Impact of Training on Police Officers' Performance in Tanzania: A Case of Ruvuma Regional Police Commander's Office

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Abstract

The study was carried to determine the impact of training on police officers' performance in Tanzania specifically at Ruvuma Regional Police Commander's Office. The study specifically focused on determining the impact of on-the-job training and off-the-job training on police officers' performance. The study employed a cross-sectional study design and collected data from 285 police officers who were selected via stratified sampling. Self-structured questionnaire was used to collect data from the respondents. Data was analyzed through descriptive statistics and multiple regression analysis. The study found a positive relationship between on-the-job training and police officers' performance. It also found that off-the-job training positively associate with police officers' performance. The study generally revealed that, training positively and significantly associates with police officers' performance. The study concludes that, both on-the-job and off-the-job training programs positively correlate with police officers' performance. The study recommends that, there should be allocation of resources to enhance on-the-job and off-the-job training programs for police officers. This could involve developing specialized training modules, providing access to relevant resource and technology, and ensuring that trainers are equipped with the necessary skills and knowledge to deliver effective training.

***Keywords**: Training, on-the-job training, off-the-job training, Police officers' performance*

INTRODUCTION

Police officers play a crucial role in maintaining law and order, protecting citizens and promoting public safety (Ross, 2019). As such, their performance and effectiveness are paramount importance. Police officers are responsible for upholding laws, safeguarding people and their belongings, promptly responding to emergency situations and capturing and detaining offenders. To handle these situations effectively, police officers need to

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undergo comprehensive training to acquire the necessary expertise and abilities (Kleygrewe *et al.,* 2022).

Globally, significant attention and debate regarding police officers' training and performance has been a matter of utmost importance. There has been an increased emphasis on de-escalation techniques, cultural sensitivity and improved community relations. Some advocates argue for longer and more comprehensive training programs (Blumberg *et al.,* 2019). In Africa, police training has undergone significant reforms so as to promote community trust. For instance, in South Africa police training is emphasized in human rights, constitutional policing, community engagement and the use of force as a last resort while efforts are being made to address issues such as corruption, accountability and professionalism within police force. In Nigeria there have been calls for enhanced training in human rights, community engagement, conflict resolution and modern investigative techniques (Giessing, 2021; Koedijk *et al.,* 2019; Maina & Waithaka, 2017).

In Tanzania, general public, Civil Society Organizations (CSO's), Government Authorities and International Partners recognize the importance of training to get rid of corruption, inadequate response to emergencies and issues of professionalism (Agumisa, 2020). They emphasize on better training programs that focus on community policing, human rights, effective crime prevention, and conflict resolution and community engagement. The Government emphasizes the importance of professionalism, integrity and respect for human rights (Agumisa, 2020).

Despite of the efforts to encourage training to improve police officers' performance, there are still grievances which raise doubts about the performance of the police officers. Criminal activities are still in place in the country, road accidents occur as usual resulting to loss of people's lives and permanent injuries. Again, online theft is still on the top as people are always being robbed through transactions via mobile networks. Again, there have been cases concerning rape and sodomy to minors as well as cattle rustling. This has resulted into the loss of faith among public to their police officers in their delivery of services as well as loss of manpower due to road accidents.

This ground necessitated the study to be made to determine the impact of training on police officers' performance. The study used variables such as on-the-job training and off-the-job training which allowed police officers to learn through direct observation and imitation of experienced colleagues or mentors within work environment where they can witness effective

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strategies, problem solving techniques and communication skills and then imitate and adopt those behaviors to enhance their own performance.

Literature Review
The theory used in this study is social learning theory. Social learning theory was developed by psychologist Albert Bandura (1977), proposes that people learn through observation, imitation, and reinforcement of others' behaviors. It emphasizes the role of social interactions, modeling, and cognitive processes in learning and behavior change (Smith, 2012). Bandura highlighted the importance of vicarious learning, self-efficacy, and reciprocal determinism in his theory. Reciprocal determinism suggests that behavior is influenced by personal factors, the environment, and cognitive processes, which interact and affect each other.

One of the strengths of social learning theory is that it provides a comprehensive framework for understanding how individuals acquire new behaviors, skills, and attitudes. Its weakness is that it primarily focuses on environmental and cognitive factors and does not give significant attention to biological or genetic influences on behavior.

On-the-job training: According to social learning theory, police officers can observe and learn from experienced colleagues or mentors within their work environment. They can witness effective strategies, problem-solving techniques, and communication skills, and then imitate and adopt those behaviors to enhance their own performance.

Off-the-job training: In the context of social learning theory, off-the-job training can facilitate the acquisition of new knowledge, theories, and concepts that can be applied to police work. Officers can learn about best practices, legal updates, ethical considerations, and community relations, among other topics.

Empirical literature and Hypothesis Development
Research hypotheses were developed after a critical review of theoretical and empirical studies.

On-the-job training and police officers' performance
On-the-job training is a type of training that takes place within the work environment and involves learning while performing job-related tasks (Tynes & Hooker, 2018). Ogunyemi (2017) and Chonoso *et al.* (2020) found positive relationship between on-the-job training and employees' performance in

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Nigeria and Sub-Saharan Africa respectively. Based on the reviewed empirical literature, this study formulated the following hypothesis;

H_1:   *On-the-job training has a significant positive impact performance of Police Officers*

## Off-the-job training and police officers' performance

Off-the-job training refers to training activities that are conducted outside the regular work environment and away from the actual job site (Noe, 2016). Several researchers found a positive relationship between off-the-job training and employees' performance. For instance, study by Nnko (2020) found out that off-the-job training had a significant effect on employee performance. Again, Akinwale *et al.,* (2019) revealed that off-the-job training improved employee's job competence, motivation and commitment which resulted to improved job performance and customer satisfaction. Nevertheless, Elamer *et al.* (2020) observed positive relationship between off-the-job training and employees' performance. Based on the reviewed empirical literature, this study formulated the following hypothesis;

H_2:   *Off-the-job training has a significant positive impact on performance of Police Officers*

Conceptual Framework
Independent Variables   **Dependent Variables**
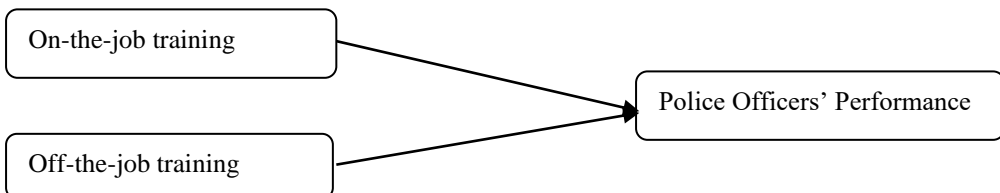
Figure 1: Conceptual Framework
Source: Researcher (2024)

METHODOLOGY
The study used positivist philosophy as it focused on gathering and analyzing empirical data. It also used a quantitative approach which included the collection and analysis of numerical data in order to quantify or measure variables under investigation (Babbie, 2019). This approach was used due to the fact that the study required determining the impact of training on police officers' performance which needed the collection and analysis of numerical

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data to seek the relationship between variables of the study. Cross-sectional study design was used because it helped the researcher to collect systematic and reliable quantitative data that was used to answer the research questions and achieve the study objectives. The study involved the total population of 986 police officers working at different departments at Regional Police Commander's Office. Respondents were selected from this population through stratified sampling so as to provide the answers to objectives of the study.

The sample size was drawn from 986 Police Officers' populations so as to get a manageable representation in relation to time, financial resource and the nature of the data required for carrying out the study. The sample size was obtained in response of the formula suggested by Yamane in 1967.

The formula is:
$n = N \div [1 + N(e)^2]$
Where,
n = Sample size,
N= Population size (Targeted population) = 986,
e = Margin of error (5%)

$$n = \frac{986}{1 + 986(0.05)^2}$$

Sample size (n) = 284.56~ 285

Data Collection
Structured questionnaire was used in this study because of the nature of the study that is quantitative and positivism philosophy used in this study. This method facilitated easy acquisition of information from the study population. It also ensured high response rate from the respondents since respondents filled themselves while questions were structured.

Variable Measurements
Dependent variable for this study was Police Officer's performance which consisted of quality service delivery, road accidents trends, and crime trends and procedures utilization by police officers. Independent variables for this study were Police Officers' training which consisted of on-the-job training and off-the-job training. These variables were measured through 5-point Likert scale which allowed respondents to express their level of agreement or disagreement with a series of statements related to the police officers training on performance.

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Table 1: Variable Measurement

Variable investigated	Description of variable	Measurement of variable	Sources
On-the-job training	This refers to the process of providing employees with the knowledge, skills, and abilities required to perform their job tasks effectively.	On-the-job training programmes such as job rotation, orientation and mentorship	Muganyizi (2018), Khamis (2019).
Off-the-job training	This is a training approach where employees are temporarily released from their regular work duties to participate in specialized training programs or activities.	Off-the-job training programmes such as workshops, seminars and conferences	Aziz *et al.* (2018), Nnko (2020), Akinwale *et al.* (2019).
Police Officers' performance	Refers to the effectiveness and efficiency with which police officers carry out their duties and responsibilities in protecting people and their activities, maintaining public safety and enforcing the law.	Quality service delivery, Road accidents trends, Crimes trends, Procedures utilization	Maina & Waithaka (2017), O'Neill *et al.* (2018).

Data Analysis

After, data had been collected, the researcher numbered the questionnaires and then coded the items and entered them in excel for data cleaning then exported them into SPSS version 20 for analysis. The collected data was analyzed through descriptive statistics in SPSS. This analysis was used to determine the maximum, minimum, mean and standard deviation of the study variables and demographic characteristics of the respondents. Multiple regression analysis was also employed to determine the relationship between independent variables and dependent variables. To ensure the validity of the study data collection tool had questions that were relevant to research objectives. The intended participants were the one participated in the study. This was succeeded by indicating items that required them to indicate their division, rank and their working experience. To ensure reliability of the study the researcher did a reliability test through SPSS software to generate Cronbach's Alpha (α). The larger the value of Cronbach's Alpha, the higher the degree of internal consistency of measurement scales and the vice versa. The acceptance values of Alpha are supposed to be at least 0.70 which

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justifies internal consistency (Devellis, 2003). See Table 4 for reliability results.

FINDINGS AND DISCUSSION
Demographic Characteristics of the Respondents
Descriptive statistics for demographic data from the respondents were computed in order to determine their gender, age, education level and their working experience (Table 3). The study found out that, 71.9% of the respondents were males and 28% were females. This indicates that, both genders were considered though male participants were more than females. It does also indicate that more males are employed in police force than the females. Again, participants from all age groups participated in this study though majority of them (41.1%) come from 34 to 41 years old range. The majority of the respondents (33.7%) had certificates, followed by bachelor's degrees (32.3%), diplomas (31.9%) and master's degrees (2.1%). The study also revealed that experienced individuals were examined; the majority of them (57.2%) had 11-20 years of working experience while 28.8% had 1-10 years and 14.0% had above 20 years.

Table 3: Demographic characteristics of the respondents

N/S	Questions	Response	Frequency	Percentage	Mean	Standard Deviation
1.	Gender				1.28	.450
		Male	205	71.9		
		Female	80	28.1		
		Total	**285**	**100**		
2.	Age				2.71	.846
		18-25	10	3.5		
		26-33	116	40.7		
		34-41	117	41.1		
		42-49	32	11.2		
		50 and above	10	3.5		
		Total	**285**	**100**		
3.	Level of education				2.03	.864
		Certificate	96	33.7		
		Diploma	91	31.9		
		Bachelor degree	92	32.3		
		Master degree	6	2.1		
		Total	**285**	**100**		
4.	Experience				1.85	.639
		1-10 years	82	28.8		
		11-20 years	163	57.2		
		20 years	40	14.0		
		Total	**285**	**100**		

N= 285
Source: Data Analysis (2024)
Table 4: Reliability Test Cronbach's Alpha

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Variables	Items	Cronbach's Alpha	Status
On-the-job training	3	.827	Reliable
Off-the-job training	3	.833	Reliable
Police officers' performance	4	.867	Reliable

Source: Field Data (2024)

Variable Descriptive Statistics, Reliability and Correlation Analysis Results

Descriptive statistics was made for the independent variables. Police officers' performance had been observed to strongly be influenced by each of the independent variables. Results (Table 5) indicated that on-the-job training had strong mean score (M= 1.9040, S.D= .78075) and off-the-job training had strong mean score (M= 1.9200, S.D= .79425). Strong mean score was found for the dependent variable police officers performance (M= 1.8100, S.D= .81420).

According to Cohen (1988) cutoff for correlation, the correlations between pairs of individual dimensions of the independent variables were between .755 and .850 indicating positive and significant correlation.

Police officers' performance and on-the-job training were found to be strongly positively associated (r = .755[**], p < .01). Again, off-the-job training and police officers' performance were found to be strongly positively connected (r = .850[**], p < .01).

Scale test for reliability analysis was performed to determine the internal consistency of the measurement scales (Table 4). Cronbach's alphas show good internal consistency for all tested variables. On-the-job training (.827), off-the-job training (.833), and officers' performance (.867).

Table 5: Variable Descriptive Statistics, Reliability and Correlation Analysis Results

		Mean	Standard Deviation			
On-the-job training	Pearson Correlation	1.9040	.78075	**.827**		
Off-the-job training	Pearson Correlation	1.9200	.79425	.567[**]	**.833**	
Employees' performance	Pearson Correlation	1.8100	.81420	.755[**]	.850[**]	**.867**

[**]P<0.01 (Two-tailed)
Source: Data Analysis (2024)

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Regression Assumptions Testing Results

The distribution of residuals is represented by a bell-shaped curve in the histogram (Figure 2). The residuals are nearly perfectly centered on 0, as expected in a well-fitting regression model, with a mean of 7.83E-15 and a standard deviation 0f 0.996. As illustrated in the figure 3, residuals once plot along the diagonal line, show that there are no outliers. Figure 4, shows that, diagonal dots are dispersed along the diagonal line showing that the data is linear and no outliers present. The case residual dots are dispersed about zero (0) in figure 4, implying equality of variance (homoscedacity).
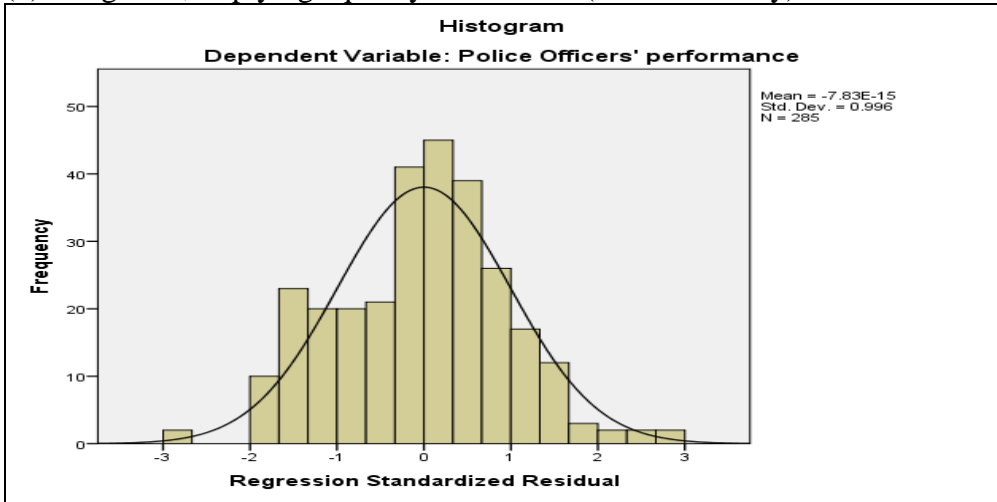

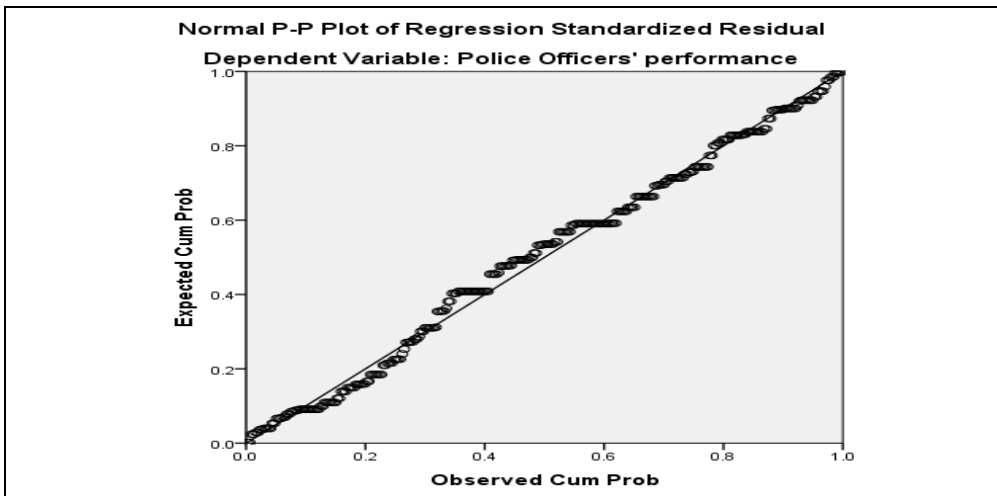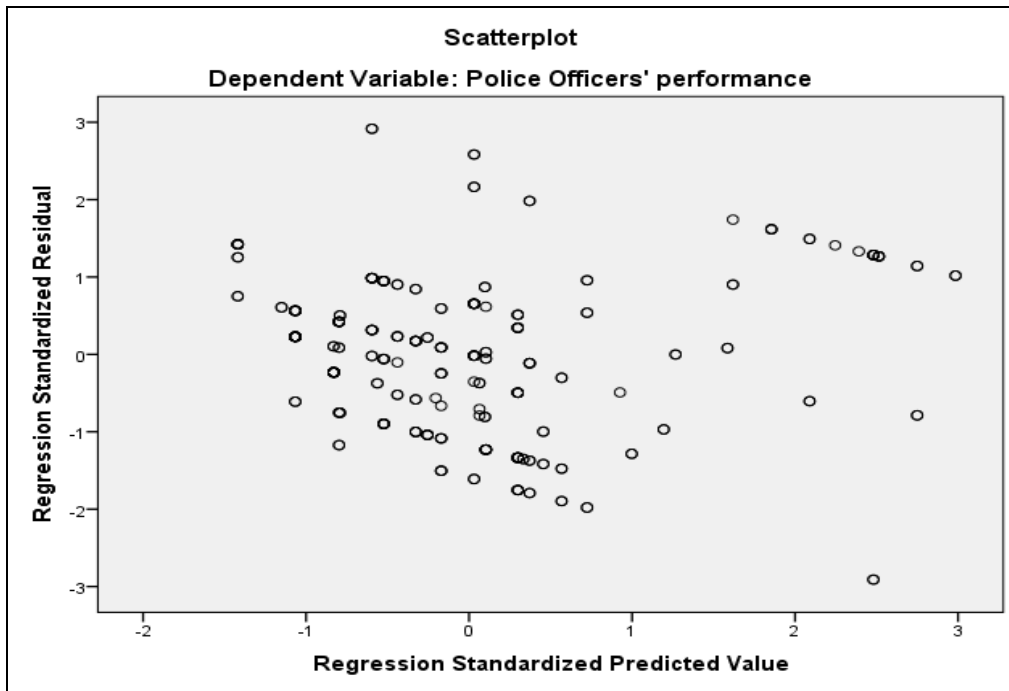**Figure 3:** Histogram
Source: Data Analysis, (2024)

Figure 4: Normal P-Plots for the Standardized Residual Variable
Source: Data Analysis, 2024

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Figure 5: Scatter Plot for the Standardized Residual for Variables
Source: Data Analysis, 2024

Multiple Regression Analysis Results

Multiple regression analysis was carried out to assess the impact of training (independent variables) on police officers' performance (Dependent variable). Results are presented in tables below. Table 6 presents a summary of the model in which the item of relevance is the R^2 statistics, which is .221. This implies that training's impact describes 22.1% of the difference in police officers' performance.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470[a]	.221	.215	.59593

a. Predictors: (Constant), Off-the-job training, , On-the-job training
b. Dependent Variable: Police Officers' performance
Source: Data Analysis (2024)

The analysis of variance (ANOVA) results is presented in Table 7. The table contains information which involves F-statistics and its sig. value. The findings indicated that, F-statistics is $F_{(2,282)} = 39.898$, $P<0.001$. The results support the claim of the model that training impact on police officers'

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performance. They indicated that there was strong association between training impacts and performance.

Table 7: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	28.338	2	14.169	39.898	.000[b]
1	Residual	100.149	282	.355		
	Total	128.487	284			

a. Dependent Variable: Police Officers' performance
b. Predictors: (Constant), off-the-job training, on-the-job training
Source: Data Analysis (2024)

The results of the regression model's coefficients as presented in Table 8 indicate that, training has a positive impact on police officers' performance. On-the-job training positively, statistically and significantly relates to police officers' performance (b=.371, p<0.01). Police officers' performance was positively, statistically and significantly correlated with off-the-job training (b=.283, p<0.001).

According to multicollinearity statistics as presented in Table 8, variance inflation factors (VIF) ranged 1.006 while tolerance value is 994. This implies that, there is no multicollinearity among the independent variables. According to Field (2005), multicollinearity would be suspected if tolerance figures are less than 0.10 or if VIF statistics are 10.0 or higher.

Table 8: Regression Model Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	1.227	.337		3.641	.000		
1	On the job training	.371	.135	.145	2.748	.006	.994	1.006
	Off the job training	.283	.033	.458	8.681	.000	.994	1.006

a. Dependent Variable: Police Officers' performance
Source: Data Analysis (2024)

Discussion
As presented above, the study discovered that, there was a significant positive and statistical relationship between on-the-job training and police officers' performance. This implies that as amount or quality of on-the-job training increases, the police officers' performance tends to improve. Again, the statistical significance means that the observed association was unlikely to be due to chance, indicating reliable link between training and performance. Moreover, the findings suggested that investing in on-the-job

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training programs for police officers could lead to better performance outcomes, such as improved job efficiency, effectiveness in law enforcement duties, higher competency in handling situations and overall enhanced service quality. The observed results align with the study by Ogunyemi (2017) which revealed a positive relationship between on-the-job training and employees' performance in Nigeria. They also in line with the study by Chinoso et al. (2020) that, observed positive impact of on-the-job training on employees' performance in Sub-Saharan Africa.

Nevertheless, the discovered results align with results found in the study by Abdiwali & Musa (2019). The study found positive relationship between on-the-job training and employees' performance in Uganda. The study by Muganyizi (2018) revealed that on-the-job training improved commitment of workers, service provision is well delivered and customer satisfaction has been considered in Dar es Salaam.

The alignment might be due to the fact that, the positive relationship between on-the-job training and performance may be a universal phenomenon, applicable across different countries and sectors. The underlying mechanisms and benefits of on-the-job training may transcend geographical and cultural boundaries, resulting in similar outcomes across the studies. Moreover, the methodologies of the aligned studies used in studying the impact of on-the-job training on employee's performance. Most studies employed a quantitative approach and collected data through self-administered questionnaire and analyzed through descriptive statistics and regression analysis. Despite geographical differences, employees in different countries may encounter similar challenges or job requirements that can be effectively addressed through on-the-job training. The training interventions may be tailored to address specific performance gaps or skill deficiencies that are prevalent across various contexts.

Again, the study observed that, off-the-job training positively and statistically relate with police officer's performance. This indicates that, with an increase in off-the-job training, there is an improvement in the performance of police officers. This finding also indicates that the relationship observed is unlikely due to chance alone and is statistically reliable. These results align with the study by Aziz *et al.* (2017) which observed a positive relationship between off-the-job training and employees' performance in Malaysia. They also align with the results revealed by Elamer *et al.* (2020) which observed that off-the-job training had a positive impact on employees' performance. Again, the study results align with the study by Akinwale *et al.* (2019) which also

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revealed a positive relationship between off-the-job training and employees' performance in United Kingdom. Additionally, the study results align with findings by Nnko (2020) which discovered that off-the-job training had a significant effect on employees' performance. This implies that the findings are consistent across different context and may have broader applicability. It also indicates that, there might be similarities in the training programmes or policing practices in these countries that contribute to the observed relationship between field training and performance.

Theoretical Implication of the Findings
The results observed in this study align with and contribute to the assumptions of social learning theory. According to the theory, individuals learn through observation and imitation of others' behavior. On-the-job training and off-the-job training provide opportunities for police officers to learn from more experienced officers or experts in a real-world setting. This aligns with the assumption of social learning theory that learning occurs through observing and imitating others. The positive and significant relationship observed between on-the-job training and off-the-job training with police officers' performance supports the assumption that learning from others in a structured and formal training environment leads to improved performance. It suggests that when police officers are exposed to successful role models and have opportunities to learn from their expertise and experiences, they are more likely to perform better in their job.

Methodological Implication of the Findings
The results found in this study imply that the adopted methodologies provide a robust and unbiased framework for assessing the hypothesized relationships, allowing for the identification of potential casual links between the variables of interest. Furthermore, the use of self-administered questionnaire as data collection method suggests that this approach can effectively capture the perceptions and experiences of police officers which can provide valuable insights into factors influencing their performance. These methodological choices underpin the study's conclusion that both on-the-job and off-the-job training are positively related with improved police performance, suggesting that similar research frameworks could be successfully applied in future studies exploring training impacts in other professional contexts.

Practical Implication of the Findings
The observed results suggest that law enforcement agencies should prioritize the implementation of comprehensive training programs that encompass both

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in-service and external training opportunities. By investing in continuous development of their officers through a combination of on-the-job skill-building and off-the-job professional development, agencies can potentially enhance the overall performance and effectiveness of their workforce. This approach could lead to improved decision making, problem solving and interpersonal skills among police officers, ultimately contributing to better service delivery, increased public trust and enhanced community safety.

CONCLUSION AND RECOMMENDATION
Conclusion
Basing on the findings of the study, the study concludes that, there is a significant positive impact of on-the-job training and police officers' performance. Again, there is a significant positive relationship between off-the-job training and police officers' performance.

Recommendation
Allocation of resources to enhance on-the-job and off-the-job training programs for police officers. This could involve developing specialized training modules, providing access to relevant resources and technology, and ensuring that trainers are equipped with the necessary skills and knowledge to deliver effective on-the-job and off-the-job training. Establishment of a system for ongoing evaluation of training programs to monitor their impact on police officer performance. This could involve gathering feedback from police officers who have undergone training to identify strengths and weaknesses of the programs and make necessary adjustments.

Areas for Further Studies
Further areas of the study may include assessing the specific aspects of off-the-job training programs that contribute to police officers' performance in Tanzania (this may involve investigating various field training experiences such as community engagement, problem solving exercises or exposure to critical incidents). Investigate cost-effectiveness of training of training programmes. Others are to assess the effectiveness of different training programmes and evaluating training programmes to assess their content, duration and delivery methods of these programmes such as classroom-based training or online courses to determine which approaches yield the best results. These areas would contribute to understanding the specific aspects of training that are most effective in improving the police officers' performance in Tanzania, informing the development and implementation of evidence-based training programmes tailored to the unique needs and challenges faced by the Tanzanian police force.

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