

## **Impact of Training on Behavioural Performance of Low carder Employees: a Case of Eastern Zone of the Tanzanian Judiciary Systems**

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### **Abstract**

Training and development is a necessary strategic tool for employees' performance. It ensures goals achievement efficiently and impactively. This empirical study intended to explore Impact of training on behavioural performance of the low cadre employees in the Tanzanian Judiciary Court of Appeal (TJS). Data was collected from low cadre employees namely; secretaries, guards, office attendants and drivers through structured questionnaire and personal interviews. It involved 46 low cadre employees for questionnaire responses and five (5) court heads of department were interviewed as per 2018 survey. In order to accomplish the research objectives a survey research design was employed to allow data collection from broader category and ascertain the possible relationship between variables of the phenomenon. Statistical Package for the Social Sciences (SPSS) was used to test the hypothesis if there was any difference of employees' behavioural performance before and after the training. Findings from the study show that there was a significant difference in the performance of the trainees at Tanzania Court of Appeal before and after the training. Additionally, the superiors including Court Judges confirmed about a positive change of the subordinate in terms of performance after training. Moreover, training is motivation driver and enhances enthusiasm.

**Keywords:** Employee training, training Impact, employee performance, low cadre employees.

## **1. Introduction**

Training provides new knowledge and skills for Impactive and efficient performance of employee. It is also prepares employee to be able to address the ongoing changes of the work environment and technology. Judiciary is one of three arms of the government established under chapter five of the constitution of Tanzania (URT, 1977). It is mandatory to offer justice expeditiously despite their variations. This implies that the judiciary has to impress openness, transparency and accessibility to all (GoK, 2016). Training and development of employee is one of the basic yard stick for customer satisfaction in every sector including the judiciary. Trained employees are motivated to provide good services to customers. Customers are not only satisfied by getting rights from the cases but also how services are provided by employee before, during and after. This aspect will be fulfilled only if employees are well trained.

### **1.2 statement of the Problem**

In the process of implementing its five year Strategic Plan, the Judiciary of Tanzania has contacted several trainings as a mean of curbing the identified poor service delivery. Based on survey conducted in 2019, it was revealed that customers were dissatisfied with the services provided by the judiciary from primary courts to high courts. Among other factors, lack of in-service training to low cadre employees contributed to such problem. The survey report provided to the judiciary was used to prepare training to low cadre employees namely Office Assistants, Personal Secretaries, Guards and Drivers from the Judiciary department in the Eastern zone plus some members from Dodoma. This training workshop aimed at improving the service delivery process and ensuring quality as per pre-determined guidelines to meet customers' expectations. However, this survey was preceded by Training Needs Assessment survey done before training. In the survey of Training Needs Assessment (TNA), it was noted that more than 70% of the interviewed low cadre employee had not attended any training since their employment. On average, their employment age spanned between five (5) and thirty (30) years. Implicitly, employee's performance was more based on experience rather than training regardless of the organizational and environmental changes.

In order to gauge the training goals achievement a post training Impact assessment was conducted. A sample of five (5) Courts namely Temeke District Court, Tanzania High Court, Kisutu, Kinondoni District and Kibaha District court were visited and assessed. Thus, the service failure in various courts in Tanzania, justified by customers' complaints, fuelled this study to assess the Impact of training of courts low cadre employee on their performance. Specifically, the study sought to assess the Impact of service provision and quality assurance and the correlation between training and performance change.

## **2. Review of Literature**

Judicial services have reported to be slow compared to business organizations. However, the essence of training is reported to have a positive Impact towards speeding up the organizational mission and vision achievement. In Ghana Judiciary, Kennedy (2009) revealed

that the slow performance of staff changed to better after an Impactive training to Judges, Magistrates and other staffs. The author still emphasizes that staff training bring about performance improvement as well as social and technological changes. Padi, M. G. (2012), contents that there is a positive relationship between staff training and their customer service delivery. Based on the study conducted at Barclays Bank it is observed 75% of the customers reported to received improved services from the bank after staff training.

Afroz (2018) assessed the Impact of employee training on performance in the banking sector and revealed a positive correlation between them. He contends that training and development is indispensable strategic tool for elevating employees' performance. It further explained that employee training increase engagement and satisfaction. Similar finding is pointed out by Angela (2014) that employee training does not only improve performance but also motivates and increase their engagement in innovation and creativity to both manager and non-managers in organizations. Since employees are pivotal asset of an organization therefore, their training should not be underestimated. Through Impactive training they are equipped with necessary knowledge and skills to maximize performance and be able address challenges and remain competitive (Nassazi, 2013). Additionally, Anitha and Kumar (2016) pinpoint that training is linked to productivity in an organization. On the other hand, level of education, employee work experience and staff categories determine employee work performance. A study by Ngari (2015) conducted in Judiciary's lower courts in Nairobi, asserts that both in-service and off-job training of employees boost their performance, increase retention and increase loyalty to the organization. Employees feel more cared and they become more committed than those who do not engage in training. Therefore, it is imperative for human resource managers to have a positive attitude towards employee training in their organizations. Organizing frequent training to employees will bring better results and increase motivation.

Though Elnaga and Imran (2013) accept that employee training is a blood main stream in organization, on the contrary, reveals that there is no sufficient evidence about direct correlation between training and performance. Thus, suggest for more empirical studies to be conducted to clear this doughty. Furthermore, training is said to be a coping strategy with organizational changes as well as a market competitive tool (Bhat, 2013). Indeed, in today's business world, employee training in a necessary must. Though judicial service is a public service rather than a business, it is imperative to satisfy public needs and wants through training of employees particularly the low cadres who deal direct with customers.

## **2.1 Literature Gap**

The Impact of training on employee performance has been extensively researched in developed countries than in developing countries including Tanzania. Moreover, the surveyed studies have focused on various business sectors such as banks, insurance, transport to name a few. Tracer studies have reflected on judiciary. Given the essence of judicial sector, this study

intended to narrow the identified gap by assessing the Impact of training on performance in judicial systems in Tanzania, with the main focus of low cadre employees.

## **2.2 Theoretical framework**

There are several theories underpinning training and development. These include Reinforcement Theory, Theory of Experiential Learning, Theory of Social learning to name some. However, for sake of this study more focus is on Reinforcement Theory. The theory contents that work environment need to be conducive for better performance to happen as result of change of workers' behaviour (Skinner, 1974). He identifies the use of both positive and negative reinforcement and they both have similar Impact of increasing the desired behaviour to be learned repeated. Indeed, trained employees are expected to demonstrate better performance. Eventually, employees will continually exhibit the reinforced behaviour that result from training.

## **3. Research Methodology**

A mixed method approach was adapted to achieve the survey objective and increase reliability of the findings. According to Kaufman, 2009, mixed research method is important for cross validation of the findings to increase its reliability. In this survey, interviews, observations and structured questionnaire were used to collect data from the field. Interviews were conducted to court Administrative officers, Human officers, Court Magistrates, court clerks who did not attend the training, external customers and one Judge from High Court of Tanzania. These respondents were asked to provide information if there was any change in terms of performance behaviour to trainees. They had to comment on their observations in the performance change of their subordinates after the training. Additionally, external customers purposively and randomly picked from various courts were also interviewed as to whether they had any treatment suggesting undesirable behaviour in quality service delivery. They were asked to compare the services they are getting from the low carder judiciary staffs and the way it used to be before. This was done through identification of a long term customer of the particular court.

A structured questionnaire was provided to trainees and their immediate supervisors to genuinely evaluate their performances before and after training. The same questionnaire was administered to both immediate supervisors and their subordinates to tap both supervisor and supervisee dimensions as suggested by Bass and Avolllio (2006). According to them any psychometric survey on the change of behaviour of the staff is usually the average opinion of the immediate supervisor and their subordinates. Furthermore, one Judge (Judge Muluke from High Court of Tanzania) was approached to provide feedback of her secretary and driver performances before and after training.

Observation technique was also used to identify trainees' readiness to work, appearance, working environment, and communication skills. All these are the measures of good or poor customer service. The filled questionnaire were analysed by using t-test of difference of mean

by SPSS 20 to test Hypothesis if there was any Impact of training in the actual job performances after the training. According to Kaufman, 2000, t-test of difference of mean is one of the best tools to test if there is any difference of mean before and after training has been done.

This study was based on a questionnaire known as Kirkpatrick’s four level of training evaluation developed by Kirkpatrick 2009 which consist of four levels namely reaction, learning, behaviour and results. Since the study aimed at determining if there was any improvement in the performance behaviour of the trainees, before and after te training, it focused into behaviour which comprises of six elements that can be summarised as integrity, impartiality, team work spirit, accountability and professionalism. The six attributes that informs an employee’s performance behaviour was measured by six corresponding statement rated at five point Lickert scale ranging from 0 (strongly agree) to 4 (strongly disagree). The respondents were asked to rate oneself and rate others on their degree of agreement to the statements suggesting good performance behaviour in the six attributes included in the study.

### 3.1 Data Analysis

As it is stated above, the data collected through questionnaire were analysed using t-test of mean difference by SPSS version 20 to test the Hypothesis if there was significant difference in the behavioural performance of low cadre employees of Tanzanian judiciary before and after the training. According to Kaufman, 2000, t-test of difference of mean is one of the best tools to test if there is any difference of mean before and after training has been done. However, the findings from this analysis were backed up by data from observations and interviews. The questionnaire comprised of six themes namely integrity, impartiality, team work, accountability, transparency and professionalism. Respondents were asked to rate themselves on these areas using five scales indicating before and after training. The responses were then tabulated and used in SPSS as inputs to obtain the final results.

### 4. Data Analysis

This part consists of both qualitative and quantitative and qualitative analysis.

#### 4.1 Questionnaire analysis

QN: Is there significant difference in the behavioural performance of the low carder staff of the Tanzanian Judiciary before and after the training?

**Table 1: t-test on the performance behavioural change after the training**

	Paired Differences				t	Df	Sig. (2-tailed)
	Mean	Std Deviation	Std Error Mean	95% Confidence Interval of the Difference			
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				Lower	Upper			
Integrity Before & After Training	2.5	0.73	0.11	0.35	3.35	9.29	45	.000
Impartiality Before & After Training	1.8	0.59	0.09	1.22	3.21	12.5	45	.000
Team work Spirit Before & After Training	3.5	0.66	0.1	2.67	3.77	12.44	45	.000
Accountability Before & After Training	2.9	0.71	0.11	2.15	3.78	9.7	45	.000
Transparency Before & After Training	1.9	0.68	0.1	1.45	3.9	11.77	45	.000
Professionalism Before & After Training	3.3	0.74	0.11	3	3.71	8.2	45	.000

**Source: Summarized from SPSS output by surveyors (2018)**

As shown in table 1, to test the hypothesis that there is a significant difference in the behavioural performance of low cadre staff of Tanzanian Judiciary before and after the training. Responses from 46 structured questionnaires are analyzed using SPSS aimed at conducting a t-test of difference of means of statements which forms; behavioral performance' scale comprising of 6 statements namely; Integrity, Impartiality, Team work spirit Accountability, transparency and Professionalism.

T-test conducted as shown in table 1, shows that the means of each statement is different from each other and its significance. The aim is to find out whether the behavioral performance of the low cadre staff before the training is significantly different with that after the training. In testing the significance of the mean difference between the statements included in the scale, the following hypotheses were tested:

***Ho: There is no significant difference between the behavioral performance o the low cadre staff of the Tanzanian judiciary before and after the training***

***H1: There is a significant difference between the behavioral performance o the low cadre staff of the Tanzanian judiciary before and after the training.***

Since the T-test output from SPSS analysis in table 1 had p-values of 0.000 in all 6 variables which is less than 0.05, level of significance we have enough evidence to reject the null

hypothesis. We thus conclude that there is significant difference between the behavioral performance of the low cadre staff of the Tanzanian judiciary before and after the training.

#### 4.2 Interview Findings

The findings from interview sessions also support the results above that there was an Impact of training indicated by changes in terms of trainees' performances. Interviewees reported to have observed performance changes from trainees after training. Trainees practiced team work, understanding their responsibilities, high commitment to work without being forced, smartness, respecting both internal and external customers, warning among themselves to maintain quality and many more.

Judge Muluke was approached to provide testimony on trainees' performance behaviour and she had the following to say:

*“Generally speaking the training has caused a big impact. Before training my secretary used to print work only on ones side of the paper but now she uses both sides of the paper. Moreover, she can now ask me to ready the soft copy of the assigned work before printing for economical use of papers. Indeed, she demonstrates and a sense of sustainable uses of resources a habit which was not shown before. Also my driver now can clean his car, asks about the route before leaving home and office. These were not demonstrated before training. I would wish these trainings to be sustainable.”*

Additionally, all the interviewed immediate supervisors reported that there was a performance change to their subordinates after training. However, they accepted that change is a gradual process and anticipated more changes in future. They also suggested the trainings to be sustainable. It was further noted that **the training Impact also affected even those who did not attend the training**. When Court Clerks were approached revealed that their colleagues moderately changed in terms of performance particularly on receiving external customers, team work and assuring quality standards in their day to day activities. One interview at Kibaha District court said:

*“...though we don't know what they were taught we have seen some changes. One day a customer came to present a complaint to my office which I failed to understand. Suddenly, my colleague who attended the training intervened and talked to him to restore the situation. Indeed, I was surprised. And, I am still thinking what kinds of baptism have been provided to them. I wish to attend the same.”*

It was also observed that trainees were happy and eager to improve their quality standards different using the training they got in Dodoma. They cheered the facilitators during the visit and other staffs were surprised about what happened. This showed appreciation of what was imparted to them during training.



## 5. Challenges

Despite the realised positive training impacts, trainees reported to face some challenges in the process of implementing the acquired knowledge and skills. Most supervisors were reported to be the major hurdles to trainees' performance. District administrators are blamed for not providing the required support and not valuing the low cadre workers. Shortage of working tools and equipments, unfavourable working environment to name few are also reported to be among the challenges faced by trainees at work.

It was further revealed that a Residence Magistrate for Temeke also positively recommended on performance behavioural change of the trainees at work place. She looked so charming and indicated a role model in receiving customers. This was different from the time when the survey for needs assessment was done. She appreciated the strategy used by the Administrative officer of having a post training meeting to share knowledge and skills obtained in Dodoma. This increased commitment to the entire district court. She wished to have more training of the same to those who are not trained.

## 6. Conclusion and Recommendation

Since the main objective of the training was to bridge the gap which existed between the expected performance and the actual employees' performances, it is concluded that training significantly improve the behavioural performance of the low cadre employees of the Tanzanian Judiciary in the Eastern zone. As such, it is recommended that, similar trainings need to be done to those who are yet to be trained of the same cadre. Moreover, training is also suggested to all supervisors of the Judiciary to raise awareness and be committed of what they are supervising, improve teamwork among them and ensure sustainability.

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