

# Effects of Human Resource Training Practices on Employees' Performance in Tanzania: A Case of Dar Salaam Water and Sewerage Authority

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**Abstract:** The study investigates the effects of human resources training practices on employees' performance at Dar es Salaam Water and Sewerage Authority (DAWASA). Specifically, the study examined if employee's engagement, motivation and job satisfaction have effects on employee's performance at DAWASA. The study employed pragmatic philosophy with a mixed research approach and descriptive research design. Data were collected using questionnaire and interview guide. Analysis was done through descriptive and inferential statistics. Findings depicted that HR training practices enhance internal communication, enrich employees with decision making skills, increase employees' commitment and participation/involvement in various issues increase employees' capacity in meeting deadlines increase the feelings of ownership and handling of employees with care. Also, HR training practices have found to motivate employees and increase performance as it boosts of employees, develop employee's personality, reduce supervision level enhance employee's pro-activeness, reduce absenteeism, increase ability to defend employer and lastly enhance organization image. Lastly on effects of job satisfaction on employee's performance, the study conclude that HR training practices enhance job satisfaction as it increases employee's devotion time, team working, ability to cope with changes, ability to meet work standards, and reduced supervisors' supervision. The study recommends the management of DAWASA to having enough budget and supportive policies for training issues. Secondly, there is a need of budget allocation by the government or authority to enable DAWASA to be able to acquire experts and trainers who will enable proper implementation of HR training practices at all levels

**Keywords:** Employees Performance, Employees Engagement, Human Resource Training Practices, Job Satisfaction, Motivation

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## 1. Introduction

Training is a learning experience which seeks a relatively permanent change in the individual that will improve his ability to perform his job well [11]. Training is a very important aspect of human resources management which must be embarked upon either proactively or reactively to

meet any change brought about in the course of time [17; 18]. The rationale behind it is to web the job and the job-holder together to achieve the organizational objectives. In an ever-growing competitive world, where organizations are always at competition with one another in terms of goods and services, there should be a link between the organizations business strategy and the training that it undertakes [9]. Therefore, an organization which combines its strategy and training is regarded as having a good business sense. Recruiting, retaining, training and developing the right and talented people give an organization a competitive edge over its competitors: this is what human resource management is about. It is therefore a great strategic concern to the organization to manages its employee in order to develop their commitment and produce the best out of them for its benefit [4].

According to [20] range of organizational changes has contributed to providing circumstances making the development of Human Resource Management (HRM) both pertinent and possible". The provision of good and quality goods and services to customers of an organization has necessitated that the employees give out their best and that the organization can rely on their commitment. If employees are to experience flexibility and effectiveness on the job, they need to acquire and develop knowledge and skills, and if they are to believe that they are valued by the organization they work for, then they need to see visible signs of management's commitment to their training and career needs [12]. The quality of the human resource of an organization is essential to its success. Thus, every organization must seek to improve the quality of its workforce. One way of achieving this is through training [6; 7; 14]. The importance of training can only be appreciated with a clear understanding of its direct impact on employee performance [21].

An improvement in employee performance also leads to an improvement in the company's performance [15; 17]. The core strength of any organization comes from its employees [16]. To develop and strength them, leads to a solid foundation for the organization's future, therefore a manager must continue to develop himself and also have a commitment to help his employees develop their full potential [19]. The employees depend on the managers, and the organization depends on all of them for its success [10]. Researchers believe that, for organizations to maintain a competitive advantage they must focus on enhancing performance through a process

of continual learning [8; 16; 19]. For these reasons' organizations are now focusing more on improved productivity from optimal human resource utilization and thus, investment in training with the ultimate goal to improve human productivity at both the macro and micro levels.

## **2. Main Body**

Employee training is becoming a necessity to every organization; training enables them to carry out their roles and responsibilities efficiently and also learn new things, which will prepare them to take up higher responsibilities efficiently and also learn new things, which will prepare them to take up higher responsibilities in the future. The amount and quality of training carried out varies enormously from organization to organization due to factors such as the degree of external change, for instance, new markets or new processes. In water authorities including DAWASA, human resources, skills and expertise are crucial assets that drive performance. This is because, as a service industry, the service provided by water authorities is delivered through its employees. Since DAWASA employees stand for the service which enhances daily organization performance and training is conducted which attract other organization to focus on seeking strategies used so as to be applied in their organization. There is a need to focus on the idea if human resource training is the source of organization employee performance. Thus, the study aimed to investigate the effects of human resource training practice on employees' performance at DAWASA by focusing training on employee engagement, job satisfaction and motivation for the purpose of drawing practical reason on the organization sustainability due to employee in job training since employee spells out the sustainability of organization of which DAWASA is non-exceptional. In order to achieve the study expected goal used descriptive research design whereby both quantitative and qualitative data was employed which were collected through questionnaire. The study was conducted in Dar es Salaam region which is located at the Eastern zone of Tanzania.

## **3. Results and Discussions**

### **4. Effects of training on employee's engagement**

Regarding effects of employee's engagement on employees' performance, Results in Table 1 shows HR training practices enhance internal communication which in turn facilitates performance. This is due to the fact that the aggregate score shows a mean of 4.56 and standard

deviation of 1.164 implying that majority of respondents attributed HR practices enhances internal communication. Also, the study reveals that HR practices enrich employees with decision making skills since aggregate score shows mean of 3.81 and standard deviation of 1.286. HR training practices were also found to have relationship with performance as it was revealed that HR training practices increase employees' commitment and participation in various issues as aggregate score shows mean of 3.70 and standard deviation of 1.243 and 3.74 and standard deviation of 1.354 respectively. Furthermore, the study reveals HR training practices increase employees' capacity in meeting deadlines with a mean of 3.45 and standard deviation of 1.444 implying that majority of respondents attributed HR practices enhances employees to work within the time limits. Lastly the study found HR training practices increase the feel of ownership and handling of employees with care as their mean score and standard deviation were 3.99 and 1.477 for ownership and 3.33 mean and standard deviation of 1.491 for handling customers with great care.

**Table 1: Employee engagement**

<b>Descriptions on HR training practices in enhancing</b>	<b>Mean</b>	<b>Std. Deviation</b>
Internal communication.	4.65	1.164
E employees decision making skills.	3.81	1.286
Employee's commitment in organization.	3.70	1.243
Employee's participation/involvement.	3.74	1.354
Employee's capacity in meeting deadlines.	3.45	1.444
Employees feel as part of organization.	3.99	1.477
Employees to handle customers with care.	3.33	1.491

Source: field data (2021)

These findings were on line with the study finding from key informant

“DAWASA offer various training to our staff mainly due to various reasons such as equipping new staff with practical knowledge, training to enable them to cope with new technology or changes of systems etc. All these trainings have been beneficial because employees are equipped with knowledge and skills to perform their tasks also their ability to comply with regulations, policies and government directives are enhanced”.

Results from regression as indicated in Table 2 reveal that employees engagement has a significant positive effect with coefficient value of 0.083( $p=0.022$ ) on employees performance.

**Table 2: Effects of employees on employee's performance**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	26.739	2.446		10.932	.000
EME	.083	.097	.087	.853	.022

a. Dependent Variable: PERF

Internal communication refers to exchanging information among people of different levels or internal members within the same organization. Today organizations pay a hefty amount on public relations and marketing to improve their external communication but fail to improve their internal communication. [2] explains employee engagement involves providing the right conditions for all organization members to give their best each day. These conditions are essential to make employees committed to their organization's goals and values and motivated to contribute to organizational success, with a strengthened sense of their well-being. Therefore, good internal communication holds a powerful position because it can influence these employees at work and improve employee engagement. According to internal communication expert [8] the best tools to increase employee engagement are listening to employees at all levels, face to face communication, two-way communication information kits, packs, and guide. Also, the study found HR training practices enrich employees with decision making skills. Job Enrichment is a process for motivating employees. A worker performs more activities, enhancing their earning capacity and nourishing their skills. These findings also supported by [8] in India who found that staff development has a significant relationship with employee engagement whereas, as signification relationship found between human resources practices and employee performance because some of practices enhance performance because it enriches employees with decision making skills.

## 5. Effects of training on Employees Motivation

On the effects of motivation on employees performance, Results in table 3 reveal that HR training practices motivate employees increase performance as boost of morale score a mean of

3.49 and standard deviation of 1.459 also development of employees personality had mean of 3.45 and standard deviation of 1.258, reduction of supervision level with mean score of 3.34 and standard deviation of 1.180, enhancement of pro-activeness with mean score of 3.31 and standard deviation of 1.202, absenteeism reduction with score of 3.19 and standard deviation 1.286, ability to defend employer with mean score of 3.38 and standard deviation of 1.185 and lastly enhance organization image with mean score 3.45 and standard deviation of 1.250.

**Table 3: Motivation practices**

Description on HR training practices towards	Mean	Std. Deviation
Boosting employee morale	3.49	1.459
Developing employee overall personality.	3.45	1.258
Reducing supervision level to staff.	3.34	1.180
Enhancing employee's ability to be proactive.	3.31	1.202
Reducing employee's absenteeism.	3.19	1.286
Making employees defend the employer	3.38	1.185
Helping organization in improving their image	3.45	1.250

Source: field data (2021)

Interview results cemented that

“Trainings conducted to DAWASA apart from equipping staff with knowledge and skills, but it is used to boost morale because it increase staff confidence on what they are doing and in turn reduce level of supervision from their staff.

Results from regression as indicated in Table 4 reveal that motivation has a significant positive effect with coefficient value of 0.185(p=0.028) on employees performance. This finding implies that an employee who is motivated can perform well and vice versa is true.

**Table 4: Effects of motivation on employee's performance**

		Coefficients <sup>a</sup>			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	29.032	2.385		12.171
	MOTP	.185	.100	.186	1.845

a. Dependent Variable: PERF

Based on the findings above HR training practices were found to boost staff morale, Employees of organizations who go through training programs feel like they are a part of a supportive work environment where they are appreciated, which boost their morale and make them approach their

job duties with more self-confidence [13]. Also, when employees of an organization are exposed to consistent training, it improves their skills on the job and makes them work more professionally and productively. Customers will feel the impact of this elevated service, and it will improve their opinion of the organization hence good organization public image. Furthermore, though training employees should not totally eliminate the need for supervision, it can significantly reduce the need for excessive supervision in the workplace.

These findings conform to [22] who asserted that training helps to develop overall personality of employees by making them more productive through developing the sense of team work. Quality of work and work life can be increased through effective training which helps in developing good image of organization. Training also boosts up the morale of workforce which is the most important factor of getting high profits. Employees get motivated through training as they get clarity about their roles, boundaries and expectations from them, they know very well about what to do in which situation or circumstances. Less or no supervisory support is required to trained employees as training develops decision making and problem-solving skills in them so they can easily adapt their daily routine work to empowerment whenever their supervisors give this opportunity to them. [22] further clarified when employees undergo training; it improves their skills and knowledge of the job and builds their confidence in their abilities. This will improve their performance and make them work more efficiently and effectively.

## **6. Effects of training on Job satisfaction**

On the effects of job satisfaction on employees performance, Results in table 5 reveal that HR training practices enhance job satisfaction as employees devotion of time score a mean of 3.07 and standard deviation of 1.340, also teamwork had mean of 3.05 and standard deviation of 1.219, also flexibility were found to have mean below the average mean of 3.0 indicates despite of HR training practices still employees of DAWASA are not flexible. Not only was that, the ability to cope with work changes enhanced as the mean score was 3.49 and standard deviation of 1.378. Furthermore, ability to meet standards was enhanced because the mean score was 3.43 and standard deviation of 1.274, lastly support of supervisors was enhancing as the mean score was 3.10 with standard deviation of 1.186. With these findings the study suggests that job satisfaction is enhancing through HR trainings which in turn employees' performance increase.

**Table 5: Job satisfaction issue**

	Mean	Std. Deviation
Satisfied to devote more time to my work.	3.07	1.340
Team working to reach organizational goal.	3.05	1.219
Very flexible towards the work.	2.94	1.248
Intend to work with DAWASA for quite long.	3.41	1.188
Enabled to cope with work changes	3.49	1.378
Meet standards and deadlines in responsibilities	3.43	1.274
Supervisor is a teacher and counselor	3.10	1.186

**Source: Field data (2021)**

Results from regression as indicated in Table 4.7 reveal that job satisfaction has a significant positive effect with coefficient value of 0.084( $p=0.025$ ) on employees performance. This findings imply that an employee who is satisfied perform well and vice versa is true.

**Table 6: Effects of job satisfaction on employees' performance**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	26.550	2.494		10.646	.000
JOS	.084	.110	.078	.760	.025

a. Dependent Variable: PERF

**Source: Field data (2021)**

The findings imply when employees of an organization are exposed to consistent training, it improves their skills on the job and makes them work more professionally and in teams and productively. Customers will feel the impact of this elevated service, and it will improve their opinion of the organization. Also, though training employees should not totally eliminate the need for supervision; it can significantly reduce the need for excessive supervision in the workplace and give more time to supervisors to work on strategic issues.

The findings also supported by [1] found training increases productivity of labour as a consequence of which production increases; the firm is benefitted. Because of training, the need for supervision is reduced. A trained employee puts in better output; performance is well improved and the trained workers with skill in their work are in a better position to boost up



morale. [1] further said if the employees are given proper training, the responsibility of supervision is lessened. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision. A well-trained employee is self-reliant in his work because he knows what to do and how to do. Under such situations, close supervision is ordinarily not mandatory [8]. Likewise [3] reveals Training teaches employees required skills, knowledge or attitudes and helps them in improving their performance by improving new skills, new techniques of doing the work and by improving their work habits by enhancing to meet the work standards. Also, if employees are well-trained, they are less likely to make operational mistakes. Consequently, fewer mistakes ensure the improvement of quality of work [5].

## **7. Conclusion**

Human resource training on employee engagement, job satisfaction and motivation found to have high impact towards organization performance which enhance sustainability of the organization. However, the variation among training portion was mainly attributed by difference in understand aspects of each employee and experience on the organization service provision. Therefore, the findings of this study highlight that human resource training was significantly related to the employee performance. The study recommends that improvement of employees' skills, knowledge and commitment towards their responsibilities is a policy issue which should be addressed holistically by top management of DAWASA by having enough budget and supportive policies. Secondly enough fund is required; however, this need enough budget allocation by the government or authority to enable DAWASA to be able to acquire experts and trainers which will enable proper implementation of HR training practices at all levels.

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