



Influence of Training on Employee Performance in Local Government Authorities in Urban West Region, Zanzibar, Tanzania

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ABSTRACT

Background: Training acts as an important tool for increasing employee knowledge and skills required for offering quality services. In the context of Zanzibar Local Government Authorities, various training activities are undertaken to enhance employee performance and efficient service delivery. Despite these initiatives, employees are still performing below expectations, raising doubts on the effectiveness of the training offered.

Objective: This study examined how training practices influence the performance of employee in Zanzibar Local Government Authorities, focusing on Zanzibar Municipal Council and West B Council.

Method: A mixed research was employed, collecting quantitative data from 242 participants using questionnaire, and interviews to gather qualitative information. Data were analysed using PLS-SEM and content analysis.

Result: The result indicates that training significantly influences employee performance ($\beta = 0.324, p = 000$).

Conclusion: Effective training practices increase employees' skills, working morale, and productivity, leading to organisational success.

Unique Contribution: The study finding provides a nuanced understanding on the need for proper training programmes to enhance both employee performance and overall organizational effectiveness

Key Recommendation: It is recommended that Zanzibar Local Governments should effectively implement continuous and needs-based training initiatives aligned with organisational intended goals.

Keywords: Employee Performance, Local Government Authorities, Training



INTRODUCTION

Training is usually considered to be a fundamental practice for human resources as it enhances both employee capability and overall organizational productivity. In the context of Local Government Authorities (LGAs), training is aimed to impart knowledge, skills and competencies among the workers so that they can effectively perform their assigned duties (Seliti et al., 2025). As public institutions, LGAs are expected to offer quality services to the people, which is possible through various training interventions structured to enhance employees' efficiency, morale, and productivity (Gange & Barongo, 2024).

Well-designed training enables public service employees to appropriately cope with technological changes, legal frameworks, and customer's increasing demands. As decentralization widens the LGAs responsibilities, their workforce is expected to deliver higher degree of accountability, professionalism, and technical competence. Hence, effective training acts as a tool for improving administrative efficiency, decision making, and compliance to legal requirement and standards. When employees continuously receive required training, they are in a position to efficiently perform their responsibilities, leading to the attractive delivering of services to the people (Manu et al., 2025; Oginyi et al., 2023).

Various training initiatives have been implemented in Zanzibar, aiming to enhance knowledge, skills, and commitment of the workforce. However, performance improvement in decentralised services remains a concern, raising doubt about the effectiveness of the training programmes offered (CAG, 2021). Apart from this practical weakness, both theoretical and empirical knowledge of the influence of training on employee performance in Zanzibar local government setting remains inadequately articulated. Existing Human Capital theory opine that training increases knowledge, skills, and abilities, which consequently leads to enhance employee performance (Becker, 1962). Nevertheless, there is still a room to empirically prove the extent to which this theoretical assertion applies to different public sector organisations, especially in local government context in developing economies.

Empirical literatures reported positive relationship between training and performance of employee. For example, the study by Mwika (2021) in Meatu District Authority revealed that training boost morale and skills enhancement, creating teamwork and commitment to responsibilities. This in turns leads to employee performance and productivity which is the essence of training initiatives. When quality training programmes are frequently offered to employees, they increase performance of the workforce due to the increased knowledge, skills and competencies (Nwafor, 2024). These studies highlights that effective training enhances employee's competence, strengthening institutional capability by aligning skills with organisational intended objectives. Furthermore, training has been viewed to influence both attitudinal as well as behavioral aspects related to employee performance. Training contributes to commitment, teamwork, morale, and satisfaction, which in turn leads to higher efficiency and quality service delivery in LGAs contexts (Mwika, 2021). Employees who are well trained are more confident, committed and responsive to peoples' needs while executing their assigned duties.



Although training has been reported to influence the performance of employees, the reviewed studies provide inadequate analytical consideration on contextual institutional factors. Thus, there remains a gap on how training programmes undertaken in the unique governance and administrative framework of local government authorities in Zanzibar. Similarly, the reviewed empirical literatures, have been done outside Zanzibar, which is unrealistic to make generalization of the findings as they may not entirely capture what is really happening in the decentralised governance system of Zanzibar.

From the identified gaps, the current study examines how training influences employee performance in Zanzibar LGAs. Focusing on understudied institutional as well as geographical context, this study adds important contribution to the body of literature by extending theoretical understandings, informing human resource development policies and practices in Zanzibar local government setting.

RESEARCH OBJECTIVE

To examine the influence of training on employee performance in Local Government Authorities in Urban West Region, Zanzibar.

EMPIRICAL REVIEW

Empirical literatures show that training significantly influence the performance of employees by enhancing knowledge, skills, competencies. For example, Haji et al. (2021) studied how training materials and methods influences the performance of employee at the Commission for Land. The study result reported a positive influence of training on employee performance, demonstrating the effective training practices enhance competence and efficiency in service delivery. These results prove that effective practices of training are important tool for improving public sector's performance, like Zanzibar LGAs.

Similarly, Mwika (2021) conducted a study to examine the influence of training on the performance of employee in Meatu District Council. The study result indicate that training practices enhance employee morale, commitment, teamwork, and productivity. Likewise, Ndumbaro (2023) found that the performance of Songea Municipal employees is highly affected by the on the job training, off the job training, and interactive learning. Collectively, these studies suggest that effective training and learning practices are crucial for improving both employee and organizational overall performance in local government context.

Despite the training influence to employee performance, some literatures pinpoint obstacles that hinder its effectiveness. Mohd and Bulenga (2024) reported that limited opportunities for training among the workers constrain their performance improvement at Kigamboni Municipal Council. Likewise, Mhango (2025) found that poor training content reduce the influence of training on the performance of public service social security fund's employees. These results imply that while training is expected to have positive influence on employee performance, its effectiveness largely depends on relevant training content and enough opportunities offered to employees. Although training has been found to positively influence employee performance, its



influence is rarely seen in Zanzibar LGAs due to limited studies on the influence of training on employee performance, thus justifying the need for undertaking this empirical study.

THEORETICAL REVIEW

The study was guided by the Human Capital Theory (HCT) to determine how training practices influences the performance of employees in Zanzibar LGAs. Becker's (1962) HCT opines that investment in employee training enhances knowledge, skills, and competencies, thereby directly increasing job performance. According to this theory, human capital encompasses knowledge, skills, and competencies acquired by the employees through training, which in turn leads to increase their productive capacity in the organization (Becker, 1975). Thus, education and training signify strategic investments intended to repay improved performance as well as productivity.

In the context of Zanzibar LGAs, HCT is applicable in the sense that, when employees continuously receive effective training and development, they will increase their performance through the increased motivation, efficiency, and quality service. Employees knowledge, skills, and competencies acts as a source of their productive capacity, the "can do" to execute their duties efficiently.

METHODOLOGY

Study Area

The current study was done in Zanzibar Urban West region in the selected LGAs, namely ZMC and WBC. This region was selected due to its metropolitan nature with large population of approximately 47.3 % of people, indicating that, large number of services are provided in comparison to other regions. Similarly, the LGAs were chosen based on continuous reports of employee poor performance in the execution of their responsibilities (Natepe et al., 2020; CAG, 2021; Hamad & Mohammed, 2023).

Research Design

The study used cross-sectional research design to examine the influence of training practices on employee performance in ZMC and WBC. This research design was relevant due to its ability to collect enough data from a large population at a single point in time (Kothari, 2004). Thus cross-sectional helped to capture the respondents' opinions about the studied phenomenon.

Study Population, Sampling and Sample Size

The population involved in this study were all permanent employees working in Zanzibar Municipal Council and West B Council. The study sample size was determined using Krejcie and Morgan table. The table is useful especially when the population is known (Krejcie & Morgan, 1970). Out of 650 employees, 242 were randomly selected through simple random techniques. Purposive sampling was also employed to select 2 Executive Directors, 4 Heads of Departments, 6 Human Resource Officers, and nine general employees who were considered as key informants to generate qualitative information as they have enough knowledge and experience about the topic under the investigation.



Data Collection

Data collected through questionnaire and interview. Out of 242 copies of the questionnaire distributed, a total of 230 were sufficiently completed and used for analysis. This 95% response rate was sufficient to undertake the study. The questionnaire tool was developed and adopted from past studies (Jaffu, 2023; Kisumbe, 2019; Otoo et al., 2019; Tabiu, 2016). However, researcher made revision of the items to make them suit to the Zanzibar local government context. Additionally, interviews were conducted to the key respondents with strategic and operational responsibilities as well as experience in the formulation and execution of HR practices.

Data Analysis

PLS-SEM was employed to make analysis of quantitative data; both measurement and structural evaluation were assessed. Qualitative information from key respondents were conceptualised and analysed through content analysis.

RESULT

Respondents' Demographic Characteristics

While assessing the respondents' gender, the results indicate that out of 230 participants, 151 (65.7%) were females and the remaining 79 (34.3%) were males. This distribution show the large number of female workers compared to males, reflecting reality as the sample resemble the real population from which data were collected. In terms of respondents' age, 51 (22.2%) of the respondents ranged between 20-25 years of age, 54 (23.5%) aged between 26-30, 45 (19.6%) ranged between 31-35 years, 38 (16.5%) aged between 36-40 years, 18 (7.8%) were between 41-45 years, 12 (5.2%) were between 46-50 years, 11 (4.8%) between 51-55 and 1 (4%) ranged between 56- 60 years of age. This signify that all age categories were considered to provide their opinions on the investigated phenomena. Additionally, most of the LGAs employees are youngers who often seek opportunities for growth through regular training initiatives. Furthermore, in assessing the respondents' educational level, 43 (18.7%) of the respondents were below Form Four, 45 (19.6%) had Form Four level of education, 33 (14.3%) had Certificate education, 65 (28.3%) were Diploma holders, 40 (17.4%) were Bachelor Degree and 4 (1.7%) had Master Degree. This result indicates that most of the employees in the studied LGAs have low level of education. Therefore, training is highly needed to enhance their level of knowledge, skills, and abilities for better handling of the assigned duties. In terms of working experience, 2 (0.9%) were below 1 year, 139 (60.4%) of the respondents ranged between 1-5 years of working, 32 (13.9%) had 6-10 years of working, 30 (13%) ranged between 11-15 years of working experience, 7 (3%) worked between 16-20 years and 20 (8.7%) had 21 and above years of working experience. The finding implies that a substantial amount approximately 63.5% of LGAs employees are inexperienced, underscoring the need for training for performance improvement.

Measurement Model Evaluation

In assessing each individual indicator' reliability using PLS-SEM approach, it is important to evaluate the outer loadings of all variables. The items with 0.4 and 0.70 loadings should be maintained unless their removal has the effect of increasing convergent validity or internal



consistency reliability (Hair et al., 2010). In such consideration, out of 14 items, 9 items were maintained to be used in this study as shown in Table 1 and Figure 1 respectively. 8 items (TRN3, TRN5, TRN8, EPF5 and EPF6) were removed because of their weak loadings (below 0.5) or and their deletion increased internal consistency reliability and convergent validity. The remaining 9 items had enough loadings between 0.705 and 0.868. In maintaining internal consistency reliability, as shown in Table 1, the all Cronbach’s alpha and composite reliability values are above the recommended 0.7 threshold (Hair et al., 2021; Ntangeki et al., 2023). Table 1 indicates convergent validity by showing that all average variance extracted (AVE) values are above the recommended 0.5 (Hair et al., 2021).

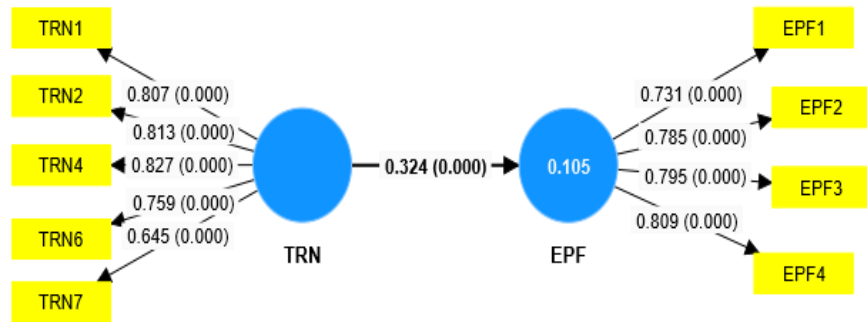


Figure 1
Measurement Model

Table 1
Items, Loadings, CR and AVE

Variables/Items	Factor loadings	Cronbach’s alpha	Composite reliability	AVE
Training		0.832	0.881	0.598
TRN1	0.807			
TRN2	0.813			
TRN3	Deleted			
TRN4	0.827			
TRN5	Deleted			
TRN6	0.759			
TRN7	0.645			
TRN8	Deleted			
Employee performance		0.793	0.862	0.610
EPF1	0.731			
EPF2	0.785			
EPF3	0.795			
EPF4	0.809			
EPF5	Deleted			
EPF6	Deleted			



Discriminant Validity

Discriminant validity in the current study was assessed through Heterotrait-Monotrait (HTMT) criterion. The results show that all HTMT values were below 0.85 conservative threshold, as seen in Table 2. This implies that each study construct is empirically distinct from the others, thus indicating adequate discriminant validity in the measurement model.

Table 2
Discriminant Validity-HTMT

Variables	EPF	TRN
EPF		
TRN	0.367	

Structural Model Evaluation

In assessing structural model, SmartPLS 4.0 software was used to test research hypothesis and the proposed model applied a 5000 retest bootstrapping procedure to calculate significance of the path coefficients, t-statistics and p-values. Based on study results, training practices positively influence employee performance ($\beta = 0.324$, $p < 0.000$), as shown in Table 3. This result shows that proper training practices increase knowledge, skills, and competencies of the employees, which in turn leads to enhance their overall performance. The finding highlights the need for ongoing structured training practices to improve both employee performance and organizational effectiveness.

Table 3
Path Coefficient Hypothesis Relationships

Hypothesis	Beta	t	p	Status
H TRN→EPF	0.324	5.606	0.000	Accepted

DISCUSSION

The study aimed to examine the influence of training on the performance of employee. The study findings clearly reported that employee performance is positively influenced by training initiatives, suggesting that if training practices are well designed and effectively implemented in Zanzibar LGAs employees, they significantly increase the ability of the employees in their effort to accomplish assigned duties. Training imparts required skills, knowledge, and competencies among the employees, enabling them to efficiently perform their job responsibilities. This result highlights the critical role of capacity building programs in improving both individual employee and organizational performance.

The study results are consistent with previous studies by Jaffu (2023) and Persada & Nabella (2023). They all of them reported positive influence of training on employee performance. These researchers maintain that effective training programs enhances technical ability, problem solving skills, and adaptability of the employees, thereby improving efficiency in the implementation of their core responsibilities. In Zanzibar LGAs context, relevant continuous training initiatives are necessary because employees are responsible to perform various administrative as well as service delivery responsibilities. This finding was also supported by one supervisor who argued that:



We have seen a clear difference in how employees carry out their duties after receiving proper training. When they understand the systems and procedures better, their confidence grows, and so does their productivity. For example, after the last training on reporting, our staff began submitting more accurate reports on time. It shows that investing in training directly improves how responsibilities are implemented.

This qualitative finding further supports the influence of training on employee performance, indicating that effective training practices leads to improve employees' confidence and accuracy in executing tasks. The example of report writing improvement shows how training directly influence performance outcomes. This highlights that training not only enhances competencies of the employee but also improve accountability and organizational processes, which are very essential for public sector's performance.

Additionally, proper training practices ensures employees' motivation and satisfaction. When employees feel more satisfied with skill development opportunities, they become initiatives and committed to their job responsibilities. Training also reduce employees' dependence on supervisors as skilled employees become self-reliant and reducing mistakes. Consequently, this demonstrate employees' professionalism and continuous performance improvement within LGAs, leading to both citizens centered and responsive service delivery.

Theoretically, the results align with human capital theory, which opines that investment in relevant training increases employee productivity and organizational overall performance. By strengthening abilities and confidence of the employees, Zanzibar LGAs may continuously improve both employee as well as organizational effectiveness. Training therefore, should be viewed as an ongoing strategic process aligned with institutional goals and service delivery demands rather than a one-time activity.

Generally, the findings highlight the need for Zanzibar LGAs to prioritize needs based, well planned, and continuously evaluated training programs. These initiatives are essential for enhancing individual performance, organizational effectiveness, and quality service delivery. Thus, organizational investment in training is not only advantageous to employees but also necessary for supporting sustainable governance improvement and development outcomes.

CONCLUSION

Training to employees is a common practice documented in the literature of human resource development where several studies have linked training to both employee and organizational performance. However, there is limited empirical studies on the influence of training on the performance of employees specifically, performance of Zanzibar LGAs employees. The current study is therefore aimed to examine the influence of training on the performance of Zanzibar LGAs employees. The study findings conclude that performance of LGAs employees is positively influenced by the training practices.



Zanzibar LGAs employees like any other organizational workforce, need proper training programs so that they may continuously improve their performance level. This conclusion aligns with previous studies done into different settings. Thus, the current study establishes a positive relationship between training and employee performance in Zanzibar local government setting. Hence, employee performance in Zanzibar LGAs can be improved with the improvement of organizational training practices.

RECOMMENDATIONS

Following the findings of this study, it is suggested that, employees in local governments should find and engage themselves into relevant training initiatives to enhance their working ability in the execution of their core responsibilities. Also, management of the relevant LGAs should ensure proper training practices to their workforce so as to increase both efficiency as well as productivity. Thus, the LGAs management should encourage employees to willingly take part into various relevant training initiatives to enhance their working capabilities. Additionally, LGAs and other public institutions, should morally and materially support employees by giving them opportunities to take part in the available training programmes.

Ethical clearance

Ethical consent was sought and obtained from the participants used in this study. They were made to understand that the exercise was purely for academic purposes, and their participation was voluntary.

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Conflict of Interest

The author declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Data availability statement

The datasets on which conclusions were made for this study are available on reasonable request.

Citation

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