

**Employees' training and organizational performance: A case study
of NMB Tanzania**

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**A Dissertation Submitted to Mzumbe University Dar es salaam Campus College
in Partial Fulfillment of the Requirements of Award for Degree of Master of
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CERTIFICATION

We, the undersigned, certify that we have read and here by recommended for acceptance by Mzumbe University, a dissertation entitled **“Examination of the impacts of employee training on job performance and organization development”, A case of NMB Bank Mlimani City branch** in partial/ fulfillment of the requirement of award of degree of Master of Science of Human resource management of Mzumbe University Dar es Salaam campus college.

Signature

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Internal Examiner

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Accepted for the board

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DECLARATION AND COPYRIGHT

I, **Cuthbert Mosha**, declare that this dissertation is a result my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature

Date

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Dear God bless them abundantly

DEDICATION

This dissertation is dedicated to my first love and all time hero, My parents and my brother Martin Mosha, the fountain of my inspiration who always had confidence in me and offered me encouragement and wisdom in all my endeavors. May God bless you always.

LIST OF ABBREVIATIONS

HRM	Human Resource Management
MU	Mzumbe University
NMB	National Microfinance Bank
SPSS	Statistical Package for Social Sciences
URT	United Republic of Tanzania

ABSTRACT

The focus of this study targeted on examining the impacts of employees training on job performance and organization development with the central objective of assessing the impacts on employee training to job performance and organization development a case study of NMB Bank Mlimani city branch with three specific objectives which are examining the impacts of employee training on job performance, determining the hindrances in the implementation of employee training programme and also suggesting plausible measures that can taken as to improve the situation, The target population was 32 employees of the bank branch, the sample size of 30 employees were selected for the study comprises 26 employees were administered questionnaire and 4 employees administered interview.

The study employed a case study design and diverse methods were applied in finding the right data. The Researcher gained a sample of 30 staffs by using purposive sampling designs which is 94% of the targeted population. Both primary and secondary methods of data collection were used. Data was collected through questionnaires, interviews and documentary review.

Findings from the field indicated that due to employee training influences job performance, employee enthusiasm, employee engagement and enhance employee innovations also the study revealed the hindrances in implementing the programme like complexity of human needs, budgetary constraints and economic fluctuations, while also the study could not remain in vacuum and several plausible measure were suggested which are proper allocation of the required budget, avoiding favoritism.

Finally the study recommends NMB Bank should put much effort and set enough budget for employee training programme as they enhance employee performance and organization development at the same time motivate them. Strategies to meet required budget, consider human nature for satisfaction and consider training and seminars for employee due to rapid change of science and technology is inevitable.

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CHAPTER ONE

PROBLEM SETTING

1.0 Introduction

This chapter presents the background of the study, statement of the problem, main objective of the study, specific objectives and research questions also the significance and the scope of the study.

1.1 Background of the study

There are different ways of defining the term training, Training is described as a systematic and comprehensive process of acquiring skills, knowledge, capacity, abilities and right attitudes and behaviours to meet job requirements (Gomez-Mejia, et. al., 2007), also Khan (2013) defined training as simply learning that is provided in order to enhance performance on the present job. On the other hand Elnaga and Imra (2013) tried to describe the concept of training as the programme which embraces employees with knowledge, skills, attitudes, information for professional development opportunities.

Organizations are facing increased competition due to globalization changes in technology, political and economic environment and therefore prompting these organizations to train their employee as one of the ways to prepare them to adjust to the increase above and thus enhance their performance and an organization development. It is also important to not ignore the prevailing evidence on growing knowledge in the business corporate world in the last decade. This growing knowledge changes has brought about the improvement in neither technology nor combination factors that increased efforts towards organization human resource development. Therefore as its important for every organization to enhance organization development and production but also training programme for their employees. For instance, a manager will not be successful if he has subordinates who are not well equipped with skills, knowledge, ability and competence.

Dubrin (2009) discussed that training of employees are likely to improving their effort toward achieving the goals set by their organizations because they will be grateful to contribute their greatest in an organization that upkeeps about their needs. Thus, a staff training is important in getting them step ahead in the preferred way for

the aim of achieving certain outcomes. Yang (2009) pointed out that rivalry among organizations is flattering more and more violent demanding organizations to run efficiently in the existing while innovating effectively to remain functional and prosperous.

Locally workers to be flexible and effective in their organization duties that should they obtain and acquire up to date altitudes, knowledge, skills so as to enhance the value of an organization and meet its goals. Every new employee in an organization is required to be effectively trained as to develop technical skills and intergrading them as part and parcel of the organization. Training and development is an aspect that must be faced by each organization, and its main plan is to get better the employees' competencies such that the organization can make the most of effectiveness and efficiency in job performance

Since workers at NMB joins organizations from a variety of backgrounds (educational, culture, political affiliations, economic status, and so on) they need to be trained so that they can develop positive attitudes toward work and then perform highly. Lack of effective training may cause a serious problem to the organization output also to the employee performance.

The question is how training provided to the employee by organization management has brought the impact employee and organization development performance. Employees training played rule to the change the organizational performance a gap remained undiscovered on the how the employee training bring impact to the development of organization performance.

1.3. Statement of the problem

Basing on the authors Prasad (2006) organization performance is due to goal oriented practices in which is induced to employees and management body particularly personnel through the process of training programme. Okumbe (2001) & Gosh (2005) training enable organization improve performance and enhance the quality of services offered, increase both quality and quantity of the organization output, it promote employee performance, voluntary, commitment, interest and readiness to assist with other to meet organization goals. The aim of both studies was to provide an objective and efficient way of improving organizational performance examination.

There for researcher become interested to investigate on the impact training to employees, challenges that are encountered and suggesting plausible measures. The fore this study will contribute in minimizing this gap in literature and there by establish basis to understanding the aspects of human resource in general in particular at NMB Bank Mlimani City branch.

1.4 General objective

The central objective of this research was to examine the role of employee training on organization performance.

1.4.1 Specific objectives

- i. To determine the impacts of employees training on organizational performance
- ii. To examine the hindrances in the implementation of training programme.
- iii. To gather plausible measures that have to be taken to improve training programmes in organizational performance.

1.5 Research questions

- i. What are the impacts of employees training programme on organizational performance?
- ii. What are the hindrances to the implementation of training programme to NMB Bank employees?
- iii. What are the plausible measures to be taken to improve employees training programme?

1.6. Significance of the study

- i. This research help organization to make effective and efficient utilization of the existing human resource.
- ii. The study is expected to provide useful inputs in formulating strategies for carrying out successful training programme to employees at NMB Bank
- iii. Similarly, generated information from this research might facilitate to fill the gap in literature by providing information and knowledge which would put in scholarly inputs to body of knowledge about the assessment on employee training on job performance and organization performance and Tanzania at large as this study is expected to increase awareness, skills, and positive attitudes also improving practices.

1.7 Scope of the study

The study focuses is to assess the impacts of the training employees programme in job performance employees training on job performance and organization development at NMB Bank Mlimani city branch in Dar es Salaam Region was a case study where some employees and managers were selected as the study sample.

1.8 Limitations that were faced

- i. Unwillingness among respondents to give out requisite information in filling the questionnaire and sending back to the researcher.
- ii. Some of the interviewers were not available for interview as scheduled.

- iii. Time and financial limitations.

1.9 Ways used to overcome limitations

- i. Through encouraging the respondents to participate on their willingness in interview and questionnaire filling.
- ii. Clarifying to respondents on the purpose of this study so as to gain their trust to participate
- iii. Promising the anonymity of the respondents as suggested by Mouton & Marais (1996).
- iv. Reminders follow ups in terms of phone calls and a physical visit was done to make sure that the interviews carried on as planned.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter explains the theoretical literature review, operationalization definition of key terms and concepts, empirical literature review together with research gap which develop to the new knowledge.

2.1 Definitions of key concepts and theoretical frame work.

Training

Flippo (2002) described the term training is the act of increasing knowledge and skill of an employee for doing a particular job.”

Armstrong (2001) Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present Roles and preparing them for greater responsibilities in the future.

Davis (1998) Training is a process through which skills are developed, information is provided and attributes are nurtured in order to help individuals who work in organizations to become more effective

Kirkpatrick (1993) Training refers to the teaching of specific knowledge and skills required on the individual’s present job. The term development refers to the growth of the individual and preparations for higher-level jobs.

Kremple & Pace (2001) Training and development is defined as managing knowledge to develop the organization’s culture, to enhance individual performance and to strengthen the organization’s capability.

Development

Perroux (1978), defines development as the combination of mental and social changes among the population which decide to increase its real and global products, cumulatively and in sustainable manner.

Rogers (1990) development is a long participatory process of social change in the society whose objective is the material and social progress for the majority of population through a better understanding of their environment.

Performance

This concept can be described as the accomplishment of a given task measured against a given against present standards of accuracy, completeness, cost, and speed.

2.2 Theoretical Framework

There are number of theories describing employees training which are mainly complementary, and the most significant theory for this study was once developed by Herzberg two factor theories in 1959.

Herzberg two factor theory

Herzberg (1959) proposed that job satisfaction is contained by two separate and independent dimensions which he named *hygiene factors* and *intrinsic factors*. These factors cannot be plotted on one continuum, instead of that; they consist of two separate and distinct continua. According to Herzberg the opposite of job satisfaction is not just dissatisfaction but rather a simple lack of satisfaction. Likewise the opposite of job dissatisfaction is not just satisfaction but rather “no dissatisfaction.” Herzberg mentioned the hygiene factors that are used to address issues which are external to the job, these factors includes job security, pay, status, working conditions and the like. The absence of these factors cause dissatisfaction in the working places, however even when they are present, they are not potent enough to satisfy or motivate human resources just because they are external.

As explained by Tieten and Myers (1998), the intrinsic dimension describes that the motivators use to address issues that are normally bound up with the job. Example of these issues includes the recognition and possibilities for the growth and advancement. Actually when they are present, they help motivators in gaining enough power to satisfy employees as well as motivating them because of their close association with the need for self- actualization that the ultimate intrinsic drive.

On the other hand, the absence of these motivators does not greatly cause dissatisfaction. The two-factor theory helps in offering managers some guidelines for making their staffs more content on the job as well as more productive (Condrey, 2005).

2.3 Empirical literature review

Sambuguni (2008) carried out a study on Factors Affecting Employees Job Satisfaction in Military Services in Tanzania, the case of Public Employees under the National servicell. The objective of the study was to find the extent to which employees level of satisfaction influences organizational achievement.

This was a qualitative research with questionnaires, documentary reviews, and interviews as a methodology of study. The study revealed that 40 percent of the respondents were satisfied with their job; 30 percent were not satisfied; 50 percent of total respondents were not satisfied with working conditions; and 75 percent were not satisfied with salary given to them. And among the factors contributing to job dissatisfaction among public employees were poor working conditions, insufficient salary, and poor recognition. This study was based on military institutions.

It is an open fact that the management and set up systems are very different from non-military business organizations. It is from this view point that we are of the opinion that generalizing motivational factors revealed by the study conducted to military institutions may not necessarily conform to factors affecting employees job satisfaction in civilian business work organizations. This view necessitated the conduction of a similar study but to a civilian business organization.

Lameck (2011) investigated nonfinancial motivation as strategy for improving performance of police force using a case study of Police Force Headquarter in Tanzania. The objective of this study was to explore the extent of utilization of non monetary motivations in the police force Tanzania. With the aid of questionnaire and interview, the study found the non monetary rewards available at TPF HQ included: promotion, appreciation certificates, writing or verbal thanks, tour offering, medals awards, health services, housing facilities, training scholarship, good working conditions, gift offering and recognition, tour offering, assignments abroad, responsibility and training. The findings revealed that employees considered non-monetary incentives as the most important factors that increased their desire to exert more effort in their jobs.

Lukosi (2015) investigated the effects of training on teacher's engagement in school reform in Ilemela District - Mwanza. Specifically, the study wanted to reveal out the practices of teachers training if had any outcome on their morale to work the effect of intrinsic and extrinsic motivation on the performance of teachers. A descriptive survey research design was employed with the total sample number of 91 respondents who are teachers, head masters/mistress, Ilemela district Education Officer (DEO) were included. The primary data was collected using structured questionnaires for teachers, as well as key informant interview guides for head masters and DEO.

Now, generated study findings informed that performance of teachers was good despite the fact that their training schedule was inadequate. Although a large number of teachers performed their duties with high morale as it was seen from reporting early at school, conducting tests and also students exams. A significant positive relationship between intrinsic motivation and performance of teachers was also found to exist in secondary schools in Ilemela Mwanza. On the other hand, a positive relationship was also revealed between extrinsic motivation and performance of teachers, implying that extrinsic motivation affected the performance of teachers in Ilemela.

Thwala & Monese (2008) studied on training as motivation tool to improve productivity on the construction site in South Africa. The purpose of their study was to identify the factors that promoted positive motivational behaviour among construction workers as to improve production in the construction site. Furthermore, the study aimed at identifying consistencies in the behaviour of motivated, satisfied, committed and loyal employees in the construction field since these are important characteristics in the workplace. The findings revealed that there were definite differences between different cultures as to how people could be motivated. The study concluded that management should play an active and continuous role in managing on site motivational processes. Employee's desired outcomes should be tied to performance and management should focus on eliminating performance obstacles. Also, this study observed that employees are assets for the business and the management should be more concerned.

Difficulties facing Training programme practice

The execution of training practices is undertaken by several challenges, alongside with these challenges is lack of resources, budgetary constraints, lack of awareness and clear understanding of theories of training. Conflicting goals, inadequate participation of the concerned entities and absence of transparency on the prevailing motivation policies as well as out of date of programme motivational (Ngirwa, 2005).

As a planner and implementers of the training programme, organization management encounter several difficulties in training employees and arrange a procedures that tend to equal with those of the varied labour force that is alike jobs to workers (Mponezya, 2007).

Insufficient resources are also another challenge that inhibits several organizations in designing attractive training programmes. Lack of money creates destructive cycle as such that an organization fail to provide satisfactory packages of motivational and this occur due to scarcity of resources which leads to workers displeasure their work and decrease morale to perform work which in

turn leads to poor performance of employees to the organization, unsatisfactory quality service delivery to its customers as well as decline in gathering enough money for both organizational profit and individuals (Mwakabalile,2007).

Generally, the whole thing is preserved as confidential example that even issues that involving workers earnings are not released leading to disappointment and distrust to the management. Nevertheless, training programmes which are unfashionable should be side-stepped because when organization system practices past rules and regulation or procedures, eventually it will not be possible for such organization to come across its workers equipment's.

Therefore it is vital for training schemes and strategies to be active and dynamic with the change of rapid advancement technology.

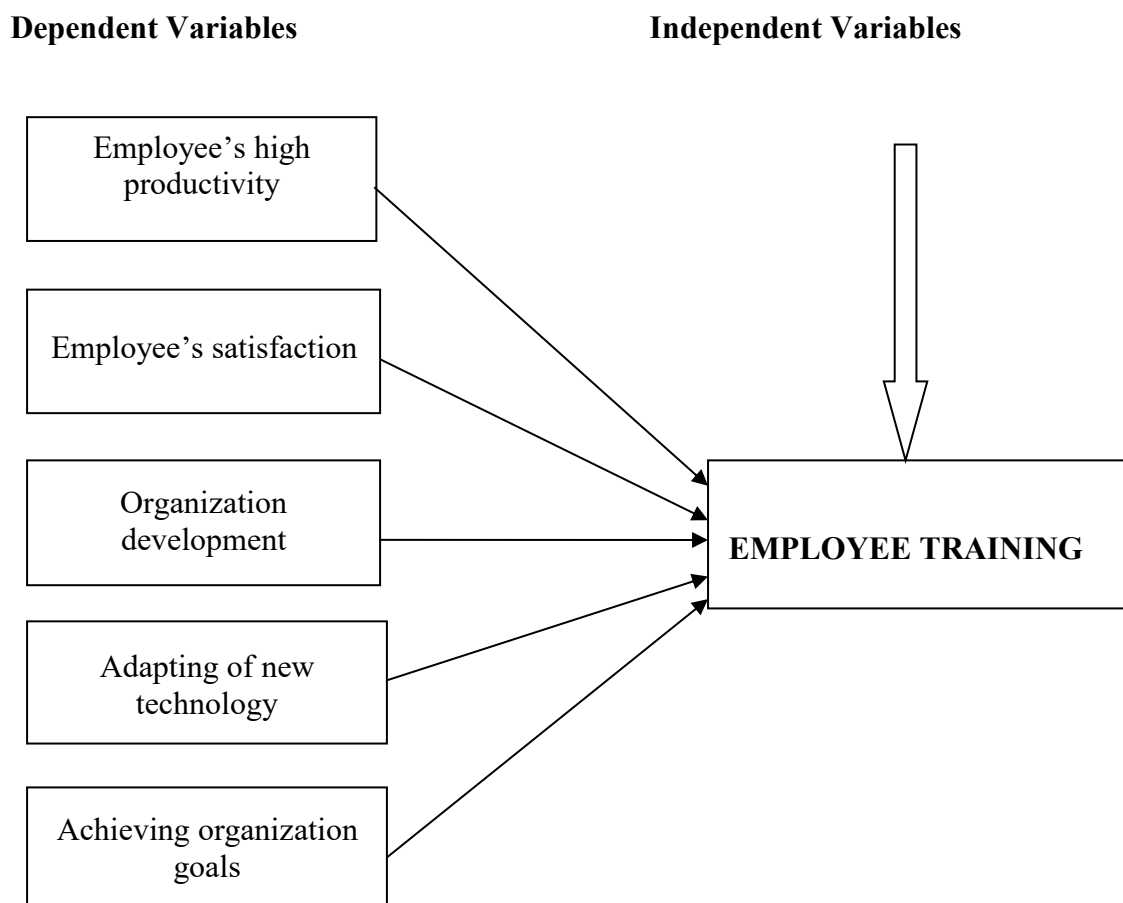
Impacts of poor training programme practice

In modifying the condition and effect of brain drain as between the pre-requisite of poor worker's training in Tanzania, a contextual paper on migration, remittance and growth by (Semboja, 2007) bounces additional information. Statistics displays that the amount of Tanzania who learned foreign citizenship for the year 2002 – 2006 reached 5,717 people in including Zanzibar is distributed to the diverse countries mainly Canada, USA, Europe and middle East as professional, economic immigrants and political. Some of them have better educational background but some are not well educated and others have no ability or skills.

Main aims for Tanzanians who migrated into foreign countries are in search of occupation and good living conditions. Most of the Tanzania talented and skilled migrants have been transfer to South Africa, Botswana, Namibia, Angola and Middle East countries. These skilled people are such as engineers, teachers, medical doctors and social scientists. Nevertheless on average migrant workforces from Tanzania to Middle East countries is semi-skilled and consist themselves as cargo handlers, mechanics, drivers, clerk's hospital and hotel labours (Semboja, 2007).

It is well-known that numerous people in Tanzania do migrate abroad specifically for professional service and income producing improvement (Semboja, 2007). Popular of Tanzanians do travel to the countries for example middle and Far East, Europe, North America as well as the rest of Africa. Migration abroad has negative result in causing wastage of creative manpower, expert manpower, and wastage of endowment that government consumed in training them etc, (Semboja, 2007).

Figure 2.1 Conceptual framework of the study



Source: Researchers construct 2018

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology it portray how the study designed, population of the study, sample size and sampling technique, data collection methods, data analysis also addressing validity and reliability basement with ethical considerations

3.1 Research design

In accomplishing this study, a case study design will be used. Yin (1994) describes a case study design as an empirical inquiry that investigate a contemporary phenomena within its actual life context and examines a situation in which the boundaries between phenomena and context are not clearly evident, for this study the researcher employed the research design as a case study due to the fact that in research design a case study allows going into depth and thorough investigations of the problem, it is flexible in its use and data collection methods, and reveals information about social unity under study. It is basically a description either of phase or the totality of relevant experience of some chosen data. These studies were conducted at NMB Bank, Mlimani City Branch at Dar es Salaam. The current data shows that the Bank has a total number of 3175 employees National wise and this branch has 32 employees.

3.2 Area of the study

The rationale for choosing NMB Bank as the case study site was due to these criteria:-

- i. Familiarity with the research area decreases the cost for accommodation and travelling fares.
- ii. NMB Bank purposefully selected for this study as it is the giant and a leading business bank in financial services delivery in Tanzania. According to BoT report on 2016/2017

- iii. Some managers NMB Bank had indicated an interest to welcome the investigator in their organization and even encouraging their subordinates to cooperate with the researcher during data collection. This offer was too good to turn down

More importantly it provided the possibility of obtaining information to address the research questions given the presence of people who indicated willingness to work with the investigators

3.3 Population of the study

Population refers to the larger group from which the sample is taken (Kombo & Tromp, 2006). A population can be very large or small depending on the size of the group of the persons or objects from which the researcher plans to make inference. Thus a population refers to the people that the researcher has in mind from whom data can be obtained. In this study, the target population will be 30 respondents out of 32 employees of the NMB Bank Mlimani city branch.

3.4 Sample size and sampling techniques

The study will comprise sample from different types of employee at the organization the targeted sample from the whole study consisted of 30 respondent at the organization and it will balance gender. Sampling technique will be used is Probability sampling, Probability sampling will be employed in the data collection although it increase the accuracy of finding, minimizing time and economic cost, but is due to the similar characteristic of the sample and it is not biased.

Table 3.1, Sampling distribution table

Type of department	Population	Actual Sample	Percentage (%)
Human resource department	02	01	04
Information technology	02	02	08
Accounts department	03	03	10
Head of customers service	03	03	10
Bank manager	01	01	10
Bank tellers	21	20	68
Total	32	30	100

Source: Field data 2018

3.5 Data collection techniques

This study will employ both primary and secondary sources in collecting data. This approach will be adopted to improve the quality and comprehensively of the data to be generated. The importance of this approach has been clarified by Borgdan and others (1992) who caution that exclusive reliance on one method might bias or distort the reality of the phenomenon under investigation.

In primary source interview and questionnaire also secondary source is documentary review will be used. Primary data will use to collect data from individual at the organization through questionnaire and interview which will comprises the series of question that will provide the alternative answers concerning the particular phenomena under the study.

3.5.1 Interview

Kothari, (2004) explains interview as the technique of gathering data that includes presentation of oral-verbal replies. This interview method can be used through either cell phone interview or personal interviews.

The researcher used this method to get more information on the examination of employee training in job performance and organization development. This method was administered to management individuals who are human resource director and Branch manager who were four in number at NMB Bank. The interview will be conducted after the return of the questionnaires so as to check the validity of the

information provided in equally part to solicit the findings. The interview will be conducted to four employees who form management members at the branch level. The researcher believe that management members of the bank they have virtual information related to the phenomena under the study.

3.5.2 Questionnaire

For this research questionnaire will be used to get sufficient primary data. Open and Close-ended items will constructed and provided to human resource officers and bank tellers. The questionnaire were selected in this study due to the following merits in data collection, that will give respondents enough time to go through the questions and provided well though answers as it cut across a vast area and save costs in terms of time and that helpful to reach large group of research subjects, there is low cost even when the universe is large and is widely spread geographically, it is free from the bias of the interviewer; answers are in respondents' own words, respondents who are not easily approachable although some of the questionnaire paper were not sent back, The questionnaire items will be prepared in English for them to understand clearly the questions asked in order to avoid language barrier.

3.5.3 Documentary review

Documentary is explained as data which have been collected and documented (Krishnaswami, 2002) and these might either be published or unpublished data. They are regularly accessible in a variety of government publications, government, international bodies, private organizations and their subsidiary organizations. Data from documents review and literature will be collected from NMB Bank on human resource department available that enhance employees training.

3.6 Data analysis, interpretation and presentation

Data analysis is elaborated as the totaling of convinced measures in looking for long patterns of correlation with the aim of exists amongst data cluster (Kothari2004).

Data analysis described as method of analysis that sharpens sorts analysis that based on and arranges data in such a way that a last assumption that can be strained and verified (Miles and Hurberman, 1994).

Quantitative data which will be collected through questionnaire from employees who are non-management staff at NMB Bank Mlimani city branch will be organized, coded and entered into social science Statistical Package accordingly and analyzed descriptively. The descriptive statistics will be employed to presented the responds choice for each workers at the bank by using Frequencies, percentages with cross to variables with were done. Data will be presented in table's forms with frequencies and percentages calculated for drawing conclusions under a particular phenomenon under study.

3.7 Validity and Reliability

Validity this study will be employed to ensure to what extent in which a measurement method appears on its face measure the construct of interest. Content validity also will be used to measure covers the construct of interest. Criterion validity will enable to know to what extent to which people's scores on measurement are correlated with other variables.

Reliability, the study will also observe reliability through internal consistency, that the consistency of people's responses across the items on a multiple-item measure and Inter-rater reliability which will point out to extent in which different observers are consistent in their judgments about the topic.

3.8 Ethical consideration

In data collection the researcher will consider some ethics as the adherence to ensure ethical consideration that assist the researcher to contain smooth progression. The following ethical issues will be considered in field of this study:

Informed consent, in doing research will ask permission from authority concerned as to ensure respondents participate fully in this research was considered by requesting the respective government institutions to allow their staff and provide information willingly with no fear.

Rights to confidentiality and privacy on the information given by respondents are will also be secured. The use of polite language in interviewing is also taken into consideration.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter four explains summarization of the main analysis and findings also makes a systematic and comprehensive overview examination on the effects of employees training in job performance and organization development a case study of NMB Bank Mlimani city branch. The chapter is organized into four areas which are demographic characteristics of the respondents, determinants of employee training in job performance and an organization development, hindrances that are uncouncted in the implementation of the programme and also suggesting plausible measures that can be taken in improving training programme.

Quantitative data were analyzed using SPSS in which findings are presented in the form of tables and percentages. Data analysis is the process of moving from raw data to evidence-based interpretations that the foundation for published reports (Creswell, 1998: p.201). There are different methods of analyzing qualitative data as argued by different authors such as Gill and Johnson, (2002). In this research content analysis was used for the qualitative data, where theory was compared to practice. Direct quotations were used to show what respondents said about the issue being analysed, there by supporting the statistical information.

4.1 Demographic characteristics of the respondents

In this study, questionnaires were administered to 30 people this number encompassed 26 who were employees and also 4 heads of department/section who were interviewed, these all are the respondents researcher managed to get required information in the field.

This section discusses the distinctiveness of respondents in terms of their sex, age, level of education and marital status. The said variables were included in the analysis basing on the assumption that there is correlation between employees motivation with the said attributes. The percentages of distinctiveness of each group of

respondents were based on the total number of respondents. Mokhahlane (2009) stressed that the significance of the demographic information on the outcomes of the research is to enable the researcher to gather more information about the way in which an individual survives so as to identify any relationship between the outcomes and the demographic information as long as they affect respondents' opinions, experiences with regard to employees training towards an organization development. and the demographic information as long as they affect respondents' opinions, experiences with regard to employees' motivation at their jobs.

4.1.1 Gender of respondents

The respondents' were non-management members of staff in selected departments and also management staffs at NMB Mlimani city branch. The findings show that 57% were males while 43% were females. The findings suggest that male respondents outnumbered female respondents by 14%. It can be inferred that even if the number of males was to some extent larger, the number of females was also significant 43%. Thus one can conclude that the findings of this study came from the data provided by both male and female respondents at NMB Bank Mlimani city branch.

Table 4.1: Sex of Respondents

Gender	Frequency	Percentage%
Male	17	57
Female	13	43
Total	30	100

Source: Field data2018

4.1.2 Age of respondents

Table 4.2 indicates that 23% of respondents are 36 - 45years age category, 47% in 26 – 35 years old, and 23 % over 45 years, while 7% of the respondents are below 25 years old. The outcomes propose that 77% of NMB Bank Mlimani city branch workers are in their most productive and energetic age of 26-45 years and thus would be expected able to handle associated work demands. In retaining this group there is

need to have clear and good up to date training programmes for job performance hence are best favorable to this group to compare with one of aged above 45 years.

Table 4.2: Age of Respondents

Age	Frequency	Percentage%
Below 25	2	7
26-35	14	47
36-45	7	23
45- Over	7	23
Total	30	100

Source: Field data 2018

4.2 Education level

18 of the respondents who are equivalent to 60% have Bachelor, 1 (3%) have certificates, and 6 (20%) Diploma and 5 (17%) have MA degrees. In motivating this cluster there requests for the organization to establish motivation factors which are diverse from those whose non graduates. Most of elite staff wishes to stay with their organization if there is a chance to develop their careers by expectations of carrying higher responsibility, free from supervision and good working conditions while non-elites may be attracted with increase salaries and work security. So these findings suggest that the majority of these respondents were sufficiently educated to make informed and independent assessment of their motivation at the work place.

Table 4.3: Education Level of Respondents

Qualification	Frequency	Percentage%
Certificate	1	3
Diploma	6	20
Bachelor	18	60
Masters	5	17
Total	30	100

Source: Field data 2018

This is emphasized by Vroom's expectancy theory of motivation that people are motivated to reach a goal if they think that the goal is worthwhile and can see that their activities will help them achieve the goal (Robbins, 1998; Robert and Hunt, 1991).

4.2.1 Marital status of Respondents

The respondents were the employees at NMB Bank Mlimani city branch this included managements and non-management staff from various departments in particular organization and findings shows that 47% of respondents are single and 53% are married. The single employees in the organization need much motivation.

Table 4.4: Marital status of Respondent

Marital status	Frequency	Percentage%
Single	14	47
Married	16	53
Total	30	100

Source: Field data 2018

4.3. Employee training program impacts on job performance

In table 4.5 below on employees training program impacts on job performance it was revealed that 38.4 % majority of respondents perceived employee engagement, 23.3% do improve job performance, 23.3 % enhance employee innovations, 15.3 % also enhance employee enthusiasm. This implies that the employee have positive perception towards training program for their job performance.

These outcomes are in line with the motivation theory which is Herzberg theory. Herzberg (1959) says that satisfaction with effort of work can be caused by a number of intrinsic reasons. These involve recognition by management of the workers role at work, training, being given obligation over tasks, appreciative and recognition by management of the activities carried out, the opportunity promotion, the chance to growth one's capabilities and skills.

Table 4.5: Impacts of Training program

Impacts	Frequency	Percentage%
Improve performance	6	23.3
Employee Engagement	10	38.4
Employee innovations	6	23.3
Enhance enthusiasm	4	15.3
Total	26	100

Source: Field data 2018

Improve Employee Performance

The study findings about 23.3% showed that employee training influence to improve work performance. This supports the findings by Amin et al. (2013) that training leads to important performance benefits for individuals, teams, organizations and society. They suggest that these benefits range from individual and team performance to the economic prosperity of an organization as it further noted that training enhances knowledge and information about a certain field and also adds advantage to networking for efficiency and performance of employees.

Obvious, employees who receive regular training are more likely to accept change and come up with new ideas. They continue that employees who learn new skills through training make good candidates for promotions because they have shown their ability to learn, retain and use information. Similarly reliable, skilled employees can also be empowered to train other employees, the fact that reduces pressure for the management team and facilitate change process.

Now, during an interview with the head of human resource department she said that:-

“it’s true that employee training to financial sector is a crucial aspect for updating new knowledge, skills and techniques, and especially after the appointment post an employee should take severe training Programe concerning our banking duties and responsibilities, as we know that training in general influences to high performances.

Employee engagement

The study has revealed that training positively influences employee performance by having a positive influence on employee engagement at NMB Bank Mlimani city branch. That fact that employee engagement influences performance is in line Robinson, Dilys and Hayday (2003) argument that engaged employees feel a strong emotional bond to the organization that employs them, which results in higher productivity levels and lower absenteeism.

Hence when reliably measured, positive employee engagement is casually related or correlated to specific business outcomes. Lockwood (2007) further argued that engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their external and internal customers, and for the success of the organization as a whole.

Enhances Employee innovations

The study also showed that training enhances employee innovation in the working organization. Otuko, Chege and Douglas (2013) posit that employee training is a critical competitive tool that impacts skills in employees for developing innovative products and creating value in a unique way that competitors cannot easily copy.

This is vital for success in the current expansion of the global economy and the fast-changing evolution of technology and innovation.

Employee Enthusiasm

The study also showed that training enhances employee enthusiasm and that increase the employee's performance, it is crucial to inspire the employees by means of satisfying the space in between skills necessary and the owned or operated by means of staff through delivering applicable training.

The inspiration through training creates the enthusiasm which transforms the employees to well organize and well-mannered, that ultimately affects the performance of organization (Saleem, Shahid&Naseem, 2011).

Korantwi (2005), in his study on academic staff in Ghana's polytechnics on recruiting and retaining, found that positive factors such as training programmes, good conditions of service, and good wages influence workers job performance in organizations, where in his study showed that 38.4% of the respondents perceived that training programme is to be the best factor to implement.

4.4 Challenges that encountered by NMB Bank in training practice

The second objective of this study was to explore challenges that are encountered by NMB Bank in implementing training practices. Findings show that, most of respondents 12 who corresponds to 46.2% mentioned budgetary constraints, followed closely 8 30.7% Complex nature of human being and 6 who are equivalent to 23% said that Economic fluctuations. The researcher observed that, employees behave different than expected because there is training programmes that can cuts across and satisfy all employees.

Table 4.6 Challenges that encountered by NMB Bank in training practices

Response	Frequency	Percentage%
Budgetary constraints	12	46.2
Complex of human nature	8	30.7
Economic fluctuations	6	23
Total	26	100

Source: Field data 2018

Budgetary constraints

NMB Bank is a private financial institution that provides monetary service delivery and deals with business activities and looking for more profit for its growth, so now the entire wealth and profit they collect goes straight to the NMB Bank board of directors then later on it is supplied to zone branches while requested for funds for a particular reason.

During the interview with the director of human resource department he said:-

“ in our organization we have good training strategies that are used to motivate employees but sometimes we fail to effectively implement due to scarcity of resources, so when we get them and if opportunities are we will send them ”

Therefore, NMB Bank at Mlimani city branch scheduled a strategic budget for employees training programmes that can't be added or reduces on the long run of ensuring goals are being attained. Findings also reveal that 46.2% of the respondents indicated that budgetary constraints is the most obstacles which face NMB Bank at Mlimani city branch for effective designing and implementation of a desirable employees training programmes.

Complex of human nature

Human needs are very important to be given priority in any organization because what motivates employees' changes constantly, therefore it is important for managers to understand what motivates each of his employees so that they can contribute to the development of the organization. The responses from NMB Bank Plc at Mlimani city branch employees' with regards to the questionnaires and interviews done on the aspect of complexity of human nature.

This can be attributed to the statements of the director of customer service department during interview session when she remarked:-

“In challenges also i think diversity of culture seems to be an obstacle in the organization. This is because some employees claim that the organisation does not appreciate and implement training programme while it's impossible to do it for all at the same time”

In more explanation also concerning the complex of human nature director of human resource officer also added that:-

“Others also claim that are not provided with opportunities for further training through seminars, short courses or long term courses on their respective professions so as to be effective in performing, of course it well and good but as i have said early it’s impossible to take all this due to the limited resource that we have”

The study findings are supported by Skibba (2002) that the management of people at work is an integral part of the management process. There was a need for management and employers to have a clear understanding of the human nature and what actually motivated employees. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to knowledge, skills and techniques investments to employees, as the fundamental source of improvement. An effective organization will make sure that there is a spirit of cooperation and sense of commitment, employee recognition and crucial training for satisfaction within the sphere of its influence in carrying on organizations responsibilities.

Economic fluctuation

This is one of the obstacles which face NMB Bank to design and implement a desirable employee training programmes this is due to the fact that there is rise and fall of business profit in market. Now due expensiveness of providing training programmes sometimes do not meet the required number of employee to undergo training practice basic needs when there is a problem of Inflation in the country. This situation demotivates the employees at NMB Bank Mlimani city branch to offer their maximum effort towards attending various training programmes related to their field. Furthermore, in the financial report of 2016/2017 shows that profit rate from NMB Bank Plc during the period of time exceed of previous year by 47 %. The situated led employees to believe organization shall be able to increase training programmes schedules.

However this was supported in literature of Leonard (2013) as cited by Chitty (2009: 167) states that it is good for organization to have proper training schemes in order to retain up to date its employees thus will retain a high level of innovation while producing higher quality work at a higher level of efficiency. While these benefits are broad, and therefore relatively vague, it also puts forth the argument that trained employees act as effective motivators for an organization production and development.

4.5 Plausible measures that can be taken

The third objective of this study was to suggest plausible measures that have to be taken at NMB Bank Mlimani city branch so as to improve training practices. Findings show that, most of respondents 12 who corresponds to 46.2% mentioned budgetary allocations for training, followed closely 8 30.7% who said that the institution should avoid favoritism practices and 6 who are equivalent to 23% said that Economic fluctuations. The researcher observed that, employees behave different than expected because there is training programmes that can cuts across and satisfy all employees.

Table 4.7 Plausible Measures that can be taken

Response	Frequency	Percentage%
Budget allocation for training	12	46.2
Avoid favoritism	8	30.7
Administration department should stick on laws	6	23
Total	26	100

Source: Field data 2018

Budget allocation for training

Based on the questionnaire responses, 4 respondents also who corresponds to 15.4% indicated that budget allocations will ensure opportunities for providing training and development of an organization.

As during the interview with human resource director had this to say:-

..... “it is true that at NMB Bank we always offer training to our staffs, but it is only when we find that there is a group of employees who need refreshers training or the important duty to be performed by a certain group of employees. This is because trainings are very expensive as we usually outsource trainers and expertise that provides trainings to our employees and customers”.

Likewise, in the interview with Loans director concerning training she also added that:-

“Providing trainings purposefully for developing knowledge and skills to employees is one of the motivation factors. The main objective is to make employees happy and perform satisfactorily in their jobs so as to achieve the goals of the company. Also, NMB Bank aimed to motivate their employees since they were facing competition from other Banks like CRDB and NBC”

In relation to that, She went further more to provide information as concerning training to employee as said also:-

“Dear Interviewer as you know that technology on banking is changing rapidly hence there is a need to have regular training in order to coop with these constant changes in the field. Training increases professional confidence and effectiveness. So on job training is something one should not ignore as a very fundamental motivating factor. When one gets regular training makes one’s skills up to date as opposed to obsolete so a sufficient amount budget allocation is inevitable”

However, employees training and development it was related with the age of respondents, difference was observed among age groups whereby those aged between 18 to 30 and 31 to 40 years appear to be more motivated than those in

advanced age cohorts. A possible explanation of this could be that employees at advanced ages were nearly retiring and therefore they are likely not to find training opportunities as necessary for their career development, which is contrary to the employees at younger ages who still consider training and development as must-to-seek opportunity for advancement in their career.

With respect to the level of education of respondents, it was observed that slight difference existed between employees with diploma, certificate and those with bachelor degree. This suggests that they both categorise training and development as the necessary part of their professional advancement.

Favoritism

The findings show that nine respondents 30.7% were demotivated with favoritism within an institution. The demotivated respondents claimed that some employees are favoured in terms of training opportunities from different departments. They have been favoured through their relatives or friends who are senior managers.

This can be attributed to the statements of the Head of Human Resources Department when she remarked:-

“Lack of enough regular training and appreciation of employees’ contribution seem to be a challenge in the organization. This is because some employees claim that the company does not appreciate their performance even if they perform better. Other claim that is not provided with opportunities for further training through seminars, short courses or long term courses on their respective professions so as to be effective in performing”.

She further stated that:-

“However, the company appreciates the employees’ contributions and effort by recognizing the best employee through promotion, issuing certificate and overtime payment. Also some employees have

been provided with trainings to increase professional, confidence and effectiveness in their jobs”.

Further, in an interview with the directorate of human resource management, the following was said:-

“Though the company has made strategies to address demotivating factors to encourage a performance culture, among other issues demotivating employees include: unfair impractical performance appraisal and feedback, lack of enough appreciation of employees contribution and training opportunities, lack of participation in decision making processes, and a general lack of concern for workers welfare by the NMB Bank management”.

Therefore, the company should put in place fairly in distributing training opportunities as there are feelings that some of the employees are not valued. When one employee in the section is rewarded for hard work, others may become demoralized on grounds that they are not valued. Therefore, management should play an active and continuous role in managing on site motivational processes. Employee's desired outcomes should be tied to performance and management should focus on eliminating all forms of favouritism.

Administration department should stick on organization laws

Respondents of this study 23% revealed that poor training programme implementation is due to human resources department lack follow ups on issues, that the office does not stick on the laws, circulars and procedures, For example exercise of training programme which was done on February 2018 allowed loans department servants to have their training but most of the employees in that particular department did not attend because of delays from human resources department.

Hence now, Human Resources Department should carry out their duties respectively according to the laws, circulars and procedures' so as ensure that there is effectiveness in the implementation of training procedures as directs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECCOMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusion, recommendations and policy implication associated with the purpose on examining the impacts of employee training in job performance and organization development at NMB Bank Mlimani city branch that employed a case study design in relation to the generated findings as per objectives of the study. This chapter also addresses the areas for further studies in reflection to the findings of this study.

5.1 Summary

The specific problem addressed in this study is to envisage the role of Employees training and organization performance. The study has analyzed the relationship between employee training and organization performance which will result into improved organization performance. The study was conducted in Tanzania at Nation Microfinance Bank, Mlimani city branch. The intention of this study was to determine the impact of employee training and organizational performance the research proposes the way NMBs staff effectiveness can suitable be improved through education and training, whereby the study employed a case study design in which both qualitative and quantitative methods used, interview, questionnaire and documentary review were used in collecting information from the field with the total sample size of 30 in which 26 respondents were provided questionnaire as to fill them who were non management staffs, while 4 were interviewed and these included branch manager and head of sections in which content analysis and SPSS were used for data analysis based on results presented for enhancing employee's training and an organizational performance.

With regard to the purpose of the study concerning employees training programme and organization performance it was revealed that majority of respondents mentioned employee engagement as a major impact from the employee training practice also in field data it was found that training practices influences employees to high job performance at NMB Bank not also that but field information revealed that due to employee training can lead in enhancing employees innovations particular to the job area. Also some of the respondents accepted that employee enthusiasm is crucial raised due to training programme at NMB Bank particular Mlimani city branch hence now training packages to workers should be implemented effectively and efficiently due to its necessity. These results indicate that the NMB Bank board of directors need to look intensively and in depth on training programme for developing service delivery and organization performance in getting them move in the direction desired in order to achieve particular results and volunteer to do more than what is expected as well as becoming more successful.

Furthermore, the study also examine the challenges that encountered by NMB Bank at Mlimani city branch on training practice whereby the study revealed that 46.2% respondents showed budget constraint is an obstacle to the effective implementation of training practice programmes, also human nature complexity and economic fluctuation also are the hindrance factors. Also in documentary review on NMB Bank at Mlimani city branch documents reveal that organization management has been making some approaches to address employees demands for their knowledge, skills and techniques upkeep; these entail organizing regular in-service training to all employees, employees recognition, organizing family days by the company, incentives as well as establishing effective communication between management and employees and among employees themselves. Armstrong (1993) noted that the diversity of culture is the major challenge in motivating employees.

Moreover, study findings are supported by Skibba (2002) that the training of employees at work is an integral part of the management process. There was a need for management and employers to have a clear understanding of the human nature and what actually employees require. A well-managed organization usually sees an

average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees as the fundamental source of improvement. An effective organization will make sure that there is a spirit of training and sense of commitment, employee recognition and involvement in company decision making process and satisfaction within the sphere of its influence as private organizations are now the vital partnership for country economic growth so the effectiveness and efficiency of an organization's roles and responsibilities in high performance is inter-alia depend largely on participation in decision making concerning their firm.

Nevertheless, the study thought it is important to identify plausible measures to be taken so as to overcome the implementation challenges where respondents from the field suggested plausible measures to be taken as to improve training programmes implementation at NMB Bank Mlimani city branch that there should be budget allocation for employee training and avoiding favoritism among employees, also it was suggested that administration department should stick on laws and regulation for employees training and also it was suggested that human resource department should act as soon as possible and opportunities for employees training should be released as there are tendencies of delaying.

This study's findings are supported by Herzberg's Two-Factor Theory which insists that among motivating factors which employers ought to pursue include providing opportunity for advancement to the employees, recognizing the employees' performance, challenging / stimulating work and personal growth in a job, provision of bonus, medical consultation are among the pointed out methods for motivating employees.

Therefore, managers supposed to know what motives drive employees to work and not assuming, and this can be obtained through employees training and listening to their views, ideas, perception about working activities and embracing them with new technology and innovative strategies thus will lead to efficient and effective

performance that enhances the organization to achieve its goals and objectives as its mission says that to be an effective, reliable and efficient organization in the country.

Generally, motivated workers will retain a high level of innovation while producing higher quality work at a higher level of efficiency. While these benefits are wide, and therefore relatively unclear, it also puts forth the argument that trained workers have no downsides or costs. The opportunity of employees training does not require additional capital to coach managers to act as effective motivators in relation to commitment and responsibility among management of the NMB Bank and the board of directors to be responsible to adhere to ensuring employees attain training packages as means of rescuing an organization best performance from job dissatisfaction, frequent absenteeism and eventually turn over of the employees.

5.2 Conclusion of the study

The findings of this study present a clear picture on the examination of employees training on job performance and organization development at NMB Bank Mlimani city branch, where by the finding on deficiency of budget allocation for employees training in particular organization is a huge predicament to successful employees' working performance initiatives effectiveness and a push factor for employees to run away to fruitful organization.

Moreover, The human resource management section should coordinate the whole process of implementing training programme in the organization by ensuring that all necessary stages involved in the implementation of the programme is followed in order to enhance effective employee training schedules at NMB Bank and Tanzania sector in general. Management should establish training policy which would give guidelines to all stakeholders on how the training procedures will be implemented and as such will indicate the management commitment towards employees performance and an organization development.

Generally, Employee training plays a fundamental role on the performance of any organization. The study highlighted that the management of NMB Bank at Mlimani city branch know the benefits of employee training on their performance. Despite

knowing the importance of employee training, the particular institution still lack effective employee training and development policy also management training such as leadership, supervision and labor law seems not to be their priorities. The study concluded that NMB Bank management board should see the necessity of having effective employee training and development policy and at the same time consider management training as one of the important employee training.

The results are supporting to findings of Tharenou, Joe, & Celia (2007), Batool and Bariha (2012), Thang & Drik (2008), that training puts positive impact on organizational performance. The finding declare that employee training is positively related to the employees overall performance that is extending the views that .Employee's performance and organization performance positively correlated, consistent to the arguments reported by March et al., (1997), Hameed & Ahmed (2012) that there is positive relationship between employee performance and organizational.

5.3 Recommendations

The examination impact of training employee and organization performance remains an important aspect in enhancing workers satisfaction, working performance, productivity as well as human resources development in general as governed by the laws, circulars, regulations and procedures. In pursuance of the study based on the findings, discussion and conclusion of the study researcher recommends the following:-

Firstly, both employees and managers in NMB Bank at Mlimani city branch should keep in mind that both organization and individual goals in the working environment are inseparable. Therefore, both should play their role so that at the end of the day, each goal is realized.

Secondly, the study covered only Dar es Salaam city at NMB Bank Mlimani city branch, Tanzania which examined on the impacts of employee training on job performance and organization development in the private sector. Therefore, further similar research is required to investigate other organizations including public organizations in order to get different perception and results which will compliment the findings of the current study.

Thirdly, the organization should put in place strategies to ensure that employee training packages offered are sustainable. It also should be innovative, investigate and address the factors reported in this study as to foster employee's performance in their jobs.

Fourthly, For the NMB Bank board of directors is required to make changes in order to motivate its employees according to the needs because some of them are motivated by financial factors and while others are motivated through non financial factors.

Fifthly, Training opportunities should be added so as to ensure employees have the right skill and ability to be attained at NMB Bank in order to cope with rapidly changing business environment need to constantly train its employees to keep abreast with technological changes in their work settings. In so doing both formal and informal training should be employed to discharge their capabilities to support work performance. This will in turn increase employees job satisfaction level as they seem to be valued as the most important resource in the organization.

Sixthly, Managements of NMB Bank at Mlimani city branch should strategically identify incentives that lead to high performance among its employees. This will among others involve determination of what are good incentives to their employee in particular and set up formal and informal structures for rewarding employees that work extra miles. In view of that, they should design economic incentives so that employees at all levels of an organization can benefit from them and will strive to minimize absenteeism and work hard to realize the available incentives.

Lastly, Also establishing effective communications between the employees and the management and getting feedback from their jobs is vital in maintaining new innovations and enthusiasm for the achievement of higher goals in an organization.

5.4 Limitations of the study

- i. Unwillingness among respondents to give out requisite information in filling the questionnaire and sending back to the researcher.
- ii. Some of the interviewers were not available for interview as scheduled

However despite the said limitations, the researcher has managed to conduct the said research and come up with this report which is free from biasness and by following the questionnaire so as to meet the sample size and fully commensurate the actual research problem it was by at least enough to give us the picture of the role played by the employees training in organizational performance at NMB Bank mlimani city branch.

5.5 Suggestions for Policy Makers

- ❖ Training activities should be supported and durable.
- ❖ Training programs should also include leadership development programs to develop the leadership skills in Tax administrators/employees.
- ❖ Training programs should be up-to-date with new process or technology and methods because new studies and researches enhanced learning and teaching methods.

- ❖ Training programs should be according to the international standard. Because the tax administrators can enhance their skills more efficiently according to the international standard.
- ❖ Training opportunity provision to the employee should result in a better understanding of the performance objectives of employees. It should also clear them about their job functions.

5.6 Contextual Implication

The study concluded a substantial positive relationship in between employee training and organization performance. However, numerous other variables that might be playing role in this particular field so, it's going to be very helpful for researchers should they conduct research in this particular field in foreseeable future by including additional variables like employee inspiration, employee motivation organization effectiveness along with other working condition in relation to employees training to create more convincing results that may increase the incredible importance of employee training and organizational performance.

5.7 Areas for further studies

It is the researcher's fervent hope that this research will yield a theoretical contribution beyond the previous proposals and explanations offered by past researchers, and will create a new understanding of employee engagement and an ability to manage it more effectively, thus creating new directions for future research.

Firstly the study was based on the Herzberg Two Factors Model in examining employee and organization performance only thus, further studies can be conducted in an attempt to explore the applicability of other theories of motivating individuals, Maslow's hierarchical needs to on employee training in organization in the context developing countries, Tanzania inclusive.

Secondly, This study was conducted on the case of one private organization and the results generalized for all private organizations, therefore other researchers could go to more organizations to study the same topic to get more realistic results. This study used only three questions on the areas of employee training, other researchers could raise more questions and studied in details to get all the factors needed to raise employees job training among organizations. There are also other areas which are closely related to employee training such as retention strategies, talent management, learning organization which may yield very useful results for improvement of organizational performance.

Thirdly, This study intensively investigated on a single private entity only, so for further research there is a need for the comparative analysis study on employee training mechanism used by different organization in private sector and public sector in training their employees and their effect in achieving a particular organization goals and objectives for its sustainability.

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APPENDICES

APPENDIX I

Dear Respondents

My topic is dealing with the examination on the impacts of employees training to job performance and organization development at NMB Bank, A Case study of Mlimani City branch. I will be grateful for your kindly response in filling this attached questionnaire, each and everything you answer is treated confidential.

Questionnaire no _____ Date _____

SECTION A: Personal Information

Tick the appropriate answer:-

1. Sex Male () Female ()
2. Age [1] 21- 30 [2] 31-40 [3] 41-50 [4] 51-Above
3. Education level (1) Certificate (2) Diploma (3) Degree (4) Masters
4. Duration of service: [1] 3 or less [2] 4-8 [3] 9-13 [4] 14-18 [5] More than 19

SECTION B; QUESTIONS

5. Has your organization organized a training programme?

Yes () No ()

6. For how frequently do you get training opportunity?

- a) After each three months []
- b) After every six months []
- c) Once in a year []
- d) There is no specific schedule

7. Which impacts does training has in job performance and organization development?

.....

8. For how extent training you received relates to your daily working duties?

- a) Not relevant at all
- b) Completely very effective
- c) Am not sure

9. In your opinion, do you think training has helped your job performance?

Yes () No ()

10. What challenges do you face with regard to training and development within your organization?

.....

.....
.....

11. In your opinion, what measures should be taken to improve employees training programme at your organization?

.....
.....
.....
.....

****** Thank you******

APPENDIX II

Interview guide for directors and managers

1. For how long now have you been working with NMB Bank?

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.....
.....
.....

2. What are the major purposes of training and what key internal and external influences impact on training?

.....
.....
.....

3. How do employees training practices develop performance at NMB Bank?

.....
.....
.....

4. A part from the factors above, how else would you describe the impact of training on the organization development?

.....
.....
.....
.....

5. What challenges do you face with regard to training and development within your organization?

.....
.....
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6. Please specify any ways you think training and development in your organization can be improved.

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******* Thank you *******