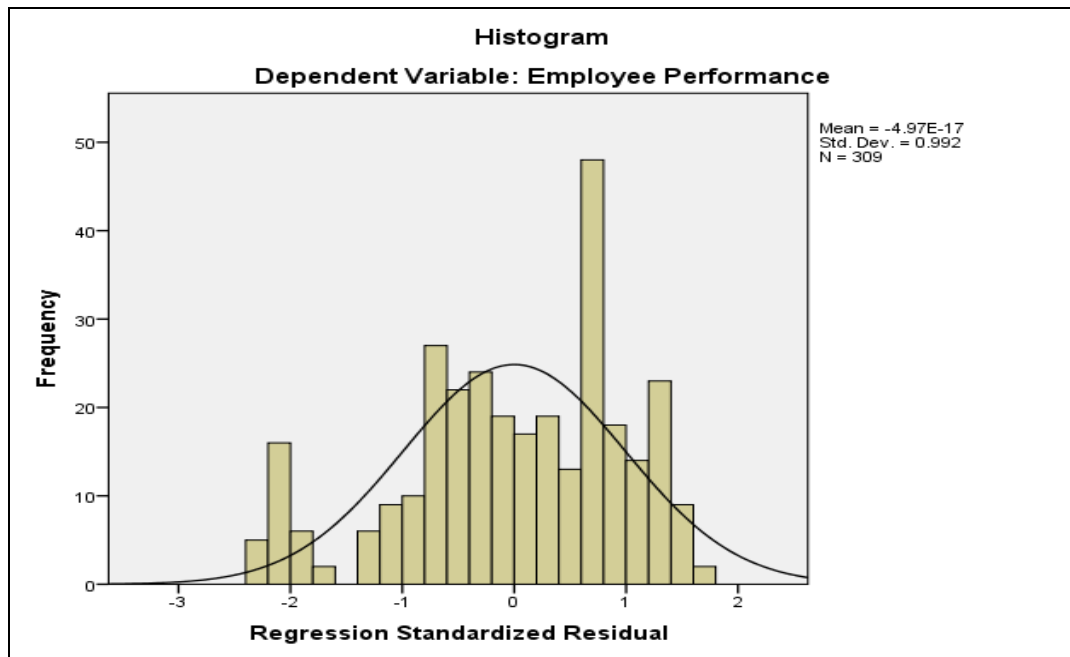


Figure 4.10: Histogram

Source: Field study 2024

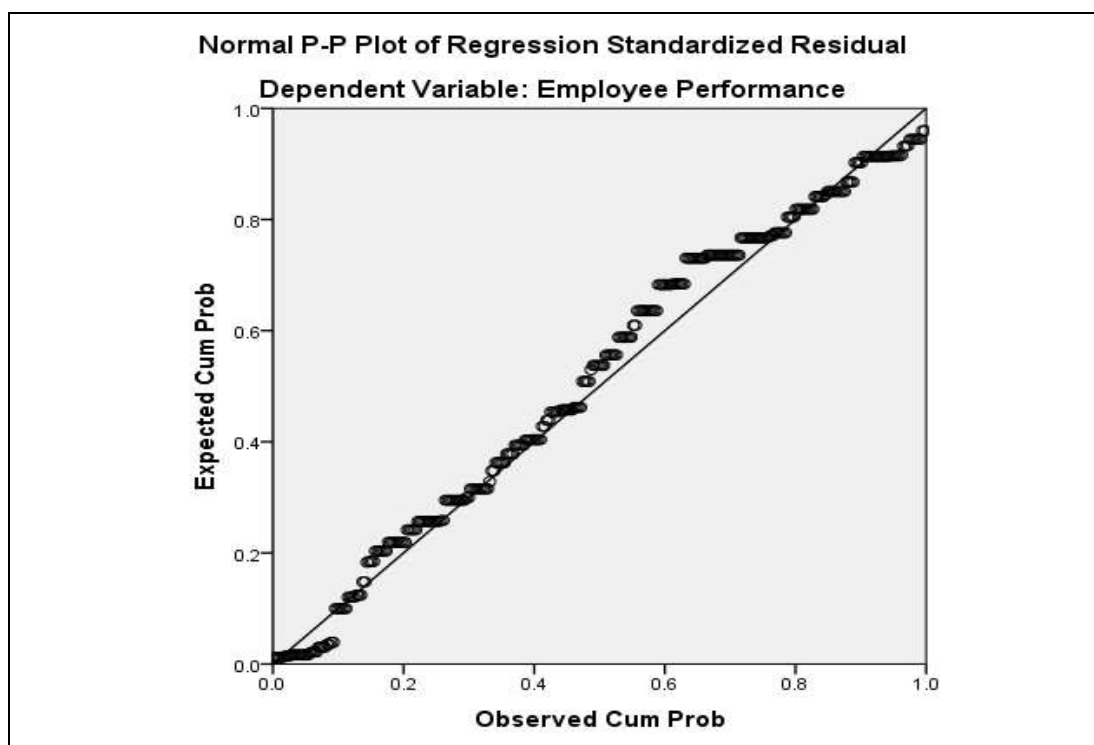


Figure 4.11: Normal P-Plots of regression Standardized Residual Variables

Source: Field study 2024

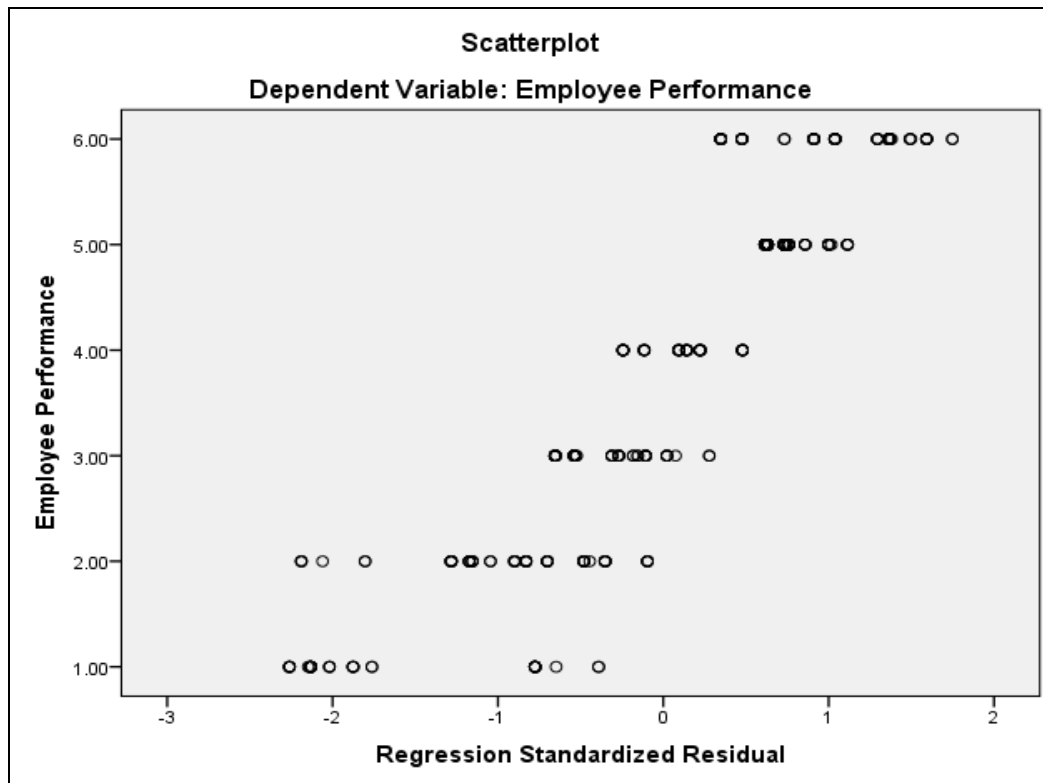


Figure 4.12: Scatter plot for the Standardized residual for Variables

Source: Field study 2024

4.7.2 Regression Model Summary

The study looks at how employee performance at Kilindi District Council is impacted by the assessment of training needs. The values of R , R^2 , adjusted R^2 , and the standard error of the estimate are displayed in Table 17, which presents the overall findings of the regression model. According to the results, the independent factors improved the performance of Kilindi District Council personnel ($R = 0.854$ and $R^2 = 0.729$). As a result, the model explained 72.9% of the variation in performance, as indicated by the R^2 .

Table 4.17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.854 ^a	0.729	0.713	0.000

a. Predictors: (Constant): Key performance Metrics; Employees competence to work; Working Capability

b. Dependent Variable: Employees Performance

Source: Field study 2024

4.7.3 Analysis of Variance

The analysis of variance is shown in Table 17. The F-statistics and the corresponding sig. value are the results in the table of interest. The F-statistic, according to the results, is ($F = 1.854$, $p < 0.001$). These findings show that the evaluation of training needs has a major impact on Kilindi District Council employees' performance. This suggests that the model can forecast how the evaluation of training needs will affect Kilindi District Council employees' performance.

Table 4.18: ANOVA Results

Model	Sum of square	dif	Mean Square	F	Sig.
Regression	2.168	6	.351	1.854	.000
Residual	32.816	179	.188		
Total	34.984	185			

a. Predictors: (Constant): Key performance Metrics, Employees competence to work, Working Capability

b. Dependent Variable: Employees Performance

Source: Field study 2024

4.7.4 Regression Coefficient

Employee performance is the accomplishment of particular, well-defined activities within a given time frame by an organization; these tasks are always evaluated in relation to predetermined, well-planned goals and objectives. Employee performance is a continuous process of enlightening performance through the establishment of individual and team goals that are in line with the organization's strategic goals, performance planning to accomplish the stated goals, revision and progress monitoring, and training needs assessment (TNA) to enhance employees' knowledge, skills, and abilities. Performance requirements and the knowledge, skills, and abilities required of an agency's personnel to meet them are determined by training needs assessment (TNA). Since an effective training needs assessment addresses the resources required to fulfill organizational goals, increase productivity, and provide high-quality products and services, it aids in directing resources to areas of greatest need.

Nevertheless, in order to address how the performance of employees at Kilindi District Council is affected by training need assessments (TNAs). Regression study using the three performance indicators that serve as independent variables" Key performance Metrics; Employees Competence to Work and Working Capability" and the total employee performance indicators as the dependent variable According to regression results shown in Table 17, at a significant level of 0.01 there is a strong positive impact on the overall performance of employees at Kilindi District Council when employee performance is measured in terms of "key performance metrics; employees competence to work and working capability." In other words, employee

competence to work is statistically significant at 0,002 with a beta coefficient of 0.278, while working capability is statistically significant at 0.000 with a beta coefficient of 0.284. Key performance metrics are statistically significant at 0.001 with a beta coefficient of 0,291 (Table 17). All of this indicates that evaluating training needs has a major positive impact on Kilindi District Council employees' performance.

Table 4.19: TNA and Employee's Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.521	0.264		4.583	.000
Key performance Metrics	0.291	0.093	0.258	3.481	.001
Employees competence to work	0.278	0.059	0.249	3.276	.002
Working Capability	0.284	0.066	0.187	3.763	.000

a. Dependent Variable: Employee Performance

Source: Field study 2024

It is evident from the results shown in Table 17 that determining the requirement for training plays a significant part in increasing productivity since it keeps skilled workers while facilitating high skill growth and knowledge among employees. Furthermore, the outcome indicates that a large portion of the variation in the general performance of Kilindi District Council employees may be explained by these performance measures.

These results are consistent with those of Landa (2020), who found a strong positive correlation between employee performance and training need assessment. One of the

most important tools for increasing an organization's capacity to operate better and accomplish its objectives is training. Nnamdi and Kenny (2021) Training improves employees' talents, capacities, and competences as well as their recognition for their work and responsibilities, making it the primary factor that most accurately predicts their success. According to Afroz (2019), one of the strategic tools used by the organization to enhance employee performance is the evaluation of training needs. This is done by ensuring that employees have the most up-to-date knowledge and skills, as well as the proper organizational mindset and best practices to complete their tasks within the predetermined goals and objectives.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the results, conclusions, and suggestions of the study that was carried out at Kilindi District Council in order to determine how training needs assessments affected employee performance, particularly at Kilindi District Council. The presentation has been designed to attempt to address the research questions of the study. It also identifies limitations and suggests additional research.

5.2 Summary of the Finding

5.2.1 Effect of Key Performance Metrics on Employee's Performance

The study examined the relationship between employee performance and key performance measures and discovered that, at a significant level of 0.01 there is a positive significant effect between the two. This suggests that companies like Kilindi District Council are now paying close attention to more than just performance indicators; they want to know how an employee's work affects team chemistry, creativity, and long-term strategic objectives. Organizations can greatly enhance not only the performance of individual employees but also the overall productivity and success of the organization by implementing clear, relevant, and flexible key performance metrics.

5.2.2 Employee Working Capability and Performance after Attaining Training Needs Assessment

In examining employee working capability and performance after attaining training needs assessment the study found that, the beta value and the P-value of employees

working capability after TNA with employee's performance give a beta value of 0.502 and P-value less than 0.005. The result from the analysis give a P-value which is statistically significant at 0.001 less than 0.005, hence it signify that, the level of employees working capability after TNA has significant positive effects on the performance of employees at Kilindi District Council.

5.2.3 The Way Employee Competency to work can lead to Employee Performance

In examining the way employee competency to work can lead to employee performance, the study found that all measurers of employee's competence to work after attaining training need assessment have been found with greater effect on employee's performance at Kilindi District Council as they are statistically significant at a level of 0.001. In examining the training need assessment and its effects on employee's performance, the study found that training need assessment has a significant positive effect on the performance of employees at Kilindi District Council. It is evident that determining the requirement for training plays a significant part in increasing productivity since it keeps talented workers while facilitating high skill growth and knowledge. Furthermore, the outcome indicates that a large portion of the variation in the general performance of Kilindi District Council employees may be explained by these performance measures.

5.3 Implications

5.3.1 Policy

The policy implications of assessing training needs on employee performance at Kilindi District Council highlight the importance of integrating systematic training

assessments within organizational policy frameworks. A robust Training Needs Assessment (TNA) policy can help ensure that training programs are tailored to address specific skill gaps and performance issues, thereby optimizing employee effectiveness and enhancing overall productivity (Armstrong & Taylor, 2020).

When TNAs are regularly implemented, they can also improve workforce alignment with organizational goals and adapt employee capabilities to evolving job demands, especially in local government settings. Policies that mandate periodic TNA and subsequent skill-based training can promote continuous improvement and career development, fostering employee commitment and reducing skill-related performance gaps, which are crucial in public sector efficiency (McConnell, 2021; Brown & Sitzmann, 2019). Such policies could serve as models for other local authorities aiming to boost performance through targeted professional development.

5.3.2 Industry

The findings from the Kilindi District Council study on the effect of Training Needs Assessments (TNA) on employee performance have significant implications for the public sector and other industries. TNAs can help organizations across various sectors to identify specific skills gaps and address them through targeted training programs, enhancing workforce competency and operational efficiency (Armstrong & Taylor, 2020). Industries can benefit by establishing policies that incorporate TNAs as a core part of workforce development, as this approach can ensure that employees possess the necessary skills and knowledge to meet organizational objectives effectively. For sectors facing rapid technological or procedural changes,

TNAs are particularly valuable, allowing for timely and relevant training that aligns with industry standards and advances (McConnell, 2021). Adopting this approach can lead to greater employee satisfaction, reduced turnover, and improved job performance, benefiting both the organization and industry competitiveness as a whole.

5.3.3 Academia

The implications of Training Needs Assessments (TNA) on employee performance extend significantly into academia, highlighting important research areas and practical applications for both human resource development and organizational management studies. This case study on Kilindi District Council exemplifies how TNA can be utilized to foster tailored skill development and improve employee performance, providing a basis for further research into the effectiveness of TNAs in various public and private sector contexts.

For academic curricula, these findings can enrich human resources and public administration programs, encouraging students to understand and apply TNA frameworks in organizational settings (Armstrong & Taylor, 2020; McConnell, 2021). Additionally, this study provides a foundation for future research to explore TNA's role in employee retention, job satisfaction, and organizational efficiency, contributing to the growing body of literature that links targeted training assessments with performance outcomes in diverse organizational environments. This research can also inspire academic exploration into cross-industry comparisons, enhancing scholarly knowledge of TNA's impact across different sectors.

5.4 Conclusion

This study's main goal was to evaluate the impact of training needs assessments on Kilindi District Council employees' performance. Based on the study's purpose, a number of issues were identified, leading to the conclusion that one way to address organizational issues is through the assessment of training needs. Training can be utilized as an intervention if employees' lack of knowledge, skills, capability, and competence at work is the root cause of organizational problems. TNA is a crucial assessment process to determine whether training should be used to address the issues.

However, the idea is that organizational issues should be resolved via training. In other words, training needs to be beneficial and appropriately assessed from the standpoint of investment or problem-solving. Accordingly, this study discovered that employee performance and training need assessment had a strong positive correlation. TNA is regarded as a key instrument in organizational capacity building to enhance performance and accomplish objectives. Therefore, identifying knowledge gaps, enhancing employee performance, raising job satisfaction, decreasing employee turnover, improving organizational performance, and being cost-effective are just a few advantages that conducting a training needs assessment can offer to both employees and organizations.

5.5 Recommendation

Based on the study findings, it is recommended that;

5.5.1 Effect of Key Performance Metrics on Employee's Performance

The Kilindi District Council's key performance metrics and employee performance were found to be positively significantly impacted by the study; as a result, it is advised that employees receive additional training programs to lower the expense of hiring and onboarding new employees. On the other hand, it is advised that employees receive feedback following training so they may identify areas in which they can perform better. Regularly conducting TNA within the organization should be prioritized. A group of seasoned employees with extensive knowledge of the District's culture and rules must carry it out. In order to obtain the required information from the employees with a high degree of accuracy, it is also critical to inform them of the significance of TNA before it is conducted.

5.5.2 Employee Working Capability and Performance after Attaining Training Needs Assessment

It is advised that in order to maintain the high level of employee performance at Kilindi District Council, the necessary steps be taken into consideration, including providing employees with adequate training in accordance with the needs and nature of their jobs. The study found that the level of employees' working capability following TNA has significant positive effects on the performance of employees at Kilindi District Council.

Additionally, training programs ought to be connected to employee advancements in order to boost motivation, which in turn leads to excellent performance. More training programs that better match the abilities required for the workplace must be

introduced, and employees must be given equitable opportunities to attend training sessions. It is also advised to convey the training's information using contemporary techniques.

5.5.3 The Way Employee Competency to Work can lead to Employee Performance

It is advised that competent employees at Kilindi District Council exhibit positive performance outcomes since their skills allow them to accomplish their work efficiently. Measures of an employee's ability to work after completing training need assessments have been found to have a greater impact on employee performance at Kilindi District Council.

In order to improve work performance and accomplish organizational objectives, the District should concentrate on cultivating and assessing personnel competencies. Employees must be given enough time to get thoughtful or insightful responses to the TNA's mandatory questions. Maintaining the flow of funding for TNA should also be prioritized.

5.6 Limitations

The results do not apply to other district councils in the nation because the study was restricted to evaluating the impact of training need assessments on staff performance at Kilindi District Council. Moreover, the use of close ended questions in this study has hindered respondents from expressing their opinion because each respondent could have different opinion as compared to other under respect of this study.

5.7 Recommendation for Further Studies

According to the report, evaluating training needs significantly improves staff performance at Kilindi District Council. The assessment of training needs is crucial to increasing productivity since it keeps competent workers while facilitating high skill development and knowledge among employees in the District. Therefore, there is still need for more research in that area beyond examining the outcomes alone, as the study did not concentrate on how the District Council will enhance the availability of training need assessments among Kilindi District employees. Therefore, a study that focuses on how to improve training need assessment in Kilindi District must be conducted.

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APPENDICES

APPENDIX I: RESPONDENTS QUESTIONNAIRE

SECTION A: RESPONDENT CHARACTERISTICS

1. Respondent name.....
2. Gender
 - i. Male ()
 - ii. Female ()
3. Respondent Age Group
 - i. 21- 25yrs ()
 - ii. 26- 30 yrs ()
 - iii. 31 - 35 yrs ()
 - iv. 36 - 40 yrs ()
 - v. 41 - 45 yrs ()
 - vi. 46 - 50 yrs ()
 - vii. 51 and Above ()
4. Level of education (Highest qualification)
 - i. Certificates ()
 - ii. Diploma ()
 - iii. Undergraduate degree ()
 - iv. Master's Degree ()
5. Your working position
6. Working Experience
 - i. 1 - 3yrs ()
 - ii. 4 – 6yrs ()

iii. 7 – 9yrs ()

iv. 10yrs and above

SECTION B: THE EFFECT OF KEY PERFORMANCE METRICS ON EMPLOYEE'S PERFORMANCE

7. By putting a tick (✓) in the space provided, indicate the extent to which you agree or disagree with the following statements

NOTE: 5 = Strong Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strong disagree

Performance Indicator	RESPONSE				
	1	2	3	4	5
Objective management have significant impact on employee performance					
Work efficiency at Kilindi is associated with the implication of training need assessment					
Quality of work performed at Kilindi is an outcome of training need assessment					
Employee engagement, employees are highly committed in helping the District Council in achieving its goals					
The key performance metrics affect employee's performance in Kilindi District					
Trainings has made me give the best effort at work each day					
There is teamwork, employees put collaborative efforts of a group to achieve a common goal					
Time management have significant effect on employee performance					
Trainings has improved employees willingness to accept change					
The key performance metrics have significance effects on employees performance in Kilindi District					

SECTION C: EMPLOYEE WORKING CAPABILITY AFTER ATTAINING TRAINING NEEDS ASSESSMENT

8. By putting a tick (✓) in the space provided, indicate the extent to which you agree or disagree with the following statements concerning the role of training on **employee working capability**.

NOTE: 5 = Strong Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strong disagree

Employee Working Capability	RESPONSE				
	1	2	3	4	5
Trainings have enhanced employee commitment in taking initiative in helping other employees when the need arises					
At Kilindi District, employees adapt quickly to difficult situations due to staff trainings					
Before training need assessment, there were low employee commitment					
Training need assessment lead to better employee's performance					
After employee trainings staffs have adequate opportunities for periodic changes in duties					
After my training at customers work, I now enjoy good relationships with the organization					
The performance of employees in Kilindi District is associated with the presence of training need assessment in among employees					
Employees are willing to take new tasks due to staff trainings					
Training at my work place has improved my relationship with my supervisors at work					
After attending trainings, staffs are given opportunities to be assigned a variety of responsibilities					
Employees are now more involved in work and days goes by very quickly due to staff training					
Trainings empowers employees to always keep going when the going gets tough					
With trainings, employees are completely focused on work					

SECTION D: EMPLOYEE COMPETENCY TO WORK CAN LEAD TO EMPLOYEE PERFORMANCE

9. By putting a tick (✓) in the space provided, indicate the extent to which you agree or disagree with the following statements concerning the role of training **on employee competence to work.**

NOTE: 5 = Strong Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strong disagree

Employee Competency	RESPONSE				
	1	2	3	4	5
My training within the organization now gives me the necessary skills to work in tasks from start to the end					
Employee trainings imparts skills on long term thinking					
Training has empowered me to carry out my dues/work without any difficulty					
After undergoing staff training, now I am competent to work on important tasks					
Personal responsibility for my job outcomes after being trained has led to employees performance					
Now I can complete my tasks within time after being trained on how to improve my performance					
Training inclines staff to the organizational vision at Kilindi District Council					
Now I find my work more interesting and passionate after being trained					

SECTION H: EMPLOYEE PERFORMANCE

10. By putting a tick (✓) in the space provided, indicate the extent to which you agree or disagree with the following statements

NOTE: 5 = Strong Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strong disagree

Performance Indicator	RESPONSE				
	1	2	3	4	5
There is high level of employees performance					
Employees are highly committed to work					

There is high work efficiency in among employees					
Employees give the best effort at work each day					
There is high quality of work performed by employees					
Employees willingness to accept change is very high					

APPENDIX IV: SUMMARY TABLE

S/ N	Author (year)	Title	Country	Methodolog y (Data analysis)	Main findings
1	Atan et al, (2018)	examined the impact of training on employee job performance	Malaysia n	Descriptive research method	Findings of the study indicated that there is a significant relationship between effective training and employees' job performance
2	Al-Awawdeh (2017)	to analyze the relationship between a strategy of training and staff performance statistically	Algeria	The independent variables; training system, training and obstructions were tested by using simple regression method; SPSS. A sample of 120 employees was chosen out of 651 administrative departments employees in the study area.	The results showed statistically significant effects of all independent variables on the performance ; the effect was statistically significant on Morales.

3	Ghufli, (2017)	Training needs analysis	U.A.E	Descriptive research method	There is a problem in conducting TNA process,
4	Falola, (2019)	The effectiveness of training and development on employees' performance and organization competitive advantage	Nigeria	Descriptive research method	The results showed that a strong relationship exists between training and development, employees' performance and competitive advantage.
5	Tripathi&ArtiBansal (2019)	Training need assessment focusing on training and development	India	Descriptive research method	He found out that the final product of training need assessment is an accurate description of exactly what type of training is required which is adapted to the real situation of the professionals in and of the environment in which they operate.
6	Diamantidis and Chatzoglou (2018)	The medium-to long-term	Australia	Integrated research	The results indicate that

		effects of training programs on firms		model combining the principal factors by applying the structural equation modeling approach to data from 126 employees	the design of a training program has the strongest impact on post-training job performance, along with trainees' self-efficacy and post-training behavior
7	Chihete (2019)	The factors for effective implementation of training programs	Tanzania	Systematic training approach	The finding of the study indicate that training needs assessment was not conducted, furthermore, the field data indicate some stages in STA were not followed particularly the some stages of TNA

Research Clearance Letter



Ref. No OUT/PG202166353

8th July, 2024

District Executive Officer ,
P.O Box 01,
KILINDI.

Dear, District Executive Officer ,

**RE: RESEARCH CLEARANCE FOR MR.EMMANUEL CHALLE REG NO:
PG202186353**

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. Emmanuel Challe , Reg.No:PG202186353**), pursuing **Masters of Governance and Leadership** We here by grant this clearance to conduct a research titled "**Effect of Training needs assessment**

on Employees Performance ”. He will collect his data at your office from July 10th , 2024 to 10th August 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.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: VICE CHANCELLOR



JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA
HALMASHAURI YA WILAYA YA KILINDI



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 TANGA.

Unapojibu tafadhali taja:

Kumb. Na. KDC/C.50/50/309

17/07/2024

Wakuu wa Idara / Vitengo,
 KILINDI.

**YAH: KIBALI CHA KUFANYA UTAFITI KUHUDU CLEARANCE FOR "EFFECT OF
 TRAINING NEEDS ASSESSMENT ON EMPLOYEES PERFORMANCE"**

Tafadhali husika na mada tajwa hapo juu.

2. Ofisi ya Mkurugenzi Mtendaji Wilaya imepokea barua yenye **Kumb. Na. OUT/PG202166353** ya tarehe **08/07/2024** kutoka Chuo Huria Dar es Salaam ikimtambulisha Mtafiti Mr. **Emmanuel Challe**. Utafiti huu ulipangwa kufanyika kati ya tarehe 10 Julai, 2024 hadi tarehe 10 Agosti, 2024 utahusu Effect of Training Needs Assessment on Employees Performance. Katika Halmashauri ya Wilaya ya Kilindi.

3. Kwa barua hii, naomba mtoe ushirikiano ili utafiti uweze kukamilika kwa wakati na ubora unaotegemewa.

4. Nakutakia ushirikiano mwema.

Kny: Mkurugenzi Mtendaji (W)
RAMADHANI DHAHABO
HALMASHAURI YA WILAYA
KILINDI

Nakala: Mkurugenzi Mtendaji (W) - Aione kwenye Jalada
 KILINDI.