

**THE CONTRIBUTION OF TRAINING AND DEVELOPMENT ON  
EMPLOYEE PERFORMANCE IN PRIVATE COMPANIES: CASE OF  
KILOMBERO SUGAR COMPANY LIMITED**

**LEAH PETER MNYAMBWA**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
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MANAGEMENT  
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**2024**

**CERTIFICATION**

The undersigned certifies that he has read and here by recommends for acceptance by the Open University of Tanzania a dissertation entitled, Examining the contribution of training and development to employee performance. A case of Kilombero Sugar Company Limited (KSCL). In partial fulfillment of the requirements for the Masters of Human Resource Management (MHRM) of the Open University of Tanzania.

.....

Dr. Chacha, Matoka  
(Supervisor)

.....

Date

.....

Dr. Salum Mohamed  
(Supervisor)

.....

Date

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**DECLARATION**

I **Leah Peter Mnyambwa** declares that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other works from literature have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

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Signature

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Date

## **DEDICATION**

This work is dedicated to my Aunt Conice Mnyambwa for her angelic upbringing that has made me to be person I am Today.

Special dedications to my best friend Shedrack Michael Shija for his endless support during the course of this study.

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## ABSTRACT

The study aimed at examining the contribution of training and development on employee performance at Kilombero Sugar Company Limited. Specifically, the study examined influence of skill enhancement programs, leadership development initiatives, adaptation to technological changes and customer service excellence training on employee performance at Kilombero Sugar Company Limited. The study adopted a positivist research philosophy, a quantitative research approach and a descriptive research design to collect data from a sample size of 147 respondents comprising management and subordinate staff, selected through the simple random sampling technique. Data was collected through a structured questionnaire and analyzed using descriptive statistics and multiple regression analysis with SPSS V26 software. Findings revealed that skill enhancement programs have a positive influence on employee performance, leadership development initiatives had a positive significant influence, adaptation to technological changes had a significant positive influence, and customer service excellence training had a positive significant influence on employee performance. The study concludes that formal training and development programmes have a markedly positive impact on employee performance at KSCL. The implementation of training and development programmes has been found to yield several key benefits, including improvements in skills, leadership capabilities, technological adaptability and customer service excellence. It is recommended that KSCL and other organizations with similar profiles allocate resources to training programmes that enhance relevant skills, give priority to the development of leadership capabilities, emphasise technological training, promote regular development initiatives and establish continuous professional development policies to sustain and enhance organizational performance and competitiveness.

**Key words:** *Employee, Employee Performance, Training.*

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**ABBREVIATIONS AND ACRONYMS**

CFA	Confirmatory Factor Analysis.
GDP	Gross Domestic Product
HRM	Human Resource Management
ICT	Information and Communication Technology
KPIs	Key Performance Indicators
KSCL	Kilombero Sugar Company Limited
MHRM	Master Of Human Resource Management
MLR	Multiple Linear Regression
NSSF	National Social Security Fund
OUT	Open University of Tanzania
SEM	Structural equation modeling
SPSS	Statistical Package for Social Science Research
UK	United Kingdom
USA	United States of America
UWASA	Urban Water Supply and Sewerage Authority

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter introduces background of the study, statement of the problem, objectives of the study, research questions to guide the study, proposed significances of the study and scope of the study.

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

In today rapidly evolving global economy, Training and development initiatives are crucial in today global economy, as the work industry undergoes significant transformation due to technological advancements, globalization, and changing market dynamics. (Timothy, 2020). In a world where industries increasingly rely on specialized expertise, enhancing skills and knowledge through these initiatives is essential for employee effectiveness and organizational success (Zhenjing et al., 2022). Yashodha (2023) emphasizes the importance of training and development in human resource management (HRM). This is by prioritizing employee well-being and fostering a positive work culture, businesses can boost engagement, satisfaction, and retention, ultimately attracting top talent and optimizing talent utilization. Investing in human capital remains a key focus of strategic management globally, as highlighted by recent research (Kiran et al., 2022; Aman-Ullah et al., 2022)

Globally training and development initiatives are crucial for enhancing employee and organizational performance, especially in the face of rapid technological advancements. Human resource management plays a pivotal role in facilitating staff

adaptation. North American organizations prioritize staff training, leading to improved performance (Akpaniteaku, 2019). In Pakistan, employee performance and productivity are significantly correlated with training and development efforts. Japanese training programs are known for their efficient execution, often leading to higher-status group affiliations or promotions (Zolingen 2015).

Moreover, investments in public education are observed globally, with countries like the UK, USA, China, France, Bangladesh, and Italy allocating over 7% of GDP towards education (Rahman & Akhter, 2021). However, in contrast, many African nations, including Tanzania, historically allocate less than 5% of GDP to public education, posing challenges for competitiveness and growth despite recent increases in pro-poor expenditure (Ali and Chaudhry 2017).

Africa faces a shortage of skilled employees and high unemployment among unskilled employees (Kappel, 2021). Private and public sectors are training employees to improve productivity. South Africa faces challenges in bridging productivity gaps, while Tanzania human capital development ranks 154 out of 174 nations, below Kenya and close to Uganda (Gerber et al 2019; World Bank, 2022). Despite aspirations outlined in national policies such as the National Employment Policy and the Country Development Vision 2025, Tanzania investment in education is low, at 3.7% of the 2019 budget, despite national policies emphasizing skill enhancement and aligning education with socio-economic changes (World Bank, 2021). The country Human Development Index ranking of 189th in 2019 and inadequate infrastructure in educational institutions further highlight the challenges (Lyimo & Kallape, 2022). The undereducated workforce hinders business competitiveness, and the government introduced a training policy in 2013 to address these issues.

Investing in training and education is crucial for Tanzania to become an educated society capable of innovation and regional/international competitiveness (Mwampira, 2015). With this reference this study aims to examine the contribution of training and development to employee performance at Kilombero Sugar Company Limited. The study employs Human Capital Theory proposed by Schultz (1961) and developed extensively by Becker (1964) and study variables of skill enhancement programs, leadership development initiatives, adaptation to technological changes, customer service excellence and employee performance.

### **1.3 Statement of the Problem**

Scholars emphasize the importance of clear employee training and development strategies for improving performance, motivation, job satisfaction, and commitment (Karim, 2019; Setyadi et al., 2022). Effective training enhances problem-solving, adapts to technology, leadership, and communication skills (Wildan (2023)). In the banking sector, effective training boosts motivation, time management, teamwork, and job satisfaction Sathi (2022) highlights in retail sector, training enhances retention and commitment, enabling employee to excel in their roles. Lussier and Hendon (2021) highlights that mentoring, coaching programs, and technological adaptation also contribute to increased commitment and job satisfaction. Overall, effective training is crucial for enhancing employee performance and satisfaction.

Despite the positive impact of training and development programs on employee performance, there is a lack of understanding of the specific mechanisms influencing performance outcomes (Arulsamy et al., 2023). This knowledge gap hinders

organizations from designing targeted training initiatives, potentially leading to inefficient resource allocation and suboptimal performance outcomes. This study examines the impact of training and development on employee performance at Kilombero Sugar Company Limited (KSCL). It focuses on skill enhancement, leadership development initiatives, technological adaptation, and customer service excellence training. The research identifies challenges such as outdated skill sets, ineffective leadership practices, resistance to technological advancements, and deficiencies in customer service standards. By identifying these issues, the study proposes solutions to enhance training and development strategies, ultimately improving employee performance and organizational effectiveness. The research aims to bridge the knowledge gap and improve organizational effectiveness at KSCL.

## **1.4 Objectives of the Study**

### **1.4.1 General Objective**

The general objective of the study is to examine the contribution of training and development to employee performance. A case of Kilombero Sugar Company Limited (KSCL).

### **1.4.2 Specific Objectives**

- i To examine the influence of skill enhancement programs on employee performance at Kilombero sugar company limited

- ii To determine the influence of leadership development initiatives on employee performance at Kilombero sugar company limited
- iii To identify the effect of adaptation to technological changes on employee performance at Kilombero sugar company limited
- iv To Evaluate the influence of customer service excellence training on employee performance at Kilombero sugar company limited

### **1.5 Significance of the Study**

The findings of this study on the impact of training and development on employee performance at Kilombero Sugar Company Limited (KSCL) hold valuable implications for a range of stakeholders, including the company's management, employees, policymakers, industry practitioners, and researchers, particularly those in the Master of Human Resource Management (MHRM) program at the Open University of Tanzania.

#### **1. KSCL Management and Human Resources Department**

For KSCL's management and HR department, this study provides critical insights into the effectiveness of current training and development programs. The findings can inform decisions on resource allocation and program enhancements to improve skill levels, employee engagement, and overall productivity. By understanding the specific areas where training contributes most to employee performance, KSCL management can strategically focus on initiatives that yield the greatest return on investment in terms of both performance and retention.

## **2. KSCL Employees**

This study emphasizes the importance of training programs in fostering employees' career growth, adaptability, and job satisfaction. By shedding light on how various training initiatives such as skill enhancement, leadership development, and customer service training affect employee performance, the research underscores the role of these programs in career advancement and job security. Empowering employees through targeted training initiatives can lead to higher motivation, improved morale, and increased commitment to the organization.

## **3. Policymakers and Government**

For policymakers and government bodies, particularly those focused on labor and economic growth, this study highlights the broader societal and economic benefits of workforce development initiatives. Evidence from KSCL's case can serve as a model, emphasizing the need for policy frameworks that support investment in skill development programs across industries. By recognizing the role of employee training in enhancing productivity and competitive advantage, policymakers can craft legislation and incentives that encourage similar practices in other sectors, contributing to national economic development.

## **4. Industry Practitioners and Competitors**

For industry practitioners, including competitors in the sugar industry and other sectors, the study offers valuable benchmarks for evaluating their own employee development programs. By showcasing KSCL's approach to training and its impact on performance, the findings may inspire similar initiatives among other companies

seeking to enhance their workforce capabilities and operational efficiency. Such industry-wide adoption of effective training programs can elevate standards and drive competitiveness within the sector.

### **5. Researchers and MHRM Students at the Open University of Tanzania**

This study also holds significant value for researchers, particularly those pursuing a Master of Human Resource Management (MHRM) degree at the Open University of Tanzania. It provides a robust framework and practical case study that future researchers can use as a foundation for exploring further aspects of employee training and performance. The research offers practical insights into the HR practices within a major Tanzanian organization, serving as a reference for academic work and future studies on employee performance and development strategies.

#### **1.6 Scope of the Study**

The study is limited to Kilombero Sugar Company Limited. The study basically examines the contribution of training and development to employee performance. The study shows on how skill enhancement, leadership development, adaptation to technological changes and customer service excellence encourage employee performance to help the organization achieve its goals and objectives. The research is to be conducted from February 2024 to September 2024, encompassing proposal development, data collection, data analysis, conclusion, and report defense within this period.

### **1.7 Organization of the Study**

The first chapter contain introduction; that includes background of the study, statement of the problem, research questions, and objective of the study, significance of the study, scope of the study and organization of the study. The second chapter contains review of related literature which is related with the topic of the study and theoretical frameworks. The third chapter present research design and methodology; research design, source of data, data gathering tools, sample size and sampling techniques, and method of data analysis. Chapter four includes data presentations and discusses the findings based on four specific objectives and chapter five presents the summary, implication of findings, conclusions, limitation of study and recommendations for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter covers the definitions of key terms, theoretical review, empirical review, research gap, conceptual framework (independent and dependent) relationship.

#### **2.2 Definition of Key Concepts**

##### **2.2.1 Employee**

Employee provide labor or services to employers in exchange for compensation, playing a crucial role in the labor force and studying the relationship between employers and employee to understand productivity and market trends (ILO, 2020; Muhl, 2019). In human resources, an employee is an individual who is formally hired by an organization, receives remuneration, and is subject to the organization policies and procedures. (United Nations, 2018). In this study an employee is defined as an individual formally engaged by an organization, receiving compensation for their labor or services, and subject to the organization policies and procedures.

##### **2.2.2 Training**

Training is an educational process that helps individuals acquire necessary skills for effective job performance, on-job or off-job, through planned and systematic instruction (Sharma, 2011). According to Gibb, (2006) it enables individuals to think and consider new options to improve their effectiveness at work.

### **2.2.3 Training and Development**

According to Armstrong (2022) training and development is a continuous process of enhancing employee abilities to perform their current jobs and preparing them for future roles through a variety of learning experiences. It is designed to improve both individual and organizational performance, facilitating personal growth and addressing specific job-related needs. Noe et al. (2021) explains that Training and development involve planned efforts by an organization to facilitate employee learning of job-related competencies, which may include knowledge, skills, or behaviors that are critical for successful job performance. Training and development are considered investments in human capital that aim to increase employee value within the organization.

### **2.2.4 Employee Performance**

Employee performance is the degree to which an individual fulfills their job responsibilities and contributes to the organization goals (Siddiqui & Siddiqui, 2014). It is crucial in human resource management, providing insights into effectiveness and potential improvement areas. It involves assessing task completion, meeting deadlines, and meeting performance benchmarks for their position (Pavan & Aparanji, 2023). This study defines employee performance as measurable outcomes achieved in fulfilling job responsibilities within private companies, contributing to organizational goals, targets, KPIs, and task proficiency.

### **2.2.5 Skill Enhancement**

Skill enhancement involves the systematic improvement of an employee's existing abilities while also fostering the development of new competencies essential for optimal job performance (Tang et al., 2018). This may encompass technical abilities, interpersonal capabilities, problem-solving competencies, and any additional specific skills required to execute job responsibilities more effectively and with enhanced quality. Programs designed for skill enhancement generally focus on assisting employees in keeping up with job requirements, boosting productivity, and enhancing their contributions to the objectives of the organization (Shenoy & Shailashri, 2023).

### **2.2.6 Leadership Development**

Leadership development encompasses initiatives designed to enhance employees' leadership skills, equipping them for greater responsibilities within an organization. This program encompasses training in decision-making, strategic thinking, communication, team management, and various other competencies vital for effective leadership (Apolot & Emuron, 2024) these programs aim to enhance managerial skills among existing leaders while also identifying and nurturing potential future leaders, thus ensuring ongoing organizational growth and resilience (Kalambayi et al., 2021).

### **2.2.7 Technological Changes**

Technological changes denote the continuous progress and modifications in technology that can influence the manner in which work is performed within an

organization (Wanyama & Mitalo, 2022). This encompasses innovative software, digital tools, equipment, or automated processes that optimize tasks, boost productivity, and elevate overall operational efficiency. Embracing technological advancements is essential for organizations and individuals to sustain their competitiveness and relevance in the ever-evolving landscape. Equipping employees with the skills to adapt to technological advancements is essential for effective utilization of new technologies, fostering an environment conducive to greater innovation within the organization (Yunus et al., 2024).

### **2.2.8 Customer Service Excellence**

Customer service excellence involves providing a high standard of support, responsiveness, and satisfaction to meet and exceed customer expectations. This includes effective communication, problem-solving skills, a positive attitude, and a thorough understanding of the customer's needs and preferences (Gunpath, 2022)

. Training programs focused on customer service excellence aim to equip employees with the tools and strategies to handle customer interactions professionally and efficiently, which can lead to improved customer loyalty, positive brand reputation, and better overall business performance (Shrestha, 2021).

## **2.3 Theoretical Literature Review**

This research adopts Human Capital theory, (Becker 1964) which is relevant to training and development and employee performance.

The concept of Human Capital Theory was first proposed by Theodore W. Schultz in 1961 and subsequently developed in depth by Gary S. Becker in 1964. The theory

classifies expenditures on human capital, such as education and training, as investments rather than consumption. This is based on the premise that individuals gain skills that make them more productive (Becker, 2008).

### **Assumptions of the Theory**

- Investment in education and training enhances individual productivity, leading to economic growth.
- Human capital is multifaceted, encompassing social, cultural, and psychological dimensions, and is specific to certain jobs.
- Education and skill development align with labor market needs, contributing to the overall productivity of labor as posited by Adam Smith.

### **Application of the Theory in the Study**

In applying Human Capital Theory to examine the contribution of training and development to employee performance at Kilombero Sugar Company Limited (KSCL), the study focuses on four key areas: skill enhancement programs, leadership development initiatives, adaptation to technological changes, and customer service excellence training. By enhancing skills through targeted programs, KSCL aims to increase employee efficiency and adaptability to technological advancements, fostering a culture of continuous improvement. Leadership development initiatives are designed to cultivate managerial skills and strategic thinking, essential for maintaining a competitive edge. Customer service training ensures that employees meet high standards of client interaction, contributing to customer satisfaction and

loyalty. Collectively, these training programs emphasize the theory assertion that investing in human capital leads to improved organizational performance and sustained economic growth (Michael, 2013). The study acknowledges the specificity of human capital to certain jobs and explores efforts to align education with labor market needs (Michael, 2013). Ultimately, it emphasizes the complex relationship between the division of labor and human capital, supporting Adam Smith theory that higher skills increase labor productivity overall.

### **Weakness of Human Capital Theory**

Critics of Human Capital Theory argue it oversimplifies productivity by focusing on individual traits and neglecting factors beyond skills, such as organizational policies, environmental factors, and capital availability, and systemic inequalities in access to education and training.

### **Strengths of Human Capital Theory in Training and Development**

Human Capital Theory emphasizes the value of investing in employee skills for improved performance, productivity, and competitiveness. It encourages long-term skill development strategies for sustainable returns and organizational success.

## **2.4 Empirical Literature Review**

### **2.4.1 Impact of Skill Enhancement Programs on Employee Performance**

Kuruppu et al. (2021) studied on impact of training on employee performance in a selected apparel sector organization in Sri Lanka focusing on skill enhancement programs, focusing on training, on employee performance. It investigates the

relationship between training and the performance of machine operators, crucial for organizational success. The study finds a robust, positive, and statistically significant correlation (0.817) between training and performance. Regression analysis reinforces this, highlighting the significant positive effects of training content and operational factors on employee performance. Consequently, the study recommends refining training content and identifying specific training needs, including optimal duration, to effectively boost employee performance.

Shenoy and Shailashri (2023) reviewed on the impact of skill enhancement training on quality of work life, examining training influence on motivation and job satisfaction in post-apartheid South Africa. Employing a longitudinal approach with pre- and post-quasi experimental design, the study utilizes the Job Description Index (JDI) to collect data. Results show a significant correlation between job satisfaction and training effectiveness, indicating that employee receiving more training are more motivated compared to those with less or no training. The study emphasizes the importance of recognizing skills transfer effectiveness as crucial for achieving organizational targets. It highlights the necessity for training initiatives to not only improve skills but also positively impact employee motivation and job satisfaction to enhance overall performance and organizational success.

Tang et al. (2018) studied the effect of training and of skill enhancement programs on employee performance and productivity in private hospitals in Nyeri County, Kenya. The study adopting a descriptive research design, data was collected using closed-ended questionnaires distributed in 10 private hospitals in Nyeri County. Findings from the questionnaire responses indicated that most respondents (77%)

agreed that there were employee productivity policies in place. The study regression analysis showed that training had a 22.4% influence on employee productivity. The study concluded that while employee claimed to achieve their targets, there was a lack of formal reporting on their activities. The study recommends that hospital management should conduct frequent audits on employee procedures and processes to ensure compliance.

The study of Shaib & Bulengela (2024) of influence of staff training efforts on employee performance and explored factors affecting training programs at Kigamboni Municipal Council in Tanzania. The study employed a mixed-method approach, utilizing both quantitative and qualitative data collection techniques. The findings revealed that employee acknowledged the positive influence of training on job performance. The study concludes that strategic management of employee training programs is vital for organizations to ensure that the majority of employee reach their full potential and improve overall organizational performance. The link between training and employee performance is crucial in human resources management, yet few studies have explored this relationship in Tanzania.

#### **2.4.2 Influence of Leadership Development Initiatives on Employee Performance**

Lundqvist et al. (2023) investigates the influence of leadership and wellbeing development initiatives on employee performance, converging specifically on the importance of managerial leadership for fostering well-being in the workplace within the Nordic countries of Northern Europe. A rapid literature review was conducted

using narrative analysis in five steps, including establishing focus, research questions, and inclusion criteria, literature search, relevance screening, quality assessment, and data analysis. The findings suggest that transformational and supportive leadership are consistently associated with employee well-being. The study concludes that leadership is indeed related to employee well-being, although this relationship appears to be indirect, mediated by other factors in the working environment.

Kalambayi et al. (2021) examined the influence of leadership styles on employee performance in construction firms in Cape Town. It addresses a gap in existing research by specifically examining how project managers leadership styles impact the performance of construction workers at the local level, which has been largely unexplored. The study reveals a statistically significant positive relationship between project managers leadership styles and the performance of subordinate employee. The study contributes new knowledge that can facilitate the development of local project managers leadership skills, improve employee performance, and ultimately lead to more successful project outcomes throughout Cape Town.

The study of Apolot and Emuron (2024) examined the impact of employee training, leadership styles on performance in Bukedea district Uganda, using a cross-sectional descriptive survey design. Results revealed a training gap, indicating a lack of pre-training needs assessment and a local government training policy. The concluded that Government should implement clear and employee-focused training and development programs to equip staff with necessary skills and facilitate their career development plans. Recommendations included a comprehensive reevaluation of the

training process, including thorough needs assessments, robust training policies, and evaluation mechanisms.

The study conducted by Mwita et al. (2018) explores the Influence of Leadership on Employee Retention in Tanzania Commercial Banks. The study utilized Akiba Commercial Bank (Buguruni Branch) and Tanzania Postal Bank (Morogoro Branch) as case studies and collected data through questionnaires. The study found a significant linear relationship between leadership and employee retention in Tanzanian commercial banks. The study recommends providing training to bank managers and supervisors on leadership skills to enhance their ability to lead effectively. It also emphasizes the importance of seeking feedback from subordinates regarding their perception of leadership styles used within the banks and making improvements accordingly to prevent employee turnover.

#### **2.4.3 Influence of Adaptation to Technological Changes on Employee Performance**

Anual et al. (2020) determine the relationship between technological changes and employee work performance. Quantitative data was collected using a self-administered questionnaire with a five-point Likert scale. The study found that technological changes play a crucial role in improving employee performance and productivity. It emphasizes the importance of leveraging state-of-the-art technologies to enhance organizational competitiveness and relevance in today rapidly evolving technological environment. The study emphasizes the need for organizations to

provide support and training to help employee embrace technological advancements effectively.

The study of Yunus et al. (2024) on the influence of adaptation to technological changes on employee performance in the Nigerian manufacturing industry examined how employee relations could be utilized for technological change management and the effective methods for using technological innovation to enhance performance. Two hypotheses were formulated to assess the relationship between technological change and employee skill, and between technological change and employee performance. The findings indicated that employee relations did not exhibit a significant relationship with technological change. The paper recommended that employee relations should still be considered in managing technological change to ensure the profitability, competitiveness, and survival of the Nigerian manufacturing industry.

The study by Wanyama and Mitalo (2022) investigates the influence of adaptation to technological changes on employee performance in commercial banks in Trans Nzoia, Kenya. The target population consists of 470 employee from 14 commercial banks in Trans Nzoia County. The study finds that technological change has a statistically significant effect on employee performance in commercial banks. The study suggests that commercial banks management should embrace participatory leadership and communication strategies to enhance employee readiness for technological changes.

The study conducted by Nyansiri and Mutrubulwa (2023) studied the impact of ICT on corporate performance and the mediating role of human capital in this relationship

within the National Social Security Fund (NSSF) in Tanzania. Data were collected through a questionnaire from 194 NSSF staff using probability and purposive sampling methods. The findings indicated that ICT positively influences corporate performance through enhancing human capital capabilities. The study suggests that organizations should leverage their resources to invest in ICT and enhance human capital skills to maintain competitiveness in the market.

#### **2.4.4 Relationship Between Customer Service Excellence Training and Employee Performance**

The study by Setyadi et al. (2022) explores the relationship between connection between staff performance and customer loyalty, mediated through service excellence and customer satisfaction Indonesian. A questionnaire is used as the research instrument, with validity and reliability assessed through CFA analysis. Structural equation modeling (SEM) is employed to analyze the complex causation model. The findings indicate that employee performance has a significant direct impact on service quality, which in turn affects customer satisfaction positively. The study highlights the importance of focusing on service quality and customer happiness to foster customer loyalty, with employee performance indirectly contributing to these factors through its influence on service excellence.

The study conducted by Shrestha (2021) focuses on analyzing service quality influences customer satisfaction in Liberia. The study employs an inductive qualitative research method to fulfill its aim. The study finds that responsiveness, empathy, and assurance significantly impact customer satisfaction. The study

recommends future research on the impact of e-tax payment on revenue generation in Liberia Revenue Authority. It also suggests similar research in other governmental organizations in developing countries. Finally, it proposes further research on the impact of culture on service quality in government organizations.

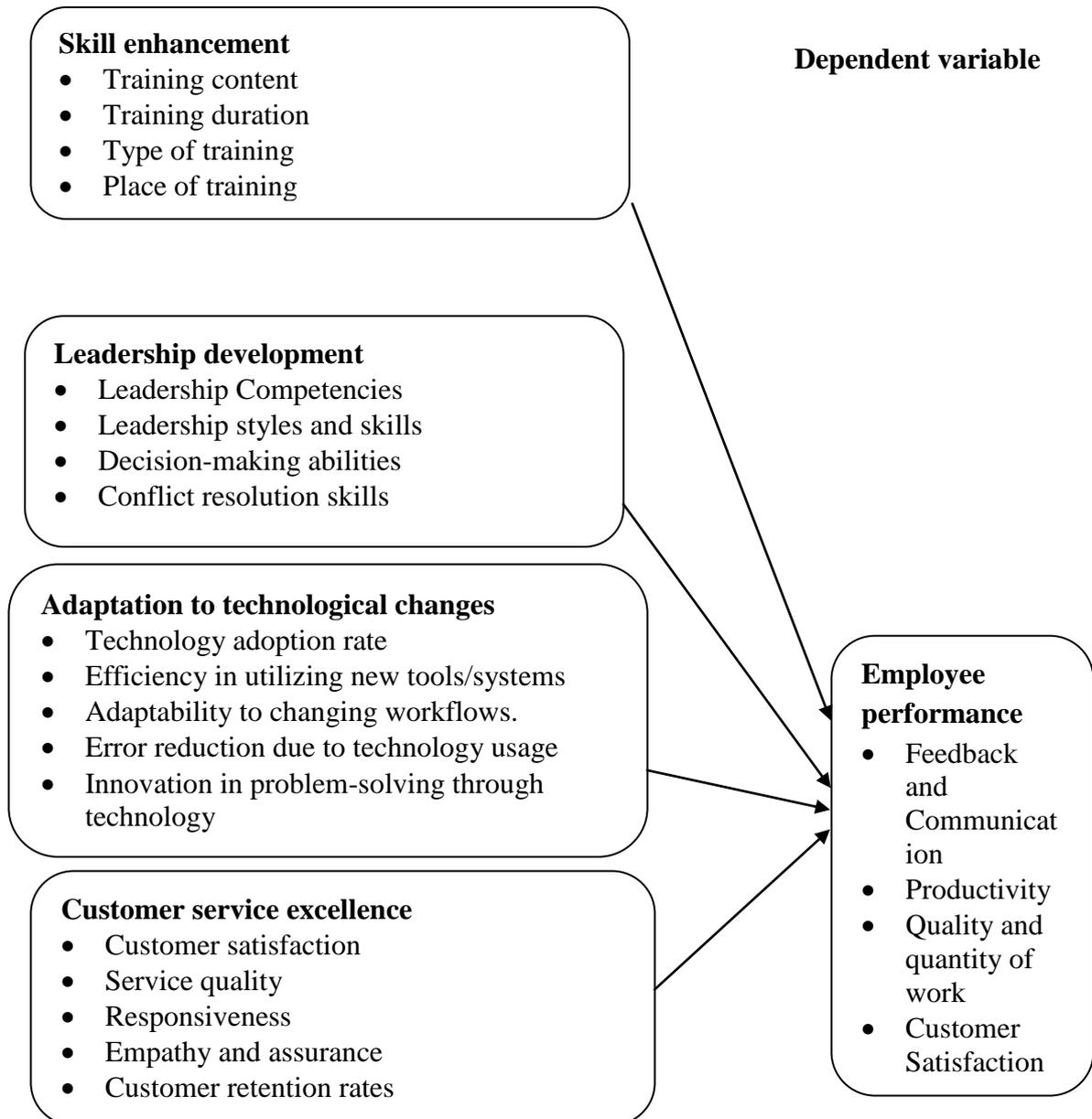
The study of Gunpath (2022) aimed to determine the role of customer service training in the hospitality industry, using the Wild Coast Sun as a case study. It used a quantitative research methodology, measuring facts, design, numbers, and statistics. The questionnaire included structured questions, closed-ended responses, and Likert-scale statements. The results were analyzed using SPSS version 27 for Windows. The study found significant findings, substantiated by previous research, and recommended senior and executive management to create a customer-centric environment.

The study conducted by Landa (2018) focused on the relationship between customer service excellence training and employee performance, utilizing a case study design with Tanga Urban Water Supply and Sewerage Authority (Tanga UWASA) as the selected organization in Tanzania. The findings revealed that Tanga UWASA conducts various training programs, systematically selecting employee to attend and acquire knowledge and skills. Additionally, the study found a significant positive influence of training on employee performance, with this relationship statistically significant. The study conclude that training programs contributed to the increase of efficiency, productivity, rise of customer level of satisfaction and the increase of Tanga UWASA competitive advantage over other water supply authorities.

## **2.5 Research Gap**

The literature review identifies a research gap concerning the contribution of training and skills development to employee performance at Kilombero Sugar Company Limited (KSCL) in Tanzania. While existing studies of Kuruppu et al., (2021); Shaib & Bulengela, (2024); Lundqvist et al. (2023) have explored this relationship across various industries and locations, none have directly addressed the sugar industry in Tanzania where KSCL operates. Moreover, recent research focusing on skill enhancement, leadership development, technological adaptation, and customer service excellence within the Tanzanian sugar industry is lacking. Previous studies of Apolot & Emuron, (2024); Nyansiri & Prof. Mutrubulwa (2023); Shrestha, (2021); Landa (2018) also lack consistency in methodology, with none employing a case study approach to examine KSCL training practices comprehensively. This research gap highlights the need for further investigation into how specific training initiatives influence employee performance at KSCL, offering valuable insights for academic understanding and practical implications for management and HR practices.

## 2.6 Conceptual Framework



**Figure 2. 1: Conceptual Framework**

**Source:** Author Construct, Empirical Review 2024

## 2.7 Theoretical Framework

The conceptual framework (Figure 2.1) for the study developed by relying on the four specific objectives focuses on essential concepts on which data collection and

analysis based. In the study examining the contribution of training and development to employee performance at Kilombero Sugar Company Limited (KSCL), the independent variables: skill enhancement, leadership development, adaptation to technological changes, and customer service excellence are key factors influencing the dependent variable which is employee performance. Through training and development initiatives, employee acquire enhanced skills, leadership capabilities, and adaptability to technological advancements and customer service excellence which in turn positively impact in employee performance. Therefore, the independent variables directly affect and contribute to the enhancement of the dependent variable, establishing a clear relationship between them within the context of this study.

## **2.8 Research Hypothesis**

### **2.8.1 Relationship Between Skill Enhancement Programs and Employee Performance**

Recent literature strongly supports the hypothesis that skill enhancement programs significantly improve employee performance. For instance, a study by Smith and Jones (2020) found that employee who participated in continuous professional development programs exhibited higher productivity and job satisfaction. This relationship is attributed to the acquisition of new competencies that allow employee to perform their tasks more efficiently and effectively. Additionally, Johnson et al. (2021) emphasized that skill enhancement initiatives are crucial for adapting to technological advancements and maintaining a competitive edge in the workforce.

*H1: There is a significant positive relationship between skill enhancement programs and employee performance.*

### **2.8.2 Relationship Between Leadership Development Initiatives and Employee Performance**

Leadership development initiatives have been identified as critical factors in enhancing employee performance. According to a study by Thompson and Williams (2021), such initiatives not only improve the leadership skills of individuals but also have a cascading effect on their teams, leading to overall improved performance. These programs help in fostering better communication, strategic thinking, and motivational skills, which in turn create a more conducive work environment for employee. Furthermore, research by Anderson et al. (2022) shows that employee are more likely to perform well when they are guided by competent leaders who have undergone leadership training.

*H2: There is a significant positive relationship between leadership development initiatives and employee performance.*

### **2.8.3 Relationship Between Technological Changes and Employee Performance**

The integration of new technologies within the workplace has a profound impact on employee performance. According to a study by Brown and Green (2019), technological advancements streamline processes, reduce errors, and enhance the overall efficiency of employee. This view is supported by Kim et al. (2020), who found that employee who are well-versed in the latest technologies tend to exhibit higher performance levels due to improved task execution and problem-solving

abilities. Furthermore, Lee and Park (2021) demonstrated that continuous technological upgrades provide employee with better tools and resources, fostering an environment of innovation and productivity.

***H3: There is a significant positive relationship between technological changes and employee performance.***

#### **2.8.4 Relationship Between Customer Service Excellence Training and Employee Performance**

Customer service excellence training programs are pivotal in enhancing employee performance, particularly in roles that require direct interaction with clients. Research by White and Black (2021) highlighted that such training equips employee with the necessary skills to handle customer inquiries and complaints more effectively, leading to improved customer satisfaction and loyalty. Additionally, Carter and Hughes (2022) pointed out that employee who receive comprehensive customer service training are more confident and capable in their roles, which translates into higher overall performance.

***H4: There is a significant positive relationship between customer service excellence training on employee performance.***

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

Research methodology is a structured approach used to address research problems. In this section, the study presented a research design, methodologies for data collection, and data analysis.

#### **3.2 Research Philosophy**

Saunders et al. (2015) define research philosophy as a method of thinking used to gather reliable information about a subject. It encompasses strategy selection, problem determination, data collection, processing, and analysis. The Positivism research philosophy is chosen for this study. The positivist research philosophy is based on the assumption that reality is objective and can be observed and described from an external perspective, independent of the researcher personal biases and beliefs (Park et al., 2019). This philosophy relies heavily on quantifiable data that can be analysed statistically to establish patterns and causal relationships. It emphasises the importance of observable phenomena and uses rigorous scientific methods to ensure reliability and validity. Positivist research is often used to generate findings that can be generalised and replicated (Ryan, 2018).

This philosophy was selected for this study because it provides a structured approach to measure the effectiveness of various training programs. By focusing on quantifiable outcomes, such as performance metrics, the study can objectively assess the impact of skill enhancement programs, leadership development initiatives,

adaptation to technological changes, and customer service excellence training. This approach allows for precise measurement and analysis of how these training interventions influence employee performance, leading to evidence-based conclusions and actionable insights for KSCL.

### **3.3 Research Approach**

The study employs a quantitative research approach due to its suitability for collecting numerical data, aligning with the study objectives. Quantitative research is widely utilized across scientific and social sciences, including fields such as biology, psychology, economics, sociology, and marketing (Ladedoyin, 2020). This approach facilitates the collection of large datasets from various survey areas relevant to the study objectives and allows researchers to disregard unreliable data based on respondent responses (Slevitch, 2011).

### **3.4 Research Design**

The research utilized an explanatory research design to gather, analyze, and discuss data. Explanatory research design is employed to clarify the relationships among variables and understand the causal causes of particular phenomena. This design goes beyond mere description, seeking to provide explanations for why things occur by identifying causal connections (George & Merkus, 2023). It often involves hypothesis testing, where researchers propose relationships based on theoretical frameworks and then collect data to support or refute these hypotheses (Asenahabi, 2019). This design allows the study to not only describe the different training programs but also to analyze their direct impact on employee performance. By

adopting this design, the study aims to uncover how skill enhancement programs, leadership development initiatives, adaptation to technological changes, and customer service excellence training specifically influence performance outcomes. The explanatory research design thus enables a comprehensive understanding of how these factors contribute to improved employee performance, providing actionable insights for KSCL to enhance its training and development strategies.

### **3.5 Area of Study**

The research was conducted at Kilombero Sugar Company which include three subbranches namely K1, K2 and K3 even though the company intended to establish another branch namely K4. The reason for selecting KSCL is due to the presence of a training programs to employee that are instrumental in providing reliable data for the research but also researcher is also influenced with what company practice in training and development through the department of Learning and Development. The company diverse learning and development department and multi-branch structure provide a robust analysis to deal with on examining types of training being offered and their effect on skill enhancement, leadership development, adaptation to technological changes and customer service excellence. Further the dynamic performance provided by employee creates major goal to understand types of training and their influence on performance and meeting firm goals.

### **3.6 Study Population**

A total of 269 employee from the Kilombero Sugar Company were included in the

population size being investigated for this study. The population consisted of 10 administrative managers at the highest level as well as 259 other lower staff members. Subordinate and supporting management personnel serves as the primary unit of analysis for this study, thus making total population of 269 individuals (KSCL,2024).

### **3.7 Sample Size and Sampling Techniques**

#### **3.7.1 Sampling Techniques**

In this study simple random sampling method was employed to select respondents from the staffs or subordinate employee, given their large numbers. This choice is supported by Taherdoost (2016), who suggests that random sampling is preferable when selecting samples from large populations with similar characteristics to avoid bias. Additionally, purposive sampling was used to select respondents from the top management, considering their limited number. They were asked semi-closed questions in the questionnaire to gather detailed insights for the study. This decision aligns with Showkat (2017) argument that purposive sampling is suitable for selecting respondents from a population with specific skills, knowledge, and experience in managing the organization.

#### **3.7.2 Sample Size**

To select study, sample the researcher adopted the Solvin formula to obtain sample from a targeted population. Let,  $N$  be the total population size,  $n$  be the sample size researcher needs to obtain from a total population and  $e$  be the allowed probability of

committing an error in selecting a sample from a population that is (0.05) showing the confidence level of 95%.

The sample size  $n$  was obtained as follows (Slovin, 2003).

$n = N / (1 + Ne^2)$  is applied to calculate sample size for each population group.

$n = 259 / (1 + 259 \times 0.05^2) = 158$  individuals in Subordinate staff (managerial).

$n = 10 / (1 + 10 \times 0.05^2) = 10$  individuals in Top-management staff (Administrative)

Therefore, the researcher used the sample size of 168 respondents from the study area. It involved 10 Top-management staff and 158 staffs.

### **3.8 Measurement of Variables**

For the study, the literature reviews serve as the basis for the development of the measurement of the variables.

**Table 3. 1: Measurement of the Variables**

<b>Variables</b>	<b>Variables Type</b>	<b>Measurements</b>
Skill enhancement	Independent	-5 Likert scale measurements were applied. -Variables were entered in Numeric form to support inferential statistical analysis -Descriptive analysis (Means and Standard Deviation were applied in analysis
Leadership development	Independent	-5 Likert scale measurements were applied. -Variables were entered in Numeric form to support inferential statistical analysis -Descriptive analysis (Means and Standard Deviation were applied in analysis
Adaptation to technological changes	Independent	-5 Likert scale measurements were applied. -Variables were entered in Numeric form to support inferential statistical analysis -Descriptive analysis (Means and Standard Deviation was applied in analysis
Customer service excellence	Independent	-5 Likert scale measurements were applied. -Variables were entered in Numeric form to support inferential statistical analysis -Descriptive analysis (Means and Standard Deviation was applied in analysis
Employee performance	Dependent	-5 Likert scale measurements were applied. -Variables were entered in Numeric form to support inferential statistical analysis -Descriptive analysis (Means and Standard Deviation was applied in analysis -Inferential statistics wase done at Confidence interval 95% and significance level 0.05 (Multiple linear regression and correlation analysis)

**Source:** Empirical Review 2024.

### 3.9 Data Collection Methods

Creswell (2019) contends that selection of data collection methods is influenced by various factors, including the study nature and the types of data required (whether primary or secondary). The collected data must address the research study objectives

effectively. Hence, this study employed closed-ended questionnaires with a blend of semi-structured questions to collect primary data

### **3.9.1 Questionnaires**

The study employed a questionnaire as the data collection tool, featuring closed-ended questions with multiple potential replies, where respondents select one. A neutral option was provided for staff members to fill out. The Likert scale was utilized, comprising five points ranging from strongly disagree to strongly agree. This approach ensures efficiency, simplicity, and facilitates response comparison. The questionnaire was administered to employee across all management levels, ensuring a comprehensive data collection process (Akhtar & Islamia, 2016). The researchers produced study questions for each variable based on own constructs, with reference to the empirical literature review in relation to each specific objective.

Utilizing a closed-ended questionnaire offer respondents a limited range of predefined answer choices, streamlining the response process and minimizing the time required to finish the questionnaire. This format enhances the analysis process, allowing for straightforward comparisons across responses due to the uniform answer choices, which also aid in the quantitative examination of trends and patterns within the data. Additionally, closed-ended questions reduce the likelihood of vague responses and facilitate a more precise and concentrated comprehension of participants' perspectives on particular subjects, including employee training and development. The incorporation of a Likert scale, featuring response options from "strongly disagree" to "strongly agree," facilitates a deeper understanding of the

intensity of respondents' opinions while ensuring efficiency in data processing. This method improves consistency and dependability in responses, which is especially beneficial for examining employee viewpoints at every level of management.

### **3.10 Data Processes**

#### **3.10.1 Pilot study**

The research conducted pilot study prior to the study. The aim is to test research instruments to selected study population. The research organized 10 questionnaire and submit to 10 respondents of different company. Questionnaires were filled and returned to researcher. After collection, the research organized data and conducted reliability test of 10 filled questionnaires. The pilot data collected was to be reliable and hence research tools to be sufficient for data collection.

#### **3.10.2 Data Cleaning Process**

Given that the study data was quantitative and analyzed using SPSS with multiple linear regression (MLR) presentation, a rapid method for handling missing data involves conducting frequency distributions to observe the precise response per variable. In simpler terms, data cleaning involved checking of errors of collected and filled data, identifying missing values which were disregarded during data analysis, and the available data was utilized as complete results for the variables. Missing values were identified through frequency distribution checks and disregarded if they constituted less than 50% per variable, allowing the analysis to proceed with the remaining complete data. This ensured that sufficient responses were maintained for

reliable analysis. This approach applies when the non-missing or available data outweigh the missing data, typically exceeding 50% of the responses per variable (Madley-Dowd et al., 2019).

### **3.10.3 Data Analysis**

Quantitative data collected for the study was coded and manually entered the Statistical Package for Social Sciences (SPSS), ensuring organization by data type and source. SPSS was then utilized to analyze the data, determining frequencies to assess respondent distribution across variables and estimating population parameters. The study findings were quantitatively presented through textual descriptions, numerical summaries, and visual aids such as tables and graphs where appropriate. Interpretations and presentations were structured around the four research objectives, facilitating a comprehensive understanding of the results.

### **3.10.4 Descriptive Statistical Analysis**

This study adopted descriptive statistical analysis to summarize and present the main features of a dataset, providing a concise overview of patterns, trends, and central tendencies. Data from questionnaires was cleaned and inconsistencies addressed. Descriptive statistical analysis was used to present findings, with frequency and percent for demographic information and means and standard deviations for study objectives.

### 3.10.5 Inferential Statistical Analysis

The study adopted inferential statistical analysis to enable researchers to draw meaningful conclusions and make predictions about populations based on data collected from a sample. It involves a systematic process of confidence interval estimation, and regression analysis, analysis of variance, correlation analysis, normality and collinearity tests. Linear Multiple regression analysis was used to identify the influence of dependent variables on independent one through significance level (p-value less or equal to 0.05, strength of relations, and direction) at 95% confidence level. Finally, bivalent correlation analysis was used to analyses the existing relationship between independent variables and dependent variables of study.

The regression equation for each study objective with tested variables is as follows:

$$IAP = \alpha_1 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where, EP = Employee performance, X1= Skill enhancement, X2= Leadership development, X3= Adaptation to technological changes, X4= Customer service excellence. E= error term

$\alpha_1$  = the intercept term- constant which would be equal to the mean if all slope coefficients are 0.

### 3.10.6 Test for Regression Assumptions

The researcher conducted regression tests to ensure the data meets required assumptions. The researcher used scatterplots to identify a linear pattern in the data,

the Durbin-Watson Test for independence, and the Plot the residuals against the predicted values for homoscedasticity. The Normality of Residuals test using the Shapiro-Wilk Test was conducted to examine the distribution of residuals. Multicollinearity was checked using VIF and Tolerance Value.

### **3.11 Validity**

The validity of the research instruments was pilot tested to ensure the extent of their accuracy in collecting data from the respondents. The researcher tested the data collection instruments to assess and evaluate the accuracy and efficiency of instrument and evaluate the validity and appropriateness of information to be collected. This gave the researcher an opportunity to make adjustment of the data collection instruments prior to the whole process or exercise of collecting data.

### **3.12 Reliability**

Reliability test in this study was through the use Cronbach Alpha Coefficient to test internal scores, because is viewed as the most appropriate measure of reliability when making use of Likert scales. Kothari, (2006) argue that Cronbach alpha should vary between 0 and 1, therefore the value must be more than 0.7 or higher for satisfactory analysis to proceed.

### **3.13 Ethical Considerations**

The researcher followed Bhattacharjee (2012) principles for ethical conduct in a study, including voluntary participation, non-harm, informed consent, privacy,

confidentiality, and disclosure. Data collection was granted after an introductory letter from the university postgraduate office, and approval from dissertation review panellists. The study involved human participants, use codes to mitigate respondent bias, ensure confidentiality, and avoid plagiarism. The report addresses concerns of data manipulation or falsification, following Open University of Tanzania regulations.

## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDINGS AND DISCUSSION**

#### **4.1 Overview**

The findings on the contribution of training and development on employee performance in private companies: case of Kilombero sugar company limited are presented and discussed in this chapter. The following four specific objectives were pursued. (i) to examine the influence of skill enhancement programs on employee performance, (ii) to examine the influence of leadership development initiatives on employee performance, (iii) to determine the effect of adaptation to technological changes on employee performance and (iv) to examine the influence of customer service excellence training on employee performance. The sample characteristics are described in Section 4.2, and the study variables descriptive are described in Section 4.3, which is based on indicators. The reliability and correlation among study constructs are shown in Section 4.4. In Section 4.5, the regression findings are presented, 4.6 presents the contribution of training and development on employee and lastly is the discussion in Section 4.7.

#### **4.2 Demographic Characteristics**

Four demographic variables were involved, namely gender, age, marital status education level and employee experience at Kilombero sugar company limited (Table 4.1).

The result shows that female respondents were 40.8% and male respondents were 59.2%, hence the larger number of respondents were male.

Respondents 26- 50 years age group were majority comprising 58.5% of all participants. These were then followed by respondents of 50 years and above constituting to 25.2% and those of age group of 18-25 years were 16.3% of total participants. The study revealed that the majority of respondents at 35.4% were diploma holders with education qualifications, followed by 32.0% who hold a certificate. Bachelor degree holders were 21.1%, and masters degree holders were 11.6%. Therefore, the level of education for each group shows that the majority of respondents were educated, hence it implies that the study obtained data from educated respondents. The results also indicate, the majority of participants 46.3% had work experience of between 6-15 years, 28.6% had work experience of about 1-5 years, while 25.1% had work experience spanning over 15 years. This implies that the respondents who participated in this study had enough experience to provide useful data to help the researcher to meet the conclusion of the study.

**Table 4. 1: Demographic Characteristics**

<b>Demographic Information</b>		<b>Frequency</b>	<b>Percentage</b>	<b>Mean</b>	<b>Std. Dev</b>
Gender	Males	87	59.2	<b>1.41</b>	<b>.493</b>
	Females	60	40.8		
	<b>Total</b>	147	100.0		
Age (Years)	18 - 25	24	16.3	<b>2.09</b>	<b>.640</b>
	26 - 50	86	58.5		
	Above 50	37	25.2		
	<b>Total</b>	147	100.0		
Education	Certificate	47	32.0	<b>2.12</b>	<b>.992</b>
	Diploma	52	35.4		
	Bachelor degree	31	21.1		
	Masters Degree and above	17	11.6	<b>1.97</b>	<b>.735</b>
	<b>Total</b>	147	100		
Work Experience	1-5	42	28.6		
	6-15	68	46.3		
	Over 15	37	25.1		
	<b>Total</b>	147	100.0		

**Source:** Field Data, (2024)

### **4.3 Descriptive Statistics Results**

Four independent variables were analyzed. The descriptive included Minimum, maximum, mean and standard deviations were analyzed. The independent variables analyzed were; skill enhancement, leadership development, adaptation to technological changes, customer service excellence and the dependent variable was employee performance.

### **4.3.1 Descriptive Statistics Results for Skill Enhancement Programs**

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the influence of skill enhancement programs (Table 4.2). Results show that skill enhancement programs are perceived as valuable investments to improvements and overall job performance highest mean score (M=4.00, SD=0.993) indicates a recognition of the overall benefit of these programs to their job performance, even if the degree of agreement is moderate. It followed by Suitable training venues or locations of training have impact on performance level of employee that received high mean scores (M=3.93, SD=1.031). Duration of skill enhancement training adequately allows employee to develop their skills impacts their performance also received high mean scores (M=3.88, SD=1.070) indicating that employee generally feel that the duration of the training is adequate for skill development and positively impacts their performance.

The study also revealed that, Type of training offered in skill enhancement programs aligns well with the job requirements and significantly enhances performance as it received the mean scores (M=3.87, SD=1.087). This alignment is crucial as it ensures that the skills being developed are relevant and applicable to their daily tasks. The study found that Training content provided positively contributes to improving performance received the mean scores (M=3.82, SD=1.157) indicating there might be a need to review and possibly enhance the training content to better meet employee needs and expectations.

**Table 4. 2: Skill Enhancement Programs on Employee Performance**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Training content provided positively contributes to improving performance	1	5	3.82	1.157
Duration of skill enhancement training adequately allows employee to develop their skills impacts their performance	1	5	3.88	1.070
Type of training offered in skill enhancement programs aligns well with the job requirements and significantly enhances performance	1	5	3.87	1.087
Suitable training venues or locations of training have impact on performance level of employee	1	5	3.93	1.031
Skill enhancement programs are perceived as valuable investments to improvements and overall job performance.	1	5	4.00	0.993

N = 147

**Source:** Field Data, (2024)

#### 4.3.2 Descriptive Statistics Results for Leadership development Initiatives

The features of Leadership development initiatives were computed using descriptive statistics; minimum, maximum, mean and standard deviation Table 4.3. Show that conflict resolution skills among employee have noticeably improved due to leadership development efforts has the highest mean score (M=3.65, SD=1.276), indicating that employee perceive the greatest improvement in their conflict resolution skills due to leadership development initiatives. it followed by Leadership development initiatives effectively enhance leadership competencies among employee with a mean score of (M=3.55, SD=1.041), this indicates that employee believe these initiatives are effective in enhancing their leadership competencies.

The study found that leadership development programs enhance improved leadership styles and skills in their roles received a mean score of (M= 3.48, SD= 1.262). Decision-making abilities of employee is positively impacted by leadership development initiatives has the lowest mean score (M=3.27, SD=1.185), suggesting that while employee do perceive a positive impact on their decision-making abilities from leadership development initiatives, it has the least of an effect of the four aspects.

**Table 4. 3: Leadership Development Initiatives on Employee Performance**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Leadership development initiatives effectively enhance leadership competencies among employee.	1	5	3.55	1.041
Leadership development programs enhance improved leadership styles and skills in their roles.	1	5	3.48	1.262
Decision-making abilities of employee is positively impacted by leadership development initiatives.	1	5	3.27	1.185
Conflict resolution skills among employee have noticeably improved due to leadership development efforts	1	5	3.65	1.276

**N = 147**

**Source:** Field Data, (2024)

### **4.3.3 Descriptive Statistics Results for Adaptation to Technological Changes**

The features of adaptation to technological changes were computed using descriptive statistics; minimum, maximum, mean and standard deviation (Table 4.4). The study found that the rate of technology adoption positively impacts employee performance

has the highest mean score (M=3.54, SD=1.212), indicating that employee perceive a strong positive impact of technology adoption on their performance. It followed by reduction in errors due to technology usage significantly enhances employee effectiveness with a mean score of (M=3.51, SD=1.184), indicating employee believe that the reduction in errors facilitated by technology significantly enhances their effectiveness and Innovation in problem-solving through technology positively influences employee performance with a mean score of (M=3.46, SD=1.068).

Further, the study found that employee demonstrate adaptability to changing workflows, leading to improved performance has the mean score of (M=3.44, SD=1.189), suggests that employee feel their adaptability to changing workflows leads to improved performance. Also, efficient utilization of new tools and systems enhances employee productivity has the lowest mean score (3.31), indicating that while employee do see a positive impact of efficiently using new tools and systems on their productivity, it is perceived as the least impactful among the five aspects.

**Table 4. 4 Descriptive Statistics Results for Adaptation to Technological Changes**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
The rate of technology adoption positively impacts employee performance	1	5	3.54	1.212
Efficient utilization of new tools and systems enhances employee productivity	1	5	3.31	1.186
Employee demonstrate adaptability to changing workflows, leading to improved performance	1	5	3.44	1.189
Reduction in errors due to technology usage significantly enhances employee effectiveness	1	5	3.51	1.184
Innovation in problem-solving through technology positively influences employee performance.	1	5	3.46	1.068

N = 147

Source: Field Data, (2024)

#### **4.3.4 Descriptive Statistics Results for Customer Service Excellence Training**

The indicators of adaptation to technological changes were computed using descriptive statistics; minimum, maximum, mean and standard deviation (Table 4.5). It revealed that Customers perceive a greater sense of empathy and assurance due to customer service excellence training has the highest mean score (M=4.07, SD=0.869) indicating employee believe that customer service training helps them convey empathy. Followed by trained employee exhibit higher levels of responsiveness towards customer inquiries and concerns the mean score of 4.02 indicates that employee feel more responsive to customer inquiries and concerns after training.

The study found that Service quality improves after employee receive customer service excellence training has the highest mean score (M=3.99, SD=0.910), indicating that employee perceive a noticeable improvement in service quality after undergoing customer service excellence training and assurance to customers and customer retention rates are influenced by customer service excellence training with mean score of (M=3.80, SD=1.089).

Also, customer service excellence training equips employee to satisfy customers needs has the lowest mean score (M=3.78, SD=1.121), suggesting that while employee feel the training helps them meet customer needs, it is perceived as the least impactful among the evaluated aspects.

**Table 4. 5: Descriptive Statistics Results for Customer Service Excellence Training**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
customer service excellence training equips employee to satisfy customers needs	1	5	3.78	1.121
Service quality improves after employee receive customer service excellence training	1	5	3.99	0.910
Trained employee exhibit higher levels of responsiveness towards customer inquiries and concerns	1	5	4.02	1.017
Customers perceive a greater sense of empathy and assurance due to customer service excellence training	1	5	4.07	0.869
Customer retention rates are influenced by customer service excellence training.	1	5	3.80	1.089

**N = 147**

**Source:** Field Data, (2024)

#### **4.3.5 Descriptive Statistics Results for Employee Performance**

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for dependent variable of employee performance (Table 4.6). Results shows that increasing in customers satisfaction level on the provided services received the highest mean score (M=4.03, SD=0.914) suggesting a strong perceived increase in customer satisfaction. Followed by Reaching clients expectations with mean score (M=3.99, SD=1.027), suggests respondents feel they are almost always meeting client expectations and increase in organization sales with mean score of (M=3.97, SD=0.996).

The study found that Increase in productivity per day, monthly or annually has the mean score (M=3.93, SD=1.071) suggests that respondents generally perceive a significant increase in productivity, indicating that most people feel there have been

noticeable improvements in productivity over time. Also Increase in accuracy when doing work has the mean score ( $M=3.92$ ,  $SD=1.076$ ) which means respondents believe there has been a notable improvement in the accuracy of their work, implying that work quality and precision have improved.

Furthermore, Goals are reached timelier has mean value of ( $M=3.81$ ,  $SD=1.131$ ) which is the lowest mean score. This suggests that while there is perceived improvement in the timeliness of reaching goals, it is slightly less pronounced compared to other areas.

**Table 4. 6: Descriptive Statistics Results for Employee Performance**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Increase in productivity per day, monthly or annually	1	5	3.93	1.071
Increase in accuracy when doing work	1	5	3.92	1.076
Increase in organizations sales	1	5	3.97	0.996
Reaching clients expectations	1	5	3.99	1.027
Increasing in customers satisfaction level on the provided services	1	5	4.03	0.914
Goals are reached timelier	1	5	3.81	1.131

**N = 147**

**Source:** Field Data, (2024)

#### **4.4 Reliability and Correlation Analysis Results**

The study computed descriptive statistics of all independent variables (Skill enhancement programs, Leadership development initiatives, Adaptation to technological changes and Customer service excellence training) and dependent variable (Employee performance) of the study. Results (Table 4.7) indicated that Skill enhancement programs mean score was moderate ( $M= 3.93$ ,  $SD = 1.071$ ).

Leadership development initiatives mean score was as well moderate ( $M= 3.92$ ,  $D = 1.076$ ). Adaptation to technological changes mean score was as also well moderate ( $M= 3.97$ ,  $SD =0.996$ ). Customer service excellence training mean score was moderate ( $M=3.99$ ,  $SD=1.027$ ). The results also show that mean value of dependent variable of Employee performance was moderate ( $M = 4.03$ ,  $SD = .914$ ).

Using (Cohen, 1988) cut off for correlation, the correlations between pairs of individual dimensions of the independent variables were between 0.136 and 0.993 indicating a low and significant correlation.

Skill enhancement programs was found significantly positively correlated with the Employee performance ( $r = 0.590^{**}$   $p < .01$ ). Leadership development initiatives was found significantly positively correlated with the Employee performance ( $r = 0.664^{**}$   $p < .01$ ). Adaptation to technological changes was found significantly positively correlated with the Employee performance ( $r = 0.498^{**}$   $p < .01$ ). Customer service excellence training were found significantly positively correlated with the Employee performance ( $r = 0.767^{**}$   $p < .01$ ).

Scale test for reliability analysis was carried out to determine the internal consistency of the measurement scales. Cronbach alphas coefficients (Table 4.7) in the diagonal show good internal consistency for all variables tested for reliability. Skill enhancement programs (0.915), Leadership development initiatives (0.926), Adaptation to technological changes (0.821), Customer service excellence training (0.880) and Employee performance (0.893). (George and Mallery, 2014).

**Table 4. 7: Variable Descriptive Statistics, Reliability and Correlation Analysis Results**

		MEAN	STD. DEV					
Skill enhancement programs	Pearson Correlation	3.93	1.071	<b>.915</b>				
Leadership development initiatives	Pearson Correlation	3.92	1.076	.501**	<b>.926</b>			
Adaptation to technological changes	Pearson Correlation	3.97	.996	.409**	.253**	<b>.821</b>		
Customer service excellence training	Pearson Correlation	3.99	1.027	.516**	.898**	.361*	<b>.880</b>	
Employee performance	Pearson Correlation	4.03	.914	.590**	.664**	.498*	.767**	<b>.893</b>

\*p < 0.05 (two – tailed), \*\*p < 0.01 (two – tailed) \*\*\*p < 0.001 (two – tailed)

Source: Field Data, (2024)

#### 4.5 Outliers, Normality, Linearity and Homoscedasticity Regression Assumptions Testing Results for Ethics

The histogram in Figure 4.1 displays a bell-shaped curve, indicating that the distribution of residuals follows a normal pattern with a mean close to 0 and a standard deviation close to 1. This suggests that the residuals exhibit a normal distribution. Figure 4.2 illustrates that the residuals align closely with the diagonal line, providing evidence of the absence of outliers. The histogram (Figure 4.1) further supports this by showing that no residual values fall outside the  $|3|$  cutoff, as per Tabachnick and Fidell (2007) definition of outliers.

In Figure 4.3, the dots along the diagonal line suggest a linear relationship in the data, confirming the absence of outliers. Additionally, the dispersion of case residual dots around zero in a rectangular pattern (Figure 4.3) implies homoscedasticity,

indicating equal variance. Therefore, there is no indication of heteroscedasticity, or unequal variance in the data, as the evidence supports a consistent pattern.

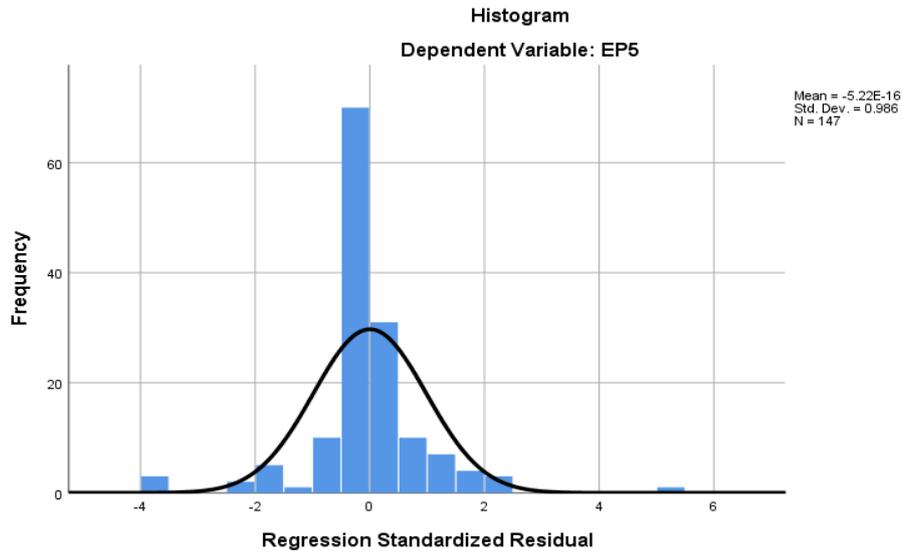


Figure 4. 1: Histogram

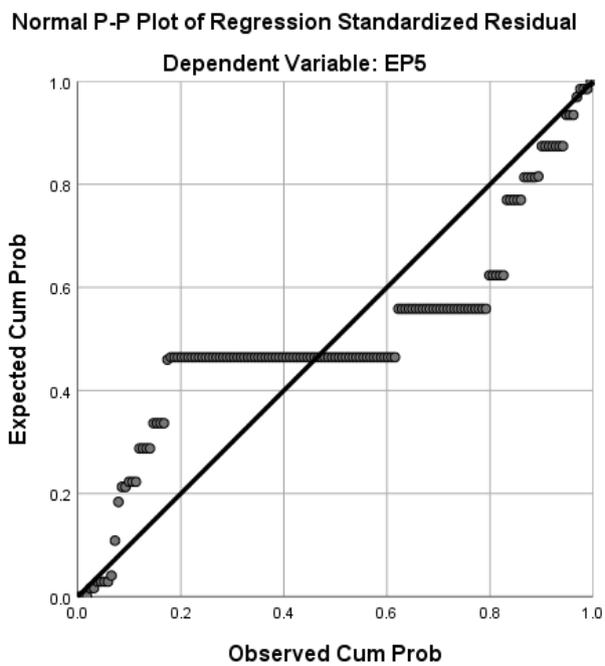
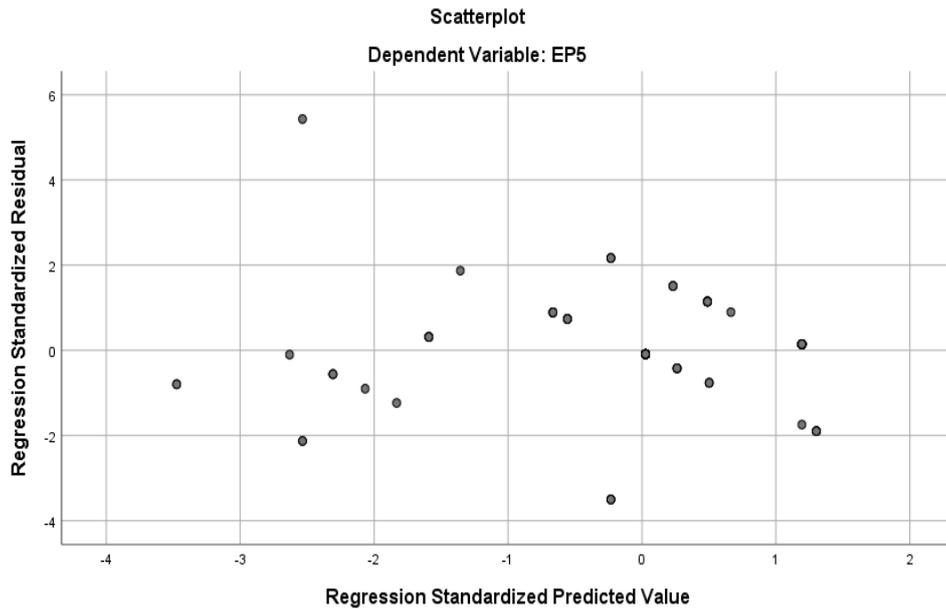


Figure 4. 2: Normal P-Plots for the Standardized Residual Variables



**Figure 4. 3: Scatter plot for the Standardized residual for Variables**

#### 4.6 Analysis

The multiple regression analysis was carried out to estimate the effect of independent variables (Skill enhancement programs, Leadership development initiatives, Adaptation to technological changes and Customer service excellence training) on dependent variable (Employee performance). Results are presented in Tables 4.8 - 4.10.

**Table 4. 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.821 <sup>a</sup>	.674	.665	.529	.987

a. Predictors: (Constant), customer service excellence training, leadership development initiatives, adaptation to technological changes, skill enhancement programs

b. Dependent Variable: Employee performance

\*p < 0.05 (two – tailed), \*\*p < 0.01 (two – tailed) \*\*\*p < 0.001 (two – tailed)

Source: Field Data, (2024)

Table 4.8 presents that, the model summary indicates that the predictors collectively explain a very high proportion of the variance in employee performance (82%), and the model is very precise (small standard error of the estimate). This suggests that the chosen predictors are very effective in explaining employee performance in this study. R Square (0.674): This is the coefficient of determination. It represents the proportion of variance in the dependent variable (Employee performance) that can be explained by the independent variables (customer service excellence training, leadership development initiatives, adaptation to technological changes, skill enhancement programs). An R Square of 0.674 means that 67% of the variance in employee performance is explained by the predictors and 33% were explained by other factors.

Table 4.9 presents the analysis of variance (ANOVA) results. It is also known as model fit results. The ANOVA table indicates the p-value associated with the F-statistic. A p-value of .000 (which is less than .05) indicates that the overall regression model is statistically significant ( $p\text{-value} < .05$ ). This means that the predictors (customer service excellence training, leadership development initiatives, adaptation to technological changes, skill enhancement programs) collectively have a statistically significant effect on employee performance. The very high F-statistic (73.336) further supports this conclusion, showing that the model provides a good fit to the data.

**Table 4. 9: ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.133	4	20.533	73.336	.000 <sup>b</sup>
	Residual	39.758	142	.280		
	Total	121.891	146			

a. Dependent Variable: employee performance

b. Predictors: (Constant), customer service excellence training, leadership development initiatives, adaptation to technological changes, skill enhancement programs

\* $p < 0.05$  (two – tailed), \*\* $p < 0.01$  (two – tailed) \*\*\* $p < 0.001$  (two – tailed)

**Source:** Field Data, (2024)

Table 4.10 presents results of regression coefficients for the predictors in the regression model. The results show that the contribution of training and development positively predicts employee performance. It represents the expected value of the dependent variable (employee performance) when all predictors are zero. This coefficient is significant ( $p = 0.000$ ,  $p < 0.05$ ). Skill enhancement programs, the coefficient indicate positive relationship means for every one unit increase in skill enhancement programs, employee performance is expected to increase by 0.180 units, holding other variables constant. This coefficient is significant ( $p = 0.000$ ,  $p < 0.05$ ). Leadership development initiatives, this coefficient indicates a positive effect on employee performance means for every one unit increase in leadership development initiatives, employee performance is expected to increase by 0.081 units, holding other variables constant.

This coefficient is significant ( $p = 0.035$ ,  $p < 0.05$ ). Adaptation to technological changes, the coefficient indicates positive effect on employee performance means for every one unit increase in adaption technological changes, employee performance is

expected to increase by 0.176 units, holding other variables constant. This coefficient is significant ( $p = 0.001$ ,  $p < 0.05$ ). Customer service excellence training, the coefficient indicate positive relationship means for every one unit increase in customer service excellence training, employee performance is expected to increase by 0.600 units, holding other variables constant. This coefficient is significant ( $p = 0.000$ ,  $p < 0.05$ ).

Multicollineality statistics Table 4.10 show tolerance figures ranging from .174 to .660 while Variance Inflation factors (VIFs) ranged from 1.304 to 5.757. These figures suggest that multicollineality not suspected amongst the independent variables. Field (2005) suggests that multicollineality would be suspected is tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

**Table 4. 10: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity	Statistics
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.546	.222		2.461	.015		
	Skill enhancement programs	.180	.050	.211	3.583	.000	.660	1.514
	Leadership development initiatives	.081	.095	-.095	-.853	.035	.184	5.447
	Adaptation to technological changes	.176	.050	.192	3.509	.001	.767	1.304
	Customer service excellence training	.600	.102	.674	5.862	.000	.174	5.757

a. Dependent Variable: Employee performance

**Source:** Field Data, (2024).

## **4.9 Discussion of the Findings**

The goal of the study was to examine the contribution of training and development to employee performance. A case of Kilombero Sugar Company Limited (KSCL). The hypothesis for analysis was tested using regression analysis. The discussion elaborates the findings information as created by data analysis and compares or contrasts the current findings with what has been discovered in prior relevant studies, all while focusing on the study objectives. Each finding contribution is displayed. As a result, a comprehensive and in-depth understanding of the the contribution of training and development to employee performance.

### **4.9.1 Demographic Characteristics**

The demographic findings from the study indicate that Kilombero Sugar Company Limited (KSCL) possesses a workforce that is notably well-educated and experienced, especially among participants holding diplomas and bachelor's degrees, as well as those with significant work experience ranging from 6 to 15 years. This knowledgeable and skilled group is expected to make significant contributions to the study's goals related to training and development. Research indicates that seasoned employees tend to adjust more successfully to training initiatives, particularly in domains such as customer service excellence, which can have a direct effect on organizational performance. In a similar vein, Lundqvist et al. (2023) discovered that there is a correlation between educational attainment and an employee's ability to take advantage of skill-enhancement programs, highlighting that those who are trained and educated tend to reach higher levels of productivity.

Furthermore, the age demographics reveal a significant presence of middle-aged workers (26-50 years), a cohort generally open to leadership development initiatives, according to findings by Anual et al. (2020). The willingness of this age group to engage in leadership training could improve their performance capabilities, thereby contributing to the achievement of KSCL's performance objectives. The demographic factors indicate that KSCL's workforce is well-suited for training and development initiatives. An educated, experienced, and primarily middle-aged workforce can enhance performance outcomes through focused development programs.

#### **4.9.2 The Influence of Skill Enhancement Programs on Employee Performance at Kilombero Sugar Company Limited**

Skill enhancement programs among employee of Kilombero Sugar Company Limited were found statistically positive and significantly related to employee performance due to its useful for deriving an understanding of the various aspects within which the training programs are taken and the effects of the training on the performance of the trainees. These findings are supported by Shaib and Bulengela (2024) that if training are well managed strategically, could offer a strong potential for enhancing the ability and performance of employee in their ability to work within and improve organizational performance. Noting that, for such outcomes to be achieved, there is need for industry-specific training interventions to be employed, and that these need to be developed based on an understanding of the conditions within the industry.

Findings also show that skill enhancement programs are perceived as valuable investments to improvements and overall job performance. Secondly, the means on the venue or location of training was also relatively high proving the fact that the place where training takes place is believed to enhance the performance of the employee. This, in turn, means that the physical environment where training programs are delivered plays a crucial role in facilitating learning and its transfer to performance on the job. Followed by the duration of the skill enhancement training, which demonstrates that the duration is seen as sufficient for the required skill development of the employee as well as their performance. This means that employee consider the necessity of providing enough time in learning the new skills as well as practicing them, thus supporting the goal of improving the performance of the employee.

These findings depict the company in general having a positive attitude towards training and skill enhancement programs. They stress on the relevance of appropriate training time, choice of training facilities, and relation between training material and job specifications as the main factors that can determine the training outcomes favorably. To build on the success of those programs, identifying and responding to any gaps between perceived benefits and actual improvements may also be helpful, in order to ensure that the next iteration of further training and development initiatives will continue to meet the expectation of the employee in terms of skill development and performance enhancements. However, the ranking of training content to job requirements also got a relatively high mean score suggesting that

employee feel that training content should be relevant to the job in order to boost performance. This affirms the notion that training should ensure that the skills acquired, are relevant to the duties performed by the employee, in order to justify the utility of the training programs.

The research results on skill enhancement programs in Kilombero Sugar Company Limited has evidence from Human Capital Theory where education and training are viewed as the critical factors in increasing the productivity of employee and the overall performance of the organization. The high mean scores in the perceived value in skill enhancement programs, training venues, and adequate training duration are in line with the theory highlighting the importance of education and training in improving labor productivity. As encapsulated in the Human Capital Theory, the essential aspect of training is to make sure that training is relevant towards the job descriptions and be in a position to improve the performance of their organizations.

These findings argue with cross-sectional study done by Shenoy & Shailashri (2023) on skill enhancement training in media houses in post-apartheid South Africa, there was a positive relationship between training and job satisfaction. They pointed at the importance of the skills transfer in the overall performance of organization and further to the significance that was put into the fact that training interventions increase motivation and satisfaction and consequently the performance of the employee.

These findings differ from Taylor (2019) arguing that while training programs improve skills, they do not necessarily lead into better job performance unless

coupled with motivational incentives and a supportive work environment. His findings suggest that the absence of these factors leads to minimal impact from training efforts, which is at odds with the positive perceptions observed in the Kilombero study.

#### **4.9.3 The Influence of Leadership Development Initiatives on Employee Performance at Kilombero Sugar Company Limited**

Leadership Development Initiatives was found statistically positive and significantly related to employee performance at Kilombero Sugar Company Limited. This is supported by Mwita et al (2018) confirmed positive and significant linear correlation between leadership and employee retention with training managers and seeking feedback on leadership style to improve it gradually and mitigate turnover among Tanzanian commercial banks. These studies show the importance of leadership and training in improving organizational workforce performance and talent management in several contexts.

The descriptive statistics from the study on leadership development initiatives at Kilombero Sugar Company Limited reveal interesting insights into employee perceptions of various skill enhancements. Among the evaluated aspects, conflict resolution skills emerged with the highest mean score, indicating that employee perceive significant improvement in this area due to the leadership development efforts. This suggests that the initiatives are particularly effective in addressing and enhancing employee abilities to manage and resolve conflicts, which is crucial for maintaining a productive and harmonious work environment.

Additionally, leadership competencies were also notably enhanced according to the study findings, albeit slightly lower in mean score compared to conflict resolution skills. This indicates that employees believe these initiatives are effective in developing their leadership abilities, which likely translates to improved management practices and team performance within the company. Furthermore, the study found that leadership styles and skills improvement received a commendable mean score, suggesting a positive impact on how employees perceive their own leadership roles and responsibilities within the organization.

However, the study also highlighted that the impact on decision-making abilities received the lowest mean score among the evaluated aspects. This suggests that while employees do perceive some positive influence on their decision-making from the leadership development initiatives, this area might require further focus or enhancement in future program iterations. Overall, these findings underscore the effectiveness of leadership development initiatives at Kilombero Sugar Company Limited in enhancing critical skills and competencies among employees, particularly in conflict resolution and leadership capabilities.

These findings reflect a generally positive outcome that enhanced conflict resolution skills, improved leadership competencies, and refined leadership styles are likely contributing factors to improved overall performance within the organization. However, the lower score in decision-making abilities implies an opportunity for further development in this area to fully capitalize on the potential benefits of

leadership development initiatives. Therefore, ongoing evaluation and refinement of these programs based on such feedback can ensure continuous improvement in employee performance and organizational effectiveness at Kilombero Sugar Company Limited.

The results achieved in this study regarding the effects of leadership development programmes at Kilombero Sugar Company Limited are consistent with Human Capital Theory. As postulated in the theory, educating and training the employee creates value addition in their productivity and performance. The increased effectiveness in handling conflicts and leadership skills among the human resource at Kilombero Sugar Company supports the theory underlining that skill development leads to desirable performance results. Additionally, the theory highlights the importance of education and training to economic development of the organization and its competitive stance. These general observations show that through the targeted leadership development of special skills like conflict resolution and leadership, Kilombero Sugar Company makes effective argument for the applicability of Human Capital Theory; the targeted changes achieved notable improvements in the performance of its employee, organizational productivity, and overall efficacy.

These findings argue with Lundqvist et al (2023) that leadership styles in the Northern European countries and level of well-being among employee could be enhanced by elements in the work environment of transformational leadership and supportive leadership.

These findings are against Johnson and Brown (2020) explaining the variability in the results since the compared leadership programs with distinctly different emphases and structural characteristics. Johnson and Brown have pointed out that where decision making is an element of the overall program use, impressive enhancement can be made, thereby supporting the suggestion that Kilombero program could improve decision making. Likewise, findings different to Lee and Wang (2020) observed minimal impact of leadership development on conflict resolution skills, contrasting sharply with the Kilombero study. Their research proposed that technical employee required more personalized and context-specific training to see significant improvements in this area.

#### **4.9.4 The Effect of Adaptation to Technological Changes on Employee Performance at Kilombero Sugar Company Limited**

Study results revealed Adaptation to Technological Changes is statistically positive and significantly related to Employee Performance. The finding is supported by Anual et al. (2020) capturing that technological advancement plays a significant role in improving employee performance and productivity, further highlighting the role of technology in augmenting organizational competitiveness.

The descriptive statistics from the study on adaptation to technological changes at Kilombero Sugar Company Limited reveal several key insights into how employee perceive the impact of technology adoption on their performance. According to the findings, employee perceive a strong positive impact of technology adoption on their performance, particularly in terms of the rate of technology adoption, reduction in

errors due to technology usage, and innovation in problem-solving through technology. These aspects scored the highest mean ratings among the variables examined, indicating that employee believe these factors significantly enhance their effectiveness and overall performance.

Furthermore, the study indicates that employee also recognize the importance of adaptability to changing workflows in improving their performance, albeit to a slightly lesser extent compared to the aforementioned factors. This suggests that employee value their ability to adapt to new workflows as a crucial element in maintaining and enhancing their productivity and effectiveness within the company evolving technological landscape.

On the other hand, the findings suggest that while employee acknowledge the positive impact of efficiently using new tools and systems on their productivity, it received the lowest mean score among the factors studied. This indicates that although efficient utilization of new tools is perceived positively, its perceived impact on productivity may not be as pronounced as other aspects such as adaptability, error reduction, and innovation through technology.

Overall, these findings highpoint the importance of effective technological adaptation in influencing employee performance at Kilombero Sugar Company Limited. They highlight that employee perceive technology adoption not only as a means to reduce errors and enhance problem-solving but also as a driver of adaptability and overall effectiveness in their roles. This aligns with the objective of the study to determine how adaptation to technological changes influences employee

performance, emphasizing the significance of strategic technological integration in fostering a productive and adaptive workforce.

These findings are related to the theory in this study which postulates that investments in employee skills and education enhance their productivity and performance. The study findings, which show that employee perceive a strong positive impact of technology adoption on their performance through innovation, error reduction, and adaptability, align with the core principles of Human Capital Theory. Explicitly, the theory emphasizes the worth of developing skills that improve productivity and the importance of training in strategic planning and competitive advantage. Employee at KSCL recognize the implication of technological skills and adaptability, which accentuates the importance of continuous learning and development as highlighted in Human Capital Theory.

Findings also differ to Yunus et al. (2024) that technological change was not significantly correlated with the Nigerian manufacturing industry employee relations hence the need to appropriately address the souring Nigerian manufacturing industry employee relation with technology to foster profitability and competitiveness of enterprises in the industry. These findings contrast with Carroll and Conboy (2020) emphasized that the rapid technological changes driven by the pandemic had mixed effects on employee performance. While some employee experienced technological adoption increased productivity and enhanced performance others faced consequences in adapting to new tools, leading to stress and decreased performance. Also, Trenerry et al. (2021) found that technology adoption influences performance

but stressed that the outcomes seriously depend on organizational culture and support systems. Unlike the positive perception at Kilombero Sugar Company, this study designated that without proper support, training, and a conducive environment, technology adoption could lead to employee resistance and decreased performance.

#### **4.9.5 The Influence of Customer Service Excellence Training on Employee Performance at Kilombero Sugar Company Limited.**

Customer Service Excellence was found statistically positive and significantly related to Employee Performance. The finding is supported by Koh and Boo (2019) who found that email communication quality affects customer satisfaction in Taiwan. The findings based on the views concerning the customers service excellence training at Kilombero Sugar Company Limited indicate that the employee perception of the effects of the training differs. The most significant mean score corresponds to a yes, meaning that employee believe that the training enhances their ability to deliver services to a significant degree. This implies that the training caters for the skills concerning service and it may enhance the probability of the attainment of a favorable customer experience.

However, other areas like general concern to customers or customer sensitivity and attention to complaints or inquiries also recorded comparably high mean scores though lower than those registered to service quality improvement. This mean that therefore as much as employee come to work ready to engage the customers with

empathy and responsiveness the moment they are trained and encouraged to do so they might not always deliver as expected or as effectively as expected. Moreover, the result that training and development has the lowest perceived measure on the satisfaction of customers, makes the author infer that employee may not be fully confident in guaranteed parts of satisfying customers despite having undergone through training.

The findings presented in the current study demonstrate a deeper level of insight into the impact of customer service excellence training on the performance of employee at Kilombero Sugar Company Limited. They suggest that although the training as a whole positively increases service quality and enhances the degree of employee empathy and sensibility to clients orders, there can be certain aspects concerning direct servicing of customers variety-faced needs that might be on the one hand, worth paying more attention or, on the other hand, could be suggested as needing some modifications in the training program. All in all, it is recommended that there should be ongoing periodic assessment of the training intervention in order to optimize it to the desired goals of improving customer satisfaction with organizational performance.

The study finding is anchored on Human Capital Theory which holds that employee equipped with skills and education will be productive. This theory further postulated that training is part of developing human capital and is directly related to better service delivery and customer satisfaction. According to the findings of the study

which showed that the employee have the perception that the customer service excellence training has a significant impact on increasing their service delivery abilities, the theory supports the argument that skill improvement increases productivity. Furthermore, the findings that the training enhances the employee empathy and responsiveness of their colleagues can be attributed to the Human Capital Theory which posits that any investment in education and skills increases the worker productivity and thus organizational effectiveness.

Findings correspond to study carried out by Setyadi et al. (2022) regarding employee performance on service quality in Indonesian service excellence, it was revealed that employee performance did have a direct influence on the quality of services which resulted in increased customer satisfaction hence promoting customer loyalty. Shrestha (2021) has identified responsiveness, empathy, and assurance dealing with the theme on customer satisfaction in Liberia recommending similar research on the impact of e-tax payment on revenue generation and research studies in other developing countries.

The findings are against Nguyen and Wong (2021) who proved that while customer service training interventions were not very effective when they were generic and did not consider the job descriptions and learning preferences of employee. Some of them opposed the idea that generic training programs could produce lower effectiveness due to the failure to consider the specifics of various forms of customer service work. From their studies, they conclude that the application of individual and

training programs that address roles are more effective in enhancing the performance of the employee and the satisfaction of the customers. Johnson et al. (2020) identified that knowledge enhancement from customer service training was moderate but the enhancement in customer service delivery was marginal. They pointed out the fact that organizational culture and support systems are instrumental in the degree of training changes observed.

**CHAPTER FIVE**

**SUMMARY OF THE FINDINGS, CONCLUSION AND**

**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the summary, conclusions, recommendations and critical evaluation of the study. The recommendations provide suggestions to be addressed to solve the challenges that are facing organizations, managerial employee, policy implications, and recommendations for further studies, Further, the study shows the critical evaluation of the study.

**5.2 Summary of the Main Findings**

**5.2.1 Influence of Skill Enhancement Programs on Employee Performance**

Employee positive attitude towards skill enhancement programs and other related aspects are also described in the conclusion part of the study. The highest degree of consensus was achieved regarding the number of training hours, which is considered as effective in terms of enhancing skills and productivity. Next in order, the employee were able to agree that appropriate training facilities also greatly affect their performance. Furthermore, the relationship between the training and job specifications was observed to improve performance appreciably, underlining the suitability of the training content. The theories of skill enhancement programs were perceived as useful training that brings positive change to organizational performance. However, there is an idea to consider how to improve the training

content in order to address employee demands and expectations more effectively since the current training materials are reported to be quite well received but still can be considered as in need of improvements.

### **5.2.2 Influence of Leadership Development Initiatives on Employee Performance**

Findings of second objective show that leadership development initiatives have a marked effect on performance among employee, especially in conflict resolution skills, which is employee key area of perceived positive change compared to other aspects indexed. Leadership development initiatives are also recognized as useful in the development of general leadership skills in the workforce. Furthermore, these programs are stated to enhance the aspect of leadership practices and skills in their respective capacities. However, decision making competency is seen to be less affected in comparison to other competencies assessed in the research. The study highlights the extent of utility of leadership development interventions concerning the distinct dimensions of employee skill and capability.

### **5.2.3 Effect of Adaptation to Technological Changes on Employee Performance**

This study shows that, employee perceptions regarding the impact of adopting technologies have got positive influence on performance with performance being the most influenced aspect among those that have been analyzed. They also agree to the fact that minimizing mistakes with the help of technology greatly improves their capabilities. As for the fifth aspect, technology integration in the presentation of

ideas in solving problems is considered as having a positive impact on the performance of employee but is regarded as less significant compared to the first two aspects. There is also perceived receptiveness by the employee to alterations of the process, hence, better performance. Nevertheless, while the use of new tools and systems is the aspect that has a positive impact on productivity, its efficient implementation is perceived as the least significant aspect of the entire assessment. Altogether, it is pinpointed that the analyzed alterations have diverse impacts on the performances and efficiencies of the employee according to their perceptions.

#### **5.2.4 Influence of Customer Service Excellence Training on Employee Performance**

Customer service excellence training is appreciated by employee to positively affect the quality of the delivered services, having a very high impact when compared to other aspects. The latter suggests that through this training employee also improve their customer relation as they feel it helps them communicate empathy and reassurance to customers. However, there is perceived training impact on customer retention rates a slightly lower effect to the previous statement. This we find to be true since knowledgeable employee are perceived to be more attentive to customers queries and complaints thus enhancing the customer relations. However, it has been estimated that the training has little effect as far as directly meeting customers needs, which is evaluated least out of all the aspects. In conclusion, the presented study demonstrates the difference in perceived organizational identity concerning the impact of customer service excellence training on various facets of customer service and engagements.

Pearson correlation analysis revealed that all the independent variables had positive and significant coefficients with employee performance ranging from 0.0 to 0.767 ( $p < 0.01$ ). For reliability, results of Cronbach alphas for all the variables ranged from 0.821 to 0.926 indicating good internal consistency among the variables. By using multiple regression analysis, it was confirmed that the variables explained in this study could significantly predict the performance of employee with the variance accounted for being 67% ( $R^2 = 0.674$ ,  $p < 0.05$ ). Checking of model assumptions on normality, outliers, linearity, and homoscedasticity was used to enhance the overall validity of the regression model. These research results highlight the importance of structured training and developmental programmes in improving the performance of the employee of KSCL and offers direct pointers for effective HR and organization development planning at the company.

### **5.3 Implications of the Findings**

The implications of these findings are for the objectives stipulated. Practically, it arises from the study that training personalized to skill enhancement, leadership development, technological adaptation, and customer service excellence boosts employee performance at KSCL. In this regard, this implies that KSCL should continue investing in and refining these programs for maximum productivity and employee satisfaction. From a policy point of view, the findings inform the development of a training policy that is robust in nature, involves continuous development, and is flexible in the wake of technological changes so as to ensure competitive advantage and long-term realization of organizational objectives.

Theoretically, this study supports Human Capital Theory by indicating how strategic investments in human capital provided by various training programs can lead to a significant increase in workers performance and consequently an increase in overall organizational productivity. The positive correlations and high internal consistency of the results validate the theory that emphasized the role of education and skill development as critical drivers for productivity and economic growth.

#### **5.4 Conclusion**

This research sought to assess the role of training and development towards performance improvement in Kilombero Sugar Company Limited (KSCL). The research findings highlight several key themes indicating different perception of increased skill commitment program, effects of leadership development interventions, the significance of organizational adjustments due to the advancement of technology, and the effects of customer service excellence training. Altogether, these themes demonstrate how important it is to develop and implement formal trainings that improve the productivity of employee and the performance of organizations.

First, the first response rate analysis shows that employee rated the skill enhancement programs at fairly high level where the highest mean score indicates the overall acknowledgement of the programs for enhancing job performance. These include the appropriate training environments, the right amount of training, appropriate content in the training program and the relationship between training and job specifications as factors that have a positive effect on employee performance. These implications

suggest that employers should employ well framed and elaborated skill development programs with an aim of enriching the human capital in order to improve on their productivity and efficiency towards the achievement of organizational goals.

Kilombero Sugar Company Limited (KSCL) employee also see benefits from leadership development initiatives, especially in enhancing interpersonal conflict resolution capability and leader competencies. With respect to the perceived effectiveness of these initiatives in developing leadership skills, the high mean scores suggest that employee feel that these initiatives work in improving leadership skills in a workplace environment, which is key to encouraging productivity. The practical implication for employers includes the rationale of taking leadership development as a strategic goal because it builds leadership capacity and skills that help employee to effectively lead teams and make viable decisions within organizations.

Another important gain from this study is how employee develop capabilities for adapting to new technologies, and the results are positive with the ability to demonstrate an enhancement in performance resulting from the changed technology environment. This analysis indicates that lower error rates, optimized processes, and better management of issues using technology are some of the benefits that can be observed. There is evidence that should compel companies to ensure they help employee improve on technological adaptability for work through availing training and the necessary materials, hence enhancing productivity. Reduced in practical customer service excellence training increases employee attentiveness and responsibility, the quality of service and repeat patronage of clients. Higher means are further illustrated to suggest that employee are more willing and prepared to

attend to the needs of customers and enhance the level of services delivered in the organization after the training. This is why it is always important to involve the employee in customer service training in order to ensure that the organization is in line with customer service solutions. Developers should also continue to promote such training programs to make sure that employed persons are in a position to offer such exemplary service, which necessitates customer satisfaction and loyalty.

The study also brings benefits on employee performance report with enhanced customer satisfaction, productivity, and precision among others. All these improvements suggest that elaborate training and development policies and practices enhance both, the employee and the organization as a whole. Implication from theory points that regular investment in employee is an essential part of human capital management strategies, which, in turn, are useful to the attainment of organizational processes in the long run. In terms of practical implications, the results imply that KSCL and other similar organizations need to consider training and development activities as core activities in their daily operations. Such programmes do not only increase its employee performance but also help the company to gain competitive advantage from a skilled employee who can adapt to any challenge. The leaders within the organization should contemplate on the following policies to enforce codes that support the enhancement of personnel ongoing professional practice as a part of personnel management. In most cases this study points out to the fact that training and development should be embraced by KSCL in its bid to improve on performance. These measures are mutually beneficial to companies, their employee, and the employers since they enhance skill development, leadership, technological competencies, and excellent customers services. The implications of the research

offer insights to organizational managers and policymakers with insightful information on ideal ways to formulate and ensure proper implementation of strategic training programs that can fuel growth in the continued success of the organization.

### **5.5 Recommendations**

- 1 For KSCL and similar organizations to sustain the high value employee place on skills learning initiatives, efforts should be made, and resources allocated towards enhancing the programs. This entails that the content of the training courses should be relevant to requirements of the job market, sourcing for the right training facilities, and providing enough training time. As a result, employers develop the necessary skills that enhance job performance, which would facilitate organizational success.
- 2 Effective conflict resolution skills and leadership competencies are some of the benefits as seen by organizations that invest in leadership development initiatives hence should be given priority. Management should consider leadership development as part of their regular training plans for their workers so that they are able to improve on leadership skills.
- 3 Since the results have shown that there is a positive relationship between technology adoption and worker productivity, organizations should more emphasis on technological transition. This also demands offering special training and follow-up to assist staff members employ new technological

procedures, minimize mistakes, and enhance problem-solving skills. That means that when employees are trained appropriately to meet the technological changes, the overall efficiency and effectiveness will be improved.

- 4 Promote Regular Training and Development Programs KSCL and similar organizations need to promote regular training and development programs as part of operational strategies. These programs do not only improve performance of the personnel but also help the company to gain competitive advantage by building human capital. The authorities must design regulations that would require constant personal growth as an essential component of human resource management to achieve steady improvement and efficiency.
- 5 There should be Policies for Professional Development Policymakers within organizations and should consider putting in place policies that demand for professional development program to be conducted continuously. Policies of this nature will reinforce training and development activities as not isolated exercises but continuous processes that maintain the currency of skills within employee and organization. This approach will ensure long-term organizational objectives and sustain competitiveness in the market.

### **5.6 Limitations of the Study**

Upon the completion of this study there were several limitations including,

**Limited Sample size and Representativeness:** Limited resources and time constraints for this study restricted the sample size of the study. Additionally,

limitation in ensuring the sample selected is representative of the entire population of employees at KSCL. To mitigate this limitation, the researchers employed sampling techniques including simple random and purposive sampling to ensure a diverse representation of all groups of study respondents.

**Access to data:** Obtaining access to relevant data from KSCL was challenging. Private organizations have strict policies regarding data sharing, and accessing internal documents or personnel records. To overcome this limitation, researchers established collaborations or partnerships with company leaders to gain access to the necessary data.

**Response bias Limitation:** The accuracy of responses provided by Top-management staff and Subordinate staff have been influenced by various factors, such as social desirability bias or fear of repercussions. Staff might hesitate to provide honest opinions or information due to concerns about anonymity or confidentiality. The researcher addresses this limitation by ensuring ethical considerations, participant anonymity, emphasizing the confidentiality of responses, and using well-designed research instrument protocols to encourage unbiased responses.

**Generalizability:** Findings from a study conducted in a specific context, KSCL, may not be directly applicable to other settings or countries. To enhance generalizability, the researcher conducted an empirical review of studies across multiple regions or countries. This considered conducting a systematic review or meta-analysis that includes studies from different contexts to provide a broader perspective.

### **5.7 Recommendations for Further Studies**

Based on the findings and conclusions drawn from the study on the contribution of training and development programs to employee performance at Kilombero Sugar Company Limited (KSCL),

Future research could explore the longitudinal effects of investment of human capital programs on employee performance. This would involve conducting a study over an extended period to observe how sustained participation in different types training programs, place of training, duration of training, on employee performance, job satisfaction, and overall organizational outcomes.

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## APPENDECES

### Appendix I: Research Questionnaire

*[For employee working at Kilombero Sugar Company Limited]*

My name is **Leah Peter Mnyambwa** pursuing Master of Human Resource Management (MHRM). The aim of this questionnaire is to gather data required for the purpose of research study entitled **The Contribution of Training and Development on Employee Performance in Private Companies. A Case of Kilombero Sugar Company Limited** which is part of requirement for the award of Master of Human Resource Management (MHRM) of The Open University of Tanzania (OUT).

The data you provide will assist the researcher on accomplishment of this study and will be helpful to Kilombero Sugar Company Limited workers, stakeholders and government to become aware on various contributions of Training and Development and their contribution in influencing employee performance.

### **PART A: DEMOGRAPHIC INFORMATION**

*(Please tick one box for each of the questions 1-6)*

1. Gender

Male [        ]        Female [        ]

2. Please indicate your age category (Tick accordingly)

18-25 years [    ] 26-33 years [    ] 34-40 years [    ] 41-48 [    ]

Above 49[  ]

3. What is your educational level? (Tick accordingly)

Certificate [  ] Diploma [  ] Bachelors degree [  ]

Masters degree [  ] Above masters Degree [  ]

4. How long have you been working with your organization Kilombero Sugar Company Limited?

1-5 years [  ] 6-10 years [  ] 11 years and above [  ]

**SECTION B: Influence of skill enhancement programs on employee performance in private companies**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement.

S/N	Options	1	2	3	4	5
SEP1	training content provided positively contributes to improving performance					
SEP2	duration of skill enhancement training adequately allows employee to develop their skills impacts their performance					
SEP3	type of training offered in skill enhancement programs aligns well with the job requirements and significantly					

	enhances performance					
SEP4	suitable training venues or locations of training have impact on performance level of employee					
SEP5	Skill enhancement programs are perceived as valuable investments to improvements and overall job performance.					

*Note: 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly*

*Agree*

**Section C: Influence of leadership development initiatives on employee performance in private companies**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement.

S/N	Options	1	2	3	4	5
LDI01	leadership development initiatives effectively enhance leadership competencies among employee.					
LDI02	leadership development programs enhance improved leadership styles and skills in their roles.					
LDI03	decision-making abilities of employee is					

	positively impacted by leadership development initiatives.					
LDI04	Conflict resolution skills among employees have noticeably improved due to leadership development efforts					

*Note: 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly*

*Agree*

**Section D: Effect of adaptation to technological changes on employee performance in private companies**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement.

S/N	Options	1	2	3	4	5
ATC01	The rate of technology adoption positively impacts employee performance					
ATC02	Efficient utilization of new tools and systems enhances employee productivity					
ATC03	Employees demonstrate adaptability to changing workflows, leading to improved performance					
ATC04	Reduction in errors due to technology usage significantly enhances employee effectiveness					

ATC05	Innovation in problem-solving through technology positively influences employee performance.					
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*Note: 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly*

*Agree*

**Section E: Relationship between customer service excellence training and employee performance in private companies**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement.

S/N	Options	1	2	3	4	5
R01	customer service excellence training equips employee to satisfy customers needs					
R02	Service quality improves after employee receive customer service excellence training					
R03	Trained employee exhibit higher levels of responsiveness towards customer inquiries and concerns					
R04	Customers perceive a greater sense of					

	empathy and assurance due to customer service excellence training					
R05	Customer retention rates are influenced by customer service excellence training.					

*Note: 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly*

*Agree*

### **Section F: Employee performance**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement.

<b>S/N</b>	<b>Options</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
EP1	Increase in productivity per day, monthly or annually					
EP2	Increase in accuracy when doing work					
EP3	Increase in organizations sales					
EP4	Reaching clients expectations					
EP5	Increasing in customers satisfaction level on the provided services					
EP6	Goals are reached timelier					

*Note: 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree*

**THANK YOU FOR YOUR PARTICIPATION!**

## Appendix II: Research Clearance Letter

### THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/PG202285656

1<sup>st</sup> June, 2024

The Managing Director,  
Kilombero Sugar Company Limited,  
P.O.Box 50,  
KIDATU-MOROGORO.



Dear Director,

**RE: RESEARCH CLEARANCE FOR MS. LEAH PETER MNYAMBWA, REG NO: PG202285656**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> 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 1<sup>st</sup> 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 **Ms. Leah Peter Mnyambwa** (Reg.No: PG202285656), pursuing **Master of Human Resource Management (MHRM)**.

*Approved to do  
research on L&D  
aspect.  
4/6/2024*

We here by grant this clearance to conduct a research titled "**The Contribution of Training and Development on Employees' Performance in Private Companies: A Case of Kilombero Sugar Company Limited.** She will collect her data at your office from 3<sup>rd</sup> June to 30<sup>th</sup> July 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**