

## The Influence of Training Content on Employee Performance in Public Service Social Security Fund, Dar es Salaam, Tanzania

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### Abstract

This study aimed at determining the influence of training on employees' performance in public service social security funds in Tanzania. The study used a quantitative approach and involved a sample size of 124 respondents who were selected randomly. Data collection was done by using a questionnaire survey and the analyzed using descriptive statistics. The findings have shown that the training contents which are used in training are not supportive in increasing employee performance after the training. It is concluded that, the learning materials, job procedure information and skills contents are not related to achieving employee performance of the institution. This study recommends that, since this training aims at increasing employee performance, the training contents must be restructured to fit the goal of training in the Public Service Social Security Fund context.

**Keywords:** *Training; Employee Performance; Public Service; Social Security Fund*

### 1.0 Introduction

Training programs are intended to improve employee awareness of their responsibilities as well as to help encourage employees to develop more commitment to their jobs and increase their performance (Munaty et al., 2022). Organizations use training programs to prepare their employee to perform their duties properly and by established standards (Bhatt et al., 2021; Yoopetch et al., 2021). Companies also use training programs to improve the capabilities of workers and increase employee performance (Alsafadi and Altahat, 2021). Training has the potential to raise individual performance through improvements in key workplace attitudes and behaviours (Yuliantoet al., 2022).

Employee performance is an essential factor for every work organization (Halawi and Haydar, 2018). Employee performance refers to how an employee fulfils their job duties and executes their

required tasks (Munaty et al., 2022). Bhatt et al. (2021) added that employee performance involves the effectiveness, quality, and efficiency of employees' output. Employee performance is considered a crucial dimension of organizational behaviour. Employee performance leads to improved overall efficiency and productivity of organization processes (Bhatti *et al.*, 2021).

In the context of social security schemes, various training programs are implemented to increase employee awareness, skills and capability to fulfil their responsibilities (Abdi and Minja, 2018). Despite various training programs being conducted in social security schemes. However, the effect of training on employee performance in social security funds in developing countries is not well documented (Alase and Akinbo, 2021). This paper aimed at determine the influence of training content on employee performance in the Public Service Social Security Fund (PSSSF) content. The question for this study asked was 'what is the influence of training contents on employee performance in the Public Service Social Security Fund (PSSSF)'?

### 1.1 Statement of the Problem

Training programs are the key to raising employee performance in any organization by developing the level of skills, knowledge and abilities (Bhatti et al., 2021). Despite the fact that training plays a significant contribution to employees' performance. However, scant studies have been conducted about the influence of training on employee performance in public service social security funds in Tanzania (Kinyondo, 2021).

Moreover, there is a weak theoretical contribution to the influence of training on employee performance because empirical studies show disagreement on the influence of training on employee performance. For example, the studies by Bhatti et al. (2021); Halawi and Haydar (2018); Yulianto et al. (2022) assert that training and employee performance are positively and significantly related. While the study by Munaty et al. (2022) found a positive and insignificant relationship between training and employee performance. Contradicting findings on the effect of training on employee performance creates a theoretical gap. Therefore, this study aims to examine the influence of training on employee performance in social security funds in Tanzania.

### 1.2 Significance of the Study

The current study was relevant to social security funds as it underscores the influence of training on employee performance in social security funds. Understanding how training contributes to employees' performance is important, especially in the modern era.

The study was aimed to help understand the relationship between training and employee performance. Likewise, the contextual gap indicates that few studies have been conducted in Tanzania to establish the effects of training on employees' performance, specifically in social security funds.

The study will help policymakers recognize the influence of training on employee performance in social security funds in Tanzania.

### 1.3 Scope of the Study

This study aims to examine the influence of training on employees' performance in social security funds in Tanzania. The study was conducted at the Public Service Social Security Fund (PSSSF) in Dar es Salaam. The area was selected because is one of the social security funds with the largest number of training programs. The study could provide the influence of training content on employee performance in PSSSF, the effect of motivation to learn on employee performance in PSSSF and the effect of learning style on employee performance in PSSSF.

## **2.0 Literature Review**

### **2.1 Conceptual Literature Review**

#### **2.1.1 Training and Employees' Performance in Public Sector**

In the context of public sector, training has a significant influence on employees' performance, much like in the private sector (Abdi and Minja, 2018). Recognizing that organizational development hinges on performance improvement and heightened productivity, employee training emerges as a critical driver. Literature provide compelling evidence of the profound effects of training and development on employee performance, with some studies focusing specifically on individual performance (Purcell et al., 2008; 2003; Harrison et al., 2006), while others adopt a broader perspective encompassing organizational performance (Guest, 1997; Kinnie et al., 2005). The interconnectedness of employee and organizational performance is evident, where enhanced employee capabilities, nurtured through effective training programs, positively impact overall organizational performance (Wright & Geroy, 2001).

#### **2.1.2 Employee Performance**

Employee performance is defined as how well a person executes their job duties and responsibilities (Yoopetch et al., 2021). Another study by Yulianto et al. (2022) defined employee performance as the measurement of how well an employee executes on explicit and implicit standards, goals, and priorities. Therefore, this study defined employee performance as the measurement of how well a member of staff fulfils the duties of their role, completes required tasks and behaves in the workplace.

### **2.2 Theoretical Literature Review**

This study was guided by Behavioural Learning Theory. The theory was developed by several prominent psychologists, including Ivan Pavlov, and John Watson in 1904 (Halawi and Haydar, 2018). These psychologists studied the relationship between behaviour and the environment, and how our experiences shape the way we learn and behave. The theory emphasizes the role of environmental factors, such as reinforcement which involves training content, motivation to learn and learning style in facilitating employee training in workplaces. It has been influential in fields such as education, psychology, and business management (Munaty et al., 2022). Despite the weakness, behavioural learning theory has been supported by a large body of empirical research, including numerous experiments and observations, which have demonstrated the effectiveness of its principles in explaining and modifying behaviour (Munaty et al., 2022). Behavioural learning is a training theory centred on the idea that people learn through their interactions with their environment. It assumes that learners react and behave based on the associations between stimuli and responses.

### **2.3 Empirical Literature Review**

Studies have been conducted about the influence of training on employee performance. For example, the study by Bhatti et al. (2021) from Pakistan, aimed to examine the power of training design on employee performance in the health sector. The findings showed the positive and significant roles of training content and learning style on employee performance. The study by Yulianto et al.(2022) from Indonesia, aimed to determine directly or indirectly the effect of competence education and training on employee performance through work commitment as an intervening variable at the East Java Provincial Forestry Service and found that training and employee performance are positively and significantly related. Licombe (2018) examined the impacts of training and development on employee performance in the public sector, specifically at TTCL headquarters in Tanzania. The study revealed that staff at the TTCL are periodically been attending training and development programs that have contributed to the

improvement of the skills and hence increase in performance. Isatou (2022) assessed how employee performance at the personnel management office in the Gambia was impacted by learning and development. This study came to the conclusion that learning and growth have a substantial impact on employee performance. Lag and Kembu (2023) sought to examine the influence of talent acquisition, training and development, HR engagements on organizational performance of Garissa County Government, Kenya. The study concluded that selection of employees is not competitively done, employee placement is also not competitively done and the organization's recruitment culture discourages canvassing, there is no enough employee training programs which followed, the organization do not conduct employee coaching on set practices as it is expected.

## 2.4 Research Gap

Empirical studies indicate that scant studies have been conducted about the influence of training on employee performance in public service social security funds in Tanzania. Moreover, there is a weak theoretical contribution to the influence of training on employee performance because empirical studies show disagreement on the influence of training on employee performance. For example, the studies by Bhatti *et al.* (2021); Halawi and Haydar (2018); Yulianto *et al.*, (2022) assert that training and employee performance are positively and significantly related. While the study by Munaty *et al.*, (2022) found a positive and insignificant relationship between training and employee performance. Contradicting findings on the effect of training on employee performance create a theoretical gap.

## 3.0 Methodology

### 3.1 Area of Study

This study was conducted at the Public Service Social Security Fund (PSSSF) in Dar es Salaam. This is a social security scheme to collect and pay terminal benefits to employees of public service. It was established by the Public Service Social Security Act of 2018. The study was conducted at PSSSF because it is one of the social security funds with the largest number of training programs.

### 3.2 Research Design

A quasi-experimental design is a quantitative research design which allows the study of cause-effect relationships but does not involve the manipulation of variables to influence the dependent variable. This study utilized a quasi-experimental design this is because the study is quantitative, it aims to establish a cause-effect relationship.

### 3.3 Research Approach

This study used a quantitative research approach. Quantitative approaches are objective, deductive, and based on numeric quantification and generalization of results. Quantitative methods are used to test pre-specified concepts, constructs, and hypotheses that make up a theory (Kothari, 2004).

### 3.4 Population

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query (Mohajan, 2020). In this study, the population was PSSSF employees working in Dar es Salaam. Therefore, the population of the study was 180 employees, because PSSSF Dar es Salaam offices have 180 employees.

### 3.5 Sample Size

Sample size estimation is required to be derived from a specific formula. Therefore, the Taro Yamane formula is used to estimate sample size. According to Yamane (1967), the sample size of the study was calculated as follows:

$$n = \frac{N}{1+N(e)^2}$$

Whereby;

$n$  = the sample size,  $N$  = the population size and  $e$  = the marginal error say at 95% level of confidence.

$$\text{The, } n = \frac{180}{1+180(0.05)^2} = \frac{180}{1+180(0.0025)}$$

$$n = 124$$

Therefore, the sample size for this study was 124 staff from PSSSF.

### 3.6 Data Collection Methods

The questionnaire collected data about training content, motivation to learn learning style and employees' performance. This study used only a questionnaire as an instrument for collecting primary data because of the quantitative nature of the study. The respondents were 124 employees from PSSSF Dar es Salaam.

### 3.7 Data Processing and Analysis

The variables (training content) was measured by using three indicators which are; learning material, job procedure information and skills contents (Table 2) while the dependent variable (Employee performance) was measured by using four indicators namely: job knowledge, quality of work, achieving targets and active collaboration.

The data analysis for this study was done by using descriptive statistics involving mean and standard deviation with the help of Statistical Package for Social Sciences (SPSS) version 29. The responses from the respondents were captured using the 5-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree and 5= Strongly Agree) to obtain total score for each indicator (learning material, job procedure information and skills contents). Then, the total scores obtained for each indicator were used to compute respective mean ( $\bar{x}$ ) and standard deviation ( $\sigma$ ).

Table 1: A 5-Point Likert Scale Decision Matrix

Likert value out of 5	Mean Range
1=strongly disagree	(1.00 <mean <1.80)
2=disagree	(1.80 <mean < 2.60)
3=Undetermined	(2.60 <mean < 3.40)
4=agree	(3.40 <mean < 4.20)
5= strongly agree	(4.20<mean < 5.00).

Mean was used to represent the average value of the respective responses while the standard deviation used to explain the deviation of the responses from the mean. Then, a 5-Point Likert Scale Decision Matrix (Table 1) was used to gauge the influence of training content to employee performance.

#### 4.0 Results and Discussion

The findings for this study are presented in the table 2 and are further discussed in relation to the influence on employee performance.

##### 4.1 Influence of Training Contents on Employee Performance in Public Service Social Security Fund (PSSSF)

The data collection was done by using a 5-point Likert Scale. The descriptive statistics were done to determine whether the training contents influence employee performance in the Public Social Security Fund (PSSSF).

The findings for this study indicated that the mean values of the responses to three indicators; '*the learning materials provided during the training cover the necessary topics related to job responsibilities*', '*the training provide clear and detailed information about the standard job procedures within the organization*' and '*The training focused on developing practical skills that are directly applicable to respective job*' were 2.0242, 2.4032 and 1.4113 respectively. While the standard deviations for the same three indicators were 0.69216, 1.11106 and 0.51025 respectively. Generally, these standard deviations shows that the deviation of the responses from the mean value were small indicating that the collected data for this independent variable (training content) were valid and reliable.

Table 2: The descriptive statistics for the training contents.

Training Content Indicators	N	$\bar{x}$	$\sigma$
1. The learning materials provided during the training cover the necessary topics related to job responsibilities	124	2.0242	0.69216
2. The training provide clear and detailed information about the standard job procedures within the organization	124	2.4032	1.11106
3. The training focused on developing practical skills that are directly applicable to respective job	124	1.4113	0.51025

**Research Data (2023).** Key:  $\bar{x}$  = Mean,  $\sigma$  = Standard Deviation.

The findings showed that the mean values of the responses for '*the learning materials provided during the training cover the necessary topics related to job responsibilities*' and '*the training provide clear and detailed information about the standard job procedures within the organization*' were 2.0242 and 2.4032 respectively. According to decision matrix (Table 1) the values found in the range of 1.8-2.60 which means disagree. Also, findings show that the mean values of the responses for '*The training focused on developing practical skills that are directly applicable to respective job*' was 1.4113 in which at the decision matrix (Table 1) the value is found in the range of 1.0-1.80 which means strongly disagree.

Therefore, based on these findings, generally the respondents disagreed that the training materials do not support the training of the employees, with this fact, the training materials do not influence the employee performance in the Public Service Social Security Fund (PSSSF). This was possible as the current study targeted those programs that have been initiated and now the respondents were required to answer some questions depending on their experience as they have already attended these trainings. The standard deviations for three indicators of training content show that the deviations of the responses from the mean value were small enough indicating that the collected data for this independent variable (training



content) were valid and reliable. These findings are contrary to what Bhatti *et al.* (2021) found in Pakistan that training design has influence on employee performance in the health sector. Furthermore, the findings contradict another study by Halawi and Haydar (2018) from Lebanon showed that training and employee performance are positively and significantly related.

### 5.0 Conclusion

Based on the study's findings, it is concluded that the training contents, training or learning style that trainers use are not related to employee performance. Furthermore, during training, employees feel fatigued, they are not motivated to learn. Therefore, since the aim of the training is to increase employee performance in PSSSF, is not achieved.

### 6.0 Recommendations

The findings have shown that the current training contents or materials are irrelevant to the aim of the training in PSSSF. These trainings aim to increase the employee performance. Therefore, the study recommends that the training contents must be restructured to fit the goal of training in the PSSSF context.

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