

ROLE OF HUMAN RESOURCE TRAINING AND PERFORMANCE APPRAISAL IN OFFERING LEGAL SERVICES IN KILIMANJARO COURTS TANZANIA

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Abstract: The study was focus on the employees training programs provided to enhance the offering of legal services and employee's appraisal system encountered in offering legal services in Kilimanjaro courts. Questionnaires were used to collect primary data from Kilimanjaro courts. A cross-sectional survey research design was used in this study. Data were collected from 136 employees of Kilimanjaro courts using simple randomly sampling. Descriptive analysis was employed to analyze significance between variable. Results of the study indicate that majority of participants agree that training have contribution in offering legal service. Results shows that employee training have impact in offering legal services in the study area. At the same time, respondents agree that appraisal system for staff have more contribution in the overall organizational value. It's concluded that employee training and appraisal system have a significant relationship with employee performance in offering legal services. It is recommended that, more training should be done to upgrade employee in the court system of Tanzania, but also the feedback for the appraisal should be given to staff as early as possible when the process is over. This will help staff to make much more efforts in areas where they have not scored higher grades for their career development.

Keywords: Employees' training, Appraisal system, work performance, Kilimanjaro courts, Tanzania.

1. INTRODUCTION

Legal services are the law service provided to people to access legal aid and to empower individuals and communities contribute to reduce poverty and promote the protection of human rights. The Legal service includes rendering any other proceedings matter before the court and giving advice on any legal matters. The legal services tend to increase every day due to development in technology and awareness of people on the importance of legal service provided by courts. The legal service empower people to seek out justice and protect their rights, increase access to legal aid for civil and administrative cases, increase availability of quality legal aid services in both rural and urban areas, this will be done through mobile legal aid services, expansion of student law clinics, increased availability and training of community-based paralegals and Programmed that incentivize young lawyers to provide legal aid in rural areas (Crime, 2016).

In the World proportion of legal aid services provided by various legal aid providers, from national experts' Developing countries and Developed countries have reported that civil society's organizations (CSOs), funded by private and international donors, in deliver the bulk of legal aid services is (45%). In Developing countries, In Developed countries a State-funded legal aid entity is far dominant to (57%) of fund provided. However 68% of national experts in Developing countries reported that lawyers and paralegals employed by CSOs are recognized as legal aid providers compared to 36% in Developed countries and 32% of national experts in Developing countries reported that students in university law clinics are recognized as legal aid providers compared to 15% in Developed countries and 53% of national experts in

Developing countries indicated that public lawyers are recognized as legal aid providers compared to 22% in Developed countries.

Globally 61% of responding Member States (only 50% in Developing countries) indicated that legal advice and court services are provided, Legal services include the following civil case usually dealing with contracts and/or wrongdoings, Legal aid in civil cases is still discretionary and dependent on a determination of the merit of the claim of the party requesting legal assistance (Glenn Cohen 2013).

The Judiciary of the Tanzania Government established under Article 107A of Constitution of United Republic of Tanzania (CURT) of 1977. Article 107B of the CURT-1977 clarifies that in exercising the power of dispensing justice all courts shall have the freedom and shall be required only to observe the provisions of the constitution of Tanzania, and shall be the authority with final decision in dispensation of Justice in the United Republic of Tanzania in delivery decision in matter of Civil and Criminal Matters in accordance with Laws.

The Court shall observe the following principle (a) impartiality to all without due regard to one's social or economic status (b) not to delay dispersion of justice without reasonable ground (c) to award reasonable compensation to victims of wrong doings committed by other persons, and in accordance with the relevant law enacted by parliament (d) to promote and enhance dispute resolution among persons involved in the dispute and to dispense justice without reasonable ground (CURT, 1977).

Kilimanjaro Courts as an organization the practice of training and appraisal to its employees as the human resources needed by an organization required and maintained for purposes of promoting the organization's vision, strategy and objectives. Human Resource management (HRM) focuses on securing, maintaining, and utilizing an effective work force which organizations require for both their short and long term survival in the market. The basic functions of human resource in organization are planning, organizing, staffing, leading and controlling.

Human resource management in organization involves staffing training and development performance appraisal compensation benefits and finally union and employee relations health and safety (Nassazi 2013).

Kilimanjaro courts comprises of the one Moshi high court, one Resident Magistrate Court, six District Courts and thirty six Primary Courts. All level of courts provides legal services as stipulated in article 107A of CURT-1977 accordingly. Kilimanjaro court filled 2,242 cases in 2019 decided 841 cases and at the end of 2019 it has remained with 1,401 pending cases which is 62.4% of the filled cases. in 2020 it has filled 1,317 cases decided 559 cases at the end of 2020 it remained with 758 pending cases which is 57.6 percent of the filled cases in 2020 (Deputy Register Office 2020). for such rate it indicates that there is delaying in offering legal services as the rate of pending cases is higher than the decided ones. Hence this study has determined the role of human resources training and appraisal in offering legal services in Kilimanjaro courts.

2. STATEMENT OF THE PROBLEM

Courts is an arm of government which has been mandated to deliver justice as well as perform functions of formulation and implementation of judicial strategies in offering legal service to community. The role of human resource training and appraisal in offering legal service can influences employee performance at Kilimanjaro courts. Employee satisfaction and employee commitment are vital for the success of any organization management. An untrained workforce leads to dissatisfaction delaying and low commitment levels among employees in any given organization in services provision.

It is clear that there are accumulations and delays in case determination in the judiciary which could be partly associated to lack of motivational factors such as employee welfare facilities training compensation and communication (Lonah Osebe Moruri and Ogoti, 2018) also weak systems of appraisal empowerment and training of Judiciary employees. The effectiveness of human resource can help to make strategies to improve performance and service satisfaction to citizen in offering legal services in court. Human resource management can determine whether the legal service provided by Judiciary employees directly meet citizen qualification and satisfaction standards indifferent aspect of case reported for decision (Lonah Osebe Moruri and Ogoti, 2018).

The rate of offering legal services in Kilimanjaro courts can be indicated with regards of the case filled versus the decided. According to Deputy register office statistic 2019&2020 it indicates that Kilimanjaro courts filled 2,242 cases in 2019 decided 841 cases and at the end of 2019 it has remained with 1,401 pending cases which is 62.4% of the filled

cases. in 2020 it has filled 1,317 cases decided 559 cases at the end of 2020 it remained with 758 pending cases which is 57.6 percent of the filled cases in 2020(Deputy Register Office 2020). Such rate it indicates that there is delay in offering legal services as pending cases are many than the decided ones. Hence this study speculated the role of human resource training (specifically the on- the-job and short term) and the appraisal system in offering legal services with an intension to speed up service delivery.

3. OBJECTIVE OF THE STUDY

- i. To determine employees training programs provided to enhance the offering of legal services in Kilimanjaro courts.
- ii. To asses' employee's appraisal system encountered in offering legal services in Kilimanjaro courts.

4. CONCEPTUAL FRAME WORK

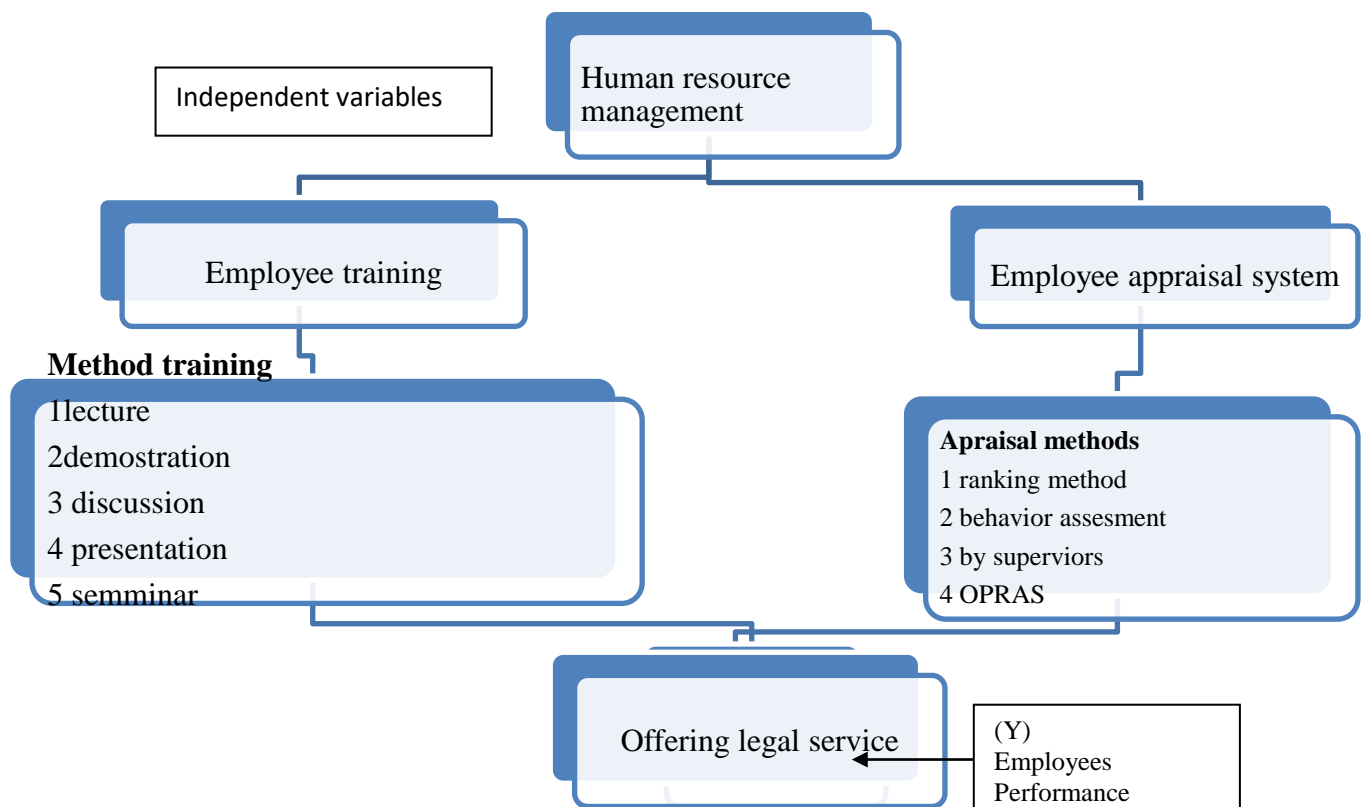


Figure 1: Conceptual frame work (Source field work 2021)

From the conceptual framework, training and the appraisal system are the independent variables. On one hand, the methods of training are important on ensuring that some skills are transferred to the intended employees mean that at any point in time they are capable with handling their duties as explained by Kalashi et al, (2020), Sopa et, (2020) and Ibrahim et al, (2017). The notion of skills and works performance works in an aspect of employees being interested with the work and hence speeds and likes triggers performance in the positive direction. On the other hand appraisal systems motivates employees in the development of their careers but also make a direction of commitment to work as the services they lender re paid for after sometime on top of the monthly salaries received. In the long run work performance is improved in this case there is offering of legal services timely (the dependent variable).

5. LITERATURE REVIEW

5.1 Employees training programs

Organizations aspire to be successful through differentiated programs, services, capabilities, and products. However, such elements need to be envisioned, developed, implemented, and sustained by well-trained individuals. Although employee training and development could be a challenging task for many leaders, organizations are investing more than \$126 billion a year on employee training and development (Jehanzeb& Bashir, 2018) so employees are able to positively impact

organizational outcomes. According to the State of the Industry report published by the Association for Talent Development the direct expenditure per employee on training and development has increased for the past three years. For example, organizations invested \$1,208 on 2014 (Miller, Ho, Frankel, Jones, & Bello, 2019); \$1,229 on 2015 (Ho, Miller, Jones, & Bello, 2015); and \$1,252 on 2016 (Ho, Jones, Julien, & Body, 2016).

This investment on employee training and development comprises diverse content areas, such as mandatory, compliance, managerial, supervisory, executive development, customer services, sales, interpersonal skills, and others.

Employee training and development occurs at different levels of the organization and helps individuals in attaining diverse goals. According to Elnaga and Imran (2017), this effort assists individuals in decreasing their anxiety or frustration encountered in the workplace. When a task is not properly performed and the end results are not perceived as expected, the individual may not feel motivated to keep performing (Asim, 2019). Individuals who are not able to perform at the expected level of performance may even decide to leave the organization, because they feel they are not productive and become dissatisfied with their job.

For this reason, employee training and development serves as the tool that not only enhances the competencies required to perform a job, but it also provides the means to assist individuals in feeling more satisfied with the results of their performance. Enhanced competencies lead to better performance and retention. Employee training and development is a vital component of Human Resources planning activities, because it not only maximizes the returns of individuals, but it may also attract better talent to the organization (Bapna, Langer, Mehra, Gopal, & Gupta, 2013). Comprehensively, it develops the thinking abilities and creativity of individuals for better decision making, customer service, complaints handling

Study done in Kenya (Okumu 2019) describe that training resources was predicting employee performance . Majority of the respondents 36.5% neither agreed nor disagreed that the organization allocates adequate financial resources for employee training while 45.2% of the respondents agreed that the organization pays the trainers accordingly. Another study done by (Rodriguez and Walters 2019) describe that Employee training and development is one of the most significant motivators used to help both individuals and organizations in achieving their short-term and long-term goals and objectives.

Training and development not only enhance knowledge, skills, and attitudes, but it also offers several other benefits. In Uganda, a study with 120 respondent in three company Uganda Telecom (UTL) Warid Telecom Uganda and Mobile Telephone Network (MTN), (Nassazi 2018). The impact of training of three company indicate that 92.5% agree training it improved performance. And 99 respondents representing 82.5% suggest that there is a need of training for improving work performance.

5.2 Employee appraisal system

Appraisal is one of the important practices of human resource management which was started early in 1813 in United states of America hence there is increasing interest in and uses of performance appraisal system in the last three decades stated by Murphy and Cleveland, (Dauda, 2018). Nevertheless, it is said that, many organizations still struggle to make and implement effective performance appraisal system. All the thought given to process, many of flaws still willful (Ullah et al, 2021). Performance management is a bigger picture in which performance appraisal is located (piggot'Irvine, 2003); performance management focuses on providing a framework for guiding employee performance towards achieving organizational goals (Torrington et, 2002). Performance management is therefore anxious with improving the performance of teams and individuals to ensuring the optimal environment is available for their employees to enhance their performance (Armstrong, 2003).

Furthermore, a study conducted (Othman 2014) indicate that there a positive and significant relationship between work and purposes of performance appraisal and satisfaction with the performance appraisal system. The goal-setting and the purposes of the appraisal system confirmed hypothesis that Goal-Setting and the Purposes of Performance Appraisal is significantly and positively related to satisfaction with the performance appraisal system. Studies further revealed a positive and significant relationship between types of performance evaluation measures and the satisfaction with the performance appraisal system.

A cross-sectional survey study in private universities in Kenya by (Nyaoga and Magutu 2014) employee appraisal system improving performance planning however this was nearly significance as purpose of appraisal system. Also employee

appraisal system help in the following Transparency, improve and regulate open communication and it identify of individuals' roles

6. METHODOLOGY

Cross-sectional survey design was employed in this study to determine the role of human resource training and appraisal system in offering legal services. The total populations 341 employees from all courts in Kilimanjaro region it includes employees from one Moshi high court, one Resident magistrate court, 6 district courts (which are Moshi, Rombo, Hai, Mwanga, Same and Siha) and 36 primary courts. but after the sampling of the court to participate in the study the court selected had 206 employees who were used as target population in the study Simple randomly were used to select three district courts from six district courts as 50% for district courts which are Hai, Moshi and Mwanga. One Moshi high court was involved in a sample because there is only one high court, One Resident magistrate court was involved in a sample because there only one magistrate court and 18 primary courts were selected randomly as 50% of all primary courts.

The sample size of employees to participate in this study was calculated using Yamane approach Through this formula which comprises of employees from Moshi high court Moshi resident magistrate court, Hai, Moshi and Mwanga district courts and 18 primary courts were selected (Yamane, 1967).

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

Whereby: -

n = estimated sample size, N =population size 206

e =Critical value from 95% confidence level (0.05)

$$n = \frac{206}{1 + 206(0.05^2)} \approx 136$$

Thus a minimum of 136 employees was selected to participate in this study.

Simple randomly sampling was used to select 136 employees to participate in this study from target a sampling frame of 206 employees. A survey was done using a questionnaire to collect data from the participants. To ensure instrument reliability, a Cronbach's alpha coefficient as a measure of internal consistency was used. An instrument was reliable for scale of 0.7 and above obtained from Alpha Cronbach's statistics. This method was usefully because the researcher was used Likert scale questions. The primary data was collected directly from the field through questionnaire from sample population. The collected data was entered in SPSS Version 23.0 for analysis. Descriptive analysis of mean score, frequency and percentage was applied to both objectives to determine the role of human resource training and appraisal system in offering legal proceeding services.

7. FINDINGS AND DISCUSSION

7.1 Social demographic characteristics of respondents

The study describe the general characteristics of the respondent to see the nature of the study population .Therefore, the researcher grouped the respondent according to their gender, age, education level, year being working and job position.

Data in table 1 indicates that out of 136 employee 55.1% were aged between 31 years to 44 years, 25% were less than 30 years and 19.9% were aged above 45 years. Therefore, majority of the respondents were between 31 years to 44 years, 51.5% of respondents were males and 48.5% of respondents were female which show the general representativeness of male and female in this study. Again show that 37.5% have got a diploma, 31.6% have bachelor degree, 14.0% secondary education, and 9.6% have got certificate education and 2.2% masters education, the results indicate that majority of employee have certificate education and above, this implies majority of the respondent they are educated.43.4% of respondents have worked for 5-8 years, 19.9% have worked 1-4 years, 19.1% have worked for 9-12 years and 14.0% have worked for more than 12 years in Kilimanjaro courts. Results indicate that 44.1% of the employee respondent were Record Management Assistance, 21.3% Resident Magistrate, 7.4% are driver. This indicates that majority of the respondent are record Management Assistance because majority of Kilimanjaro courts are primary court in which record Management assistance are in each court for daily duties .

Table 1: Social demographic of respondents (n=136)

Variable	Frequency	%
Age in year		
Less than 30	34	25.0
31-44	75	55.1
>45	27	19.9
Gender		
Male	70	51.5
Female	66	48.5
Job position		
Judge	3	2.2
Judge Legal Assistance	2	1.5
Driver	10	7.4
Record Management Assistance	60	44.1
Resident Magistrate	29	21.3
Personal Secretary	7	5.1
Accountancy	4	2.9
Human Resource Officer	4	2.9
Security Guard	8	5.9
Office Attendant	9	6.6
Education level		
Primary Education	6	4.4
Secondary Education	19	14.0
Advanced Level Education	1	.7
Certificate	13	9.6
Diploma	51	37.5
Graduate	43	31.6
Masters	3	2.2
Year been working		
less than one year	5	3.7
1-4 years	27	19.9
5-8 years	59	43.4
9-12 years	26	19.1
More than 12 years	19	14.0

Source: Field data (2021)

7.2 Descriptive Statistics

7.2.1 Employees training program

This was the first objectives in this study aimed to determine the training programs enhanced in offering legal services where it focuses in determine if employees attends trains, training interval, methods of training and the contribution of training in offering legal services.

Data in table 2 indicates that majority of the respondent (86.8%) have received training and 13.2% did not receive training program in Kilimanjaro courts. This is already an indication that the Kilimanjaro courts are in the direction of making sure that employees are trained regularly. This might be an indication that employees have the necessary skills to work efficiently as also found out by other scholars as Harryono et al (2020) and Guterresa et al, (2020). The few number of employees (13.2%) may constitute new employees or those in the category of support staff whom their job description may not require regular trainings.

Table2: Respondents received training (n=136)

Received training	Frequency	%
Yes	118	86.8
No	18	13.2
Total	136	100.0

Source: Field Data (2021)

Findings in table 3 indicate that 86.0% did not specify schedule time for going training, 4.4% receive training once are year 2.9% receive training once a year. This is an indication that majority of the employees do not specify schedule time for training. It is important that staff understand the timing of their training as it gives them time to prepare for the same as explained by Gunderson and Weiermair (2018). From this particular study, it seems that majority of the respondents have no specified time for training which may result into variation of skills of employees as stated by De Bruecker et al (2018).

Table 3: Training period of the respondents (n=136)

Time undergoing training	Frequency	%
Quarterly	1	.7
Every six months	2	1.5
Once a year	6	4.4
Every two year	4	2.9
Not specify schedule	117	86.0
Not training at all	6	4.4
Total	136	100.0

Source: Field Data (2021)

Findings in table 4 indicate that 73.5% use seminar method for training, 15.4% use presentation method, 8.1% use lecture method, 7.4% use discussion method and 1.5 use demonstration method. Seminars has been a common method of training in most organizations as it gives a pace for every employee overtime to attend as found by Farid and Baloch (2019). Findings of this study indicate that majority of the respondent uses seminar as method for employee training. Furthermore, it gives a better way of the on-job training for the employers as found out by Chmura (2017).

Table 4: Methods of employee training of the respondents (n=136)

Method of training	Yes		NO		Missing value	
	F	%	F	%	f	%
Lecture	11	8.1	119	87.5	6	4.4
Demonstration	2	1.5	128	94.1	6	4.4
Discussion	10	7.4	120	88.2	6	4.4
Presentation	21	15.4	109	80.1	6	4.4
Seminar	100	73.5	30	22.1	6	4.4

Source: Field Data (2021)

Data in table 5 show that 82.3% of the respondents agreed with the statement that “employee training have impact in work performance in Kilimanjaro courts” with mean of 4.09, while 82.3% were agree with the “employee training help to improve job performance” with mean 4.08, 79.4% agree with the employee” training Provide legal support for personnel decision” with mean 4.08 and 80.9% agree with “employee training wide knowledge in decision making” with mean 4.07. This indicates those employees training are more important to enhance work performance in legal services.

However (Gatakaa 2013)define that lack of motivation may be evident from the fact that majority of paralegal staff disagreed that their jobs offered them a chance to develop personally; or allowed them to make decisions affecting their jobs and disagreed that their jobs allowed them to grow. Moreover the findings of our results is similar to(Okumu and Kiflemariam 2019)who describe that majority of the respondents 36.5% neither agreed nor disagreed that the organization allocates adequate financial resources for employee training while 20.8% either agreed or disagreed with the statement. 45.2% of the respondents agreed that the organization pays the trainers accordingly while 34% of the respondents neither agreed nor disagreed with the statement.

The study further established that majority of the respondents 33% agreed that the organization allocates adequate financial resources to enable the training organizers acquire all the training materials while 25.9% disagreed with the statement. In relation to whether the organization hires competent trainers for employee training programmers, 46.2% of the respondents agreed. When asked to state whether the organization hires enough trainers for each training session, 33% of the respondents agreed. The study further established that 30.5% of the respondents disagreed that the time allocated for the training sessions is adequate.

Table 5: Contribution of employees training programs (n=136).

Employee training	5 SA		4 A		3 N		2 D		1 SD		Mean
	F	%	F	%	F	%	F	%	f	%	
Provide training to employees facilitate performance	61	44.9	51	37.5	5	3.5	11	8.1	8	5.9	3.99
Facilitate decisions concerning pay increases, promotions, and layoffs.	57	41.9	54	39.7	7	5.1	8	5.9	10	7.4	4.03
Employee training encourage performance improvement	60	44.1	52	38.2	6	4.4	10	7.4	8	5.9	4.06
Can set and measure goals	61	44.9	51	37.5	5	3.5	11	8.1	8	5.9	4.07
Determine individual and organizational development needs	58	42.6	54	39.7	8	5.9	8	5.9	8	5.9	4.07
Wide knowledge decisions making	62	45.6	48	35.3	10	7.4	8	5.9	8	5.9	4.07
Provide legal support for personnel Decisions	56	41.2	52	38.2	9	6.6	9	6.6	10	7.4	4.08
Employee training help to improve job performance	60	44.1	52	38.2	6	4.4	8	5.9	10	7.4	4.08
Employee training have impact in work performance	63	46.3	49	36.0	6	4.4	8	5.9	10	7.4	4.09

Key: SA=strongly agree, A=Agree, N= Neutral, D=Disagree, SD= strongly disagree

Source: Field Data (2021)

7.2.2 Employee's appraisal system

This was the second objectives in this study aimed to assess the appraisal system encountered in offering legal services where it focuses in determine if there is the use of appraisal in organization, communication feedback after the appraisal, methods of appraisal system, and the contribution of performance appraisal system in offering legal services.

Results in table 6 indicates that 97.8% use of a performance appraisal system for the evaluation of its staff positions is in place while 2.2% did not use appraisal system at the time of the study due the fact they are new employee to organization and appraisal occur annually. This is a proof that the organization is keen on using the appraisal system to evaluate employees on their performances.

Table 6: The use of a performance appraisal

Appraisal system	Frequency	%
Yes	133	97.8
No	3	2.2
Total	136	100.0

Source: Field Data (2021)

Data in table 7 show that 61.8% communicate feedback of appraisal, 38.2% did not communicate the feedback of appraisal. It is important that employees are given feedback of their evaluation so that they can be able correct the mistakes they have done in the previous evaluation periods and some improvements henceforth as also found out Kihama and Wainaina (2019). The findings of this study show that majority of employee as indicated in Table 6 got feedback of performance appraisal. Nevertheless, those who did not get the feedback, the number are still high (38.2%).

Table 7: Feedback on performance appraisal to employees

Appraisal system	Frequency	%
Yes	84	61.8
No	52	38.2
Total	136	100.0

Source: Data analysis (2021)

Data in table 8 indicate that 91.2% of employee use Open Performance Review Appraisal System (OPRAS) as method of performance appraisal in organization, 5.1% use appraisal by supervisor, 2.9% use ranking method and 0.7% behavior assessment. As the organization comprises of public servants, the methods used is relevant (URT, 2003).

Table 8: Method of performance appraisal used by organizations

Method of performance appraisal	Frequency	%
Ranking Method	4	2.9
Behavior Assessment	1	.7
Appraisal by supervisor	7	5.1
OPRAS	124	91.2
Total	136	100.0

Source: Field data (2021)

Data in table9 shows that majority of the respondent 72.8% agree with employee appraisal system in statement “Employee appraisal system contributes the overall organizational value” with the mean 3.76, 72.1% agree with “employee appraisal system provide legal support for personnel decisions” with mean 3.76, 73.5% agree to statement “Employee appraisal system encourage performance improvement” with mean 3.74, also respondent 71.3% agree to statement “Employee appraisal system improve overall organizational Performance” with mean 3.74. This implies that majority of respondent agree on that the system of appraisal system it facilitate performance in legal service at Kilimanjaro courts.

The study done by (Flaniken 2009) describe that that received 60% or more of the Strongly Agree or Agree responses were: to encourage performance improvement (99.0%), to set and measure goals (88.2%), to improve overall organizational performance (81.6%), to provide legal support for personnel decisions (73.7%), to determine individual and organizational training and development needs (64.5%).

The remaining two of the eight statements which received the lowest rankings were: to facilitate decisions concerning pay increases, promotions, and layoffs (43.4%), and to confirm that good hiring practices are being made (40.8%).The respondents ranked the managers at their institutions as being either Very Satisfied or Satisfied in 42.7% of the institutions. Respondents ranked their institution’s employees as being either Very Satisfied or Satisfied in 34.6% of the institutions. The overall satisfaction level for the institution was ranked as Very satisfied or Satisfied in 42.6% of the institutions.

Furthermore, the study evaluates the employees 83.6% describe that the respondents agreed with the purpose of the performance appraisal system. 85.9% agreed that the system is used in training needs assessment, 84.7% generally agreed that the appraisal system is useful in determining promotion criteria among the employees.

The study explain on Employees’ Perception of Performance Appraisal, the results indicate that in response to the statement “Employees do not show cooperation in the appraisal process” it observed that 6 (5%) could not confirm this position, 68 (75%) disagreed whilst the remaining 24 (20%) strongly disagreed. It suggests that generally about 114 (95%) disagreed with this Employees do not show cooperation in the appraisal process, “Employees do not believe that feedback reflects their performance” 6 (5%) agreed, 6 (5%) could not confirm this position, 90 (75%) disagreed whilst 18 (15%) strongly disagreed, therefore about 108 (90%) generally disagreed to this statement.

Table 9: Contribution of Appraisal System

Contributions	5		4		3		2		1		Mean
	F	%	F	%	F	%	f	%	f	%	
Employee appraisal system facilitate work performance	35	25.7	64	47.1	13	9.6	12	8.8	12	8.8	3.72
Employee appraisal system facilitate decisions concerning pay increases, promotions, and layoffs	38	27.9	58	42.6	15	11.0	1	8.1	14	10.3	3.70
Employee appraisal system encourage performance improvement	38	27.9	62	45.6	11	8.1	12	8.8	13	9.6	3.74
Employee appraisal system set and	38	27.9	59	43.4	14	10.3	11	8.1	14	10.3	3.71

measure organization goals												
Employee appraisal system determine individual and organizational development needs	36	26.5	61	44.9	11	8.1	12	8.8	16	11.8	3.65	
Employee appraisal system approve that good hiring decisions are being made	35	25.7	61	44.9	11	8.1	14	10.3	15	11.0	3.64	
Employee appraisal system provide legal support for personnel Decisions	44	32.4	54	39.7	12	8.8	13	9.6	13	9.6	3.76	
Employee appraisal system improve overall organizational Performance	37	27.2	60	44.1	15	11.0	15	11.0	9	6.6	3.74	
Employee appraisal system contributes the overall organizational value.	37	27.2	64	47.1	12	8.8	12	8.8	11	8.1	3.76	

Key: SA=strongly agree, A=Agree, N= Neutral, D=Disagree, SD= strongly disagree

Source: Field data (2021)

8. CONCLUSIONS

The findings of the study indicate there is relationship between human resource training and appraisal system in legal service provision. This indicated by employee where majority of employee respondent were agree that training have contribution in offering legal services. Employees are the most valuable asset of the organization as they take responsibility for enhanced customer satisfaction and quality of products and services. Without proper training and development opportunities, they would not be able to accomplish their tasks at their full potential. Employees who are fully capable to perform their job- related tasks tend to keep their jobs longer due to higher job satisfaction.

Also Performance appraisal system is the only way in which an organization can know the level of performance of its diverse employees. Although most employees are aware of that performance appraisal system used should be used in public organization to facilitate individual assessment in work performance. The effectiveness of performance appraisal systems in the public organization are must base and correlate on training employees that involved the training in appraising process and appraisal systems.

Conclusively, Human Resource Management objective organize the system of appraisal because the performance appraisal systems used in public organization are not effective and that they exist just as a matter of formalities, the public organization cannot measure employees' performance hence making it difficult to achieve the intended goals.

9. RECOMMENDATION

From the findings of the study, it is recommended that at national level the government of Tanzania should come up with the Training policy to its Public Organization so as to ensure that each Public institution has proper schedule for training employees and all public servants to be trained according to their profession so as to ensure property provision of service to Tanzania citizens. Furthermore as OPRAS have seen as the common appraisal system in Kilimanjaro court where majority uses it. They are assessed by using OPRAS method the use of only one method to Public Institution may not been mostly efficient as it become common to employees in Public service therefore the Government of Tanzania under Ministry of Public Service and Good Governance should put into implementation other method and Appraisal System to Public Servant rather than basing only in one methods of appraisal

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