

# 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, human resource 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 Human Resource 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 Human Resource training practices at all levels

**Keyword**— *Employees Performance, Employees Engagement, Human Resource Training Practices, Job Satisfaction, Motivation.*

## I. INTRODUCTION

Human Resources training practices refer to the means through which human resources personnel can develop the leadership of the staff. This occurs through the practice of developing extensive training and motivational programs such as devising systems to direct and assist management in performing. Employees also miss out on work time while attending training sessions, which may delay the completion

of projects. Despite the potential drawbacks, a human resources practice provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment. (Armstrong, 2014)

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 (Wilson, 1999). 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 how it manages its people in order to develop their commitment and produce the best out of them for its benefit (Brown, 2017). 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 (Kumari et al, 2014).

Thus, 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 in the future. However, public organizations in Tanzania despite devoting funds for training programs in their annual budget every year; they still face poor performance. This is evidenced at DAWASA in Tanzania where some departments within the authority, records poor quality service to its customers (Mbilinyi, 2019). Hence, in order to shed light on this problem, the researcher was interested to examine the effects of human resources training practices on employees' performance at DAWASA as a case study. Specifically, the study aimed to examine the effects of employee's engagement on employee's performance, to determine the effects of employees' motivation on employee's performance and to determine the influence of job satisfaction on employees' performance at Dar es Salaam Water and Sewerage Authority- Tanzania.

## II. LITERATURE

Ozkeser (2019) in the study titled "*Impact of human resource training practices in human resources management*". The aim was to recognize the impact level of the training, depending on its relation with motivation. Hence, the study is divided into three main phases. In the first step, the gaps of the literature are determined and the literature search is summarized. Secondly, the case study is completed with the scientific approach, SPSS and in the final step, results in the conclusion support the hypothesis. The study found that the motivation of the personnel varies according to their age. As a result of the post-hoc Scheffe test after one-way analysis of variance (ANOVA) to determine the effect of age on the motivation of employees. There is a statistically significant difference ( $p > 0.05$ ) according to age variable of  $p = 0.001$  of economic

instruments and  $p = 0.008$  of psycho-social instruments. Hence training is found to improve employees' motivation.

Kahungya (2016) assessed the effects of motivation on employee performance using field data collected at Vice President's Office in Dar es Salaam. Correlation technique was employed to find out the relationship between two variables. Regression technique also was used to find out to which extent one variable affect the other using coefficient results. Correlation results for salary is 0.589, Transport benefits 0.421, medical benefits 0.395, extra duty allowance 0.421, carrier achievement 0.562, promotion benefits 0.672 and correlation for recognition is 0.407 which reveal existence of positive relationship between motivation and employees' performance and therefore implying that the increase in motivation will lead to increase in employees' performance. This situation insists on increasing attention to employee motivation practice in order to improve employee performance. The findings suggest enhancement of current motivation package by incorporating both intrinsic such as promotion, recognition, support for carrier achievement and extrinsic motivation factors such as salary, extra duty allowance, transport allowance, medical benefits will help optimum utilization of human resources as well as increasing employees' performance.

Shahzad et al, (2016) in the study titled "*Impact of Employee Motivation on employees' performance*". Main purpose of this study was to inquire that what kind of factors influence employ motivation in Pakistan and finding up to which extent motivation affects the employ performance. Data is collected from 160 teachers of Government and private schools by using self-administered questionnaire. Regression analysis is applied to find the effect of employee motivation on employee's performance involving four variables employee motivation, employee performance, intrinsic rewards and employee perceived training effectiveness. The results of this study show that significant and positive relationship exists between employee motivation and employee performance. It is also concluded that intrinsic rewards have a significant positive relationship with employee performance and employee motivation. This study concludes that employee perceived training effectiveness has a negative relationship with motivation.

Zahra et al, (2014) in the study titled "*Employee Training practices and Its Effect on Employees' Job Motivation and Commitment: Developing and Proposing a Conceptual Model*". The study based on the analysis of eight training models. The purpose of reviewing these models is to discuss the similarities, differences and lacking steps among these models so that researchers could make another new effective training model by including these missing steps. After in depth analysis of these models, findings depicted

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.

Hanaysha and Hussain (2018) did "*An Examination of the Factors Affecting Employee Motivation in the Higher Education Sector*". This study aims to examine the effect of employee empowerment, employee training and teamwork on employee motivation at Malaysian public universities. Based on the review of published literature, it is evident that there are limited studies on employee motivation in the Asian context, particularly in higher education. Therefore, this study intends to provide empirical evidence towards the link between the selected variables. The data were obtained from the participants using an online survey method from a total of 242 academic and administrative staff at public universities in the northern region of Malaysia. For ease of data collection, convenience sampling approach was adopted. The findings indicated that employee empowerment has a significant positive impact on employee motivation. The outcomes also showed that employee training and teamwork have significant positive effects on employee motivation.

Iqbal et al, (2019) in the study "The Impact of in-Service Training practices and Motivation on Job Performance of Technical & Vocational Education Teachers: Role of Person-Job Fit. The focused purpose of the study is to examine the associations between in-service training and motivation impact on job performance of Technical Vocational Education and Training (TVET) teachers, while examining the moderating role of person-job fit. Using convenience sampling technique, data is collected from TVET teachers in South Asia. The finding of this study revealed a significant impact for in-service training and motivation on job performance.

Paposa and Kumar (2019) in the study titled "Impact of Human Resource Training Practices on Job Satisfaction: A Study on Faculty Members of Technical Education Institutes. The study attempts to examine the relationship and impact of human resource training practices on job satisfaction of employees. Universe of the study has been limited to faculty members employed at institutes providing technical education in the city of Nagpur, Maharashtra, India. A sample size of 360 faculty members was collected to represent the universe. The research was conducted in a confirmatory framework so as to examine the causal linkage among the study variables. The results depicted a positive relationship between training practices and job satisfaction among the faculty members of technical educational institutes. The study not only provides empirical credence

to the importance of training practices but also has implications for the management of technical educational institutes that educational institutes should conduct a proper training need analysis to ensure that appropriate training practices are adopted leading to creating a learning environment in the organization which eventually contributes towards job satisfaction of employees through appropriate skills development for individual and organizational growth.

Riyanto et al, (2021) the study analyzed "*the effect of motivation and job satisfaction on performance with employee engagement as a mediating variable*". The research sample is Information Technology (IT) companies located in the cities of Jakarta and Bandung, Indonesia. Research respondents are system developers who handle system development activities for a project or part of an ongoing project. By using the convenience sampling technique 103 responses were obtained from IT developers. The research model analysis method uses Partial Least Square (PLS) with SMART PLS Ver 3.0 software. Empirical findings prove that motivation has a positive effect on the performance of IT employees, while job satisfaction is independent. Employee engagement does not directly affect employee performance, but the effect of mediation through motivation and job satisfaction can have a significant effect on employee performance. The research findings have managerial implications, in increasing high employee involvement, motivation needs to be encouraged to be more active and innovative, and facilitate the achievement of the desired results.

Helmi and Abunar (2021) in the study examined the impact of job satisfaction on the performance of employees in companies and government sector in Saudi Arabia. The study attempted to identify the concept of job performance and job satisfaction, as well as to examine the impact of job performance and job satisfaction. Primary data is collected through an online survey of 100 employees across private and government sector organizations in Jeddah, Saudi Arabia. The results have shown that in general, the employees from both government sector and private sector are satisfied with their job. In addition, results have shown that motivation, salary, leadership and productivity is the key elements in ensuring job satisfaction among the employees.

Kum et al, (2014) in the study titled "*The impact of Human Resource Training Practices on employee performance: a case study of ESCON consulting*". A random sampling method was used to select participants for this study, which adopted a quantitative approach. Accordingly, data was collected using a questionnaire. The study was limited to employees of ESCON. Subsequently, the findings revealed

that working conditions and a lack of resources affect the training of employees. It is recommended that certain areas be improved, that is, management support, the provision of feedback to employees and the conducting of employee training on a continuous basis. The findings show that this would improve employee performance in the organization if employees are trained. These studies have informed the researcher on the variables that can be used in the current study and methodology used by previous researchers.

Otera (2018) explore *the effect of Job Satisfaction Dimensions on Employee Performance among employees in the telecommunication sector in Kenya*. The performance of employees is dependent on several dimensions that constitute their job satisfaction. The dimensions include economic rewards, interpersonal relationships, personal fulfillment and organizational commitment. The specific objectives of the study were: to assess the effect of economic rewards, interpersonal relations, personal fulfillment and organizational commitment on Employee Performance among employees at Telkom Kenya. The main theories used in this research are Equity theory that is linked with this study as it helps define the particular behaviors that affect performance exhibited by employees in regards to their level of satisfaction. The other theory is Herzberg's theory which is relevant to this study as it explains the motivating factors that guide employees in the telecommunication sector. The scope of the research is limited to the technical department at Telkom Kenya Ltd. In order to achieve the objectives of the study a descriptive research design was adopted. The target population of the study was the 670 staff members of the technical department at Telkom Kenya Ltd. The target population comprised of supervisors and technicians in the department. Subsequently, stratified random sampling was adopted in order to generate a representative sample for the study. Questionnaires were used to collect data and comprised of open and closed-ended questions. The research instrument was pilot tested before the actual data collection in order to ascertain its level of reliability and validity. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) version 23 software. Multiple regressions were used to measure the strength of the relationship existing between the independent and dependent variables. The study established that economic rewards, interpersonal relations, personal fulfillment and organizational commitment were positively associated with employee performance. The study recommends that organizations put more emphasis on the reward systems adopted for their employees as this affects their satisfaction levels and performance. Moreover, organizations must monitor the conflict management structures in order to heighten positive relations in the workplace. Organizations should also

endeavor to create conducive working environment that encourages use of employee skills and knowledge on the right job tasks.

Odembo (2013) the study investigated the factors that affect employee satisfaction at Airtel Kenya Limited. Specifically, the study seeks to investigate the influence of talent development on employee satisfaction, to establish the extent to which reward employee satisfaction; establish the influence of organizational structure on employee satisfaction and investigate the influence of organizational commitment on satisfaction of employees. Theoretical and empirical studies reviewed to assess the factors likely to affect employee retention. The study adopted descriptive research survey; A sample size of 50 employees will be taken for the research study, representing 20% of an entire population of 250. Data for the study were collected primarily through semi-structured questionnaire. The study adopted descriptive statistics analytical techniques to analyze the variables, using Statistical Program for Social Sciences (SPSS). Statistical instrument to be used for the research analysis will mainly be inferential statistics, specifically correlation matrix and multiple regression analysis. The researcher employed the survey strategy for the study. This strategy is proposed because it allows the collection of a large amount of data from a sizable population in an economical manner. The study employed descriptive statistics method for presenting and summarizing bio-data. Findings depicted that job satisfaction have less influence on organization performance.

Ndulue and Ekechukwu (2016) examine the impact of job satisfaction on employees' performance, with Nigerian Breweries Plc Kaduna as a case study. In view of the above cause, data was collected from both primary and secondary sources. 400 copies of questionnaire were administered to the respondents and 357 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary least square regression was the statistical tool used in analyzing the data. Also, personal interviews and general observations were part of the source on information for this study. The research findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employees performance proxy which is employee's morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization; it is evident in their responses. It was recommended that the management of the company should provide good working conditions for its employees, so as to boost their morale.

Triwahyuni and Ekowati (2018) this study purpose was to analyze the effect of job satisfaction and organizational

commitment on performance. This research uses a quantitative approach with explanatory research type where the aim is to test between hypothesized variables. This research has the hypothesis that will be tested the truth. Samples are 86 respondents. Data is collected by questionnaires and documentation. The data is analyzed by Partial Least Square (PLS). The research result indicates that job satisfaction has a direct effect on employee performance at PT Pindad (Persero). Job satisfaction has no direct effect on employee performance. Test Sobel results show organizational commitment does not mediate the effect of job satisfaction on employee performance.

Ezam and Hyder (2018) in the study titled "*Impact of Human Resource Training Practices on Employees' Engagement: Empirical Evidence from Pakistani Banking Sector*" in India. This study was carried out on the employees working in middle management in the hierarchy of banking sector, specifically those acquiring training & development sessions. With the help of 102 questionnaires that were filled by the employees of banks in Karachi, Pakistan the result indicated that development has a significant relationship with employee engagement whereas, an in-signification relationship found between human resources practices and employee performance because some of practices enhance performance. Results of this study enrich managers for decision-making in Pakistan's banking sector.

Sabu and Manoj (2020) this study analyses the multivariate effect of employee desire (ED) and employee engagement (EE) on organizational performance (OP). The data were collected from 352 executive employees belonging to public and private information and communications technology (ICT) sector organizations in Kerala, India. The stratified random sampling technique was applied for selecting the samples and the data were collected using a structured questionnaire. The structural equation modeling (SEM) technique was applied to study the causal linkage among the variables. The analysis revealed that OP is positively influenced by ED and EE. The study further confirms the mediation effect of EE in the relationship between ED and OP. The effects are statistically significant. The study furnishes beneficial inputs for practicing managers, which can encourage EE and strengthen OP.

Manuel (2014) in the study titled "*The effect of human resource training practices and employee engagement on perceived business performance in Pretoria*". A quantitative approach was adopted and proved that both employees' training practice and employee engagement has a positive result on perceived performance. The relationship between kinds of human resource practices and employee engagement was ambivalent. The study further clarifies that

Engaged employees feel a very strong sense of belonging towards their company and are known for their willingness to go beyond what is required in their primary roles. Engaged employees also outperforms their unengaged counterparts in terms of their primary roles as well as when comparing the performance of those companies that lack engaged employees.

Abeid (2013) the study conducted is about the "*impact of employee's motivation on performance in the public sector in Tanzania*" particularly at the President's Office, Planning Commission. Objectively, it aims on finding the problems which are caused by lack of motivation and propose measures to be taken to overcome this problem for organization and individual benefits. However, the important of motivation has been identified in chapter two. That the purpose of pay and incentives is to compensate employees for work they do, to motivate them to perform well, to retain them, and there by avoid the need for expensive recruitment and training for replacement the public service, like any other organization. POPC needs to compensate, motivate and retain its employees so as to avoid incurring those costs. It is in this context that the POPC management has been continues with efforts to motivate its workforce.

Azeem et al, (2013) conducted a study titled "*Connecting Human Resource Training Practice with Employee Engagement: How does it Matter?*" The study focuses upon the impact of human resource practices by exclusively spotlighting Stress Management (SM), Error Management (EM), Ethics and Conflict Management (CM). Human resource practices such as training heaving said factors if addressed puts a significant effect on the employee engagement for the ultimate wellbeing of the organization. Thus, by providing the right type of training the employee engagement can be affected in either way. The questionnaire contained total of 28 items for six independent and one dependent variable using a five-point Likert scale and the data was collected from a sample of 226 employees using a random selection method from three telecommunication companies of Pakistan. The study found the correlation between human resource practices and employees' engagement is positive and semi weak.

Haritono and Imani (2018) assessed the role of job satisfaction mediate the influence of compensation and work motivation on employee performance Sampling method using total sampling, with 34 permanent employee respondents. Data collected through questionnaires filled by permanent employees of PT. Bina Avia Persada East Java, with testing technique using validity and reliability test for research instrument, normality test and heteroskedasticity test in looking at problematic research model or not,

descriptive analysis and analysis path. The result of path analysis shows that compensation and motivation of work have a significant effect on job satisfaction and performance of employees. Job satisfaction is proven to mediate the effect of compensation and motivation on employee performance.

Bakotic (2018) the purpose of this study is to explore the link between job satisfaction and organizational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of 40 large- and medium-sized Croatian companies, with 5806 employees surveyed. The results of this study show the

existence of a clear link between employees' job satisfaction and organizational performance in both directions, but with pretty weak intensity. Detailed analysis showed that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction.

**2.1 Conceptual Framework**

Human Resource training practices are independent variable and employees' performance is dependent variable. These two variables have been chosen to see the relationship between these variables i.e., to see the effects of human resource training practices on employees' performance. The conceptual framework can also be seen from the following diagram.

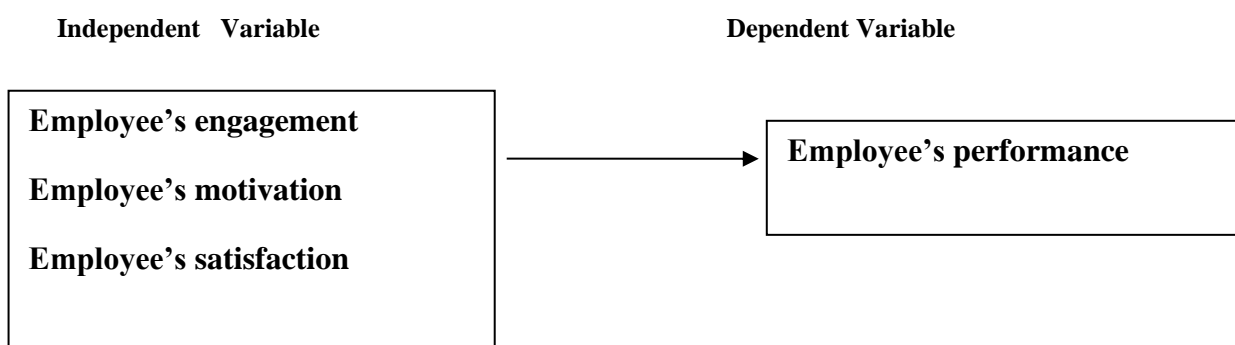


Fig 2.1: Conceptual Framework

Source: Researcher, (2021)

**2.2 Operationalization of the study Variables**

**2.2.1 Employees Performance**

The quality and efficiency of employees and their development through human resources practices are key factors in determining long-term profitability and continuity in performance of organizations. Retention of quality employees requires investment in the development of their skills, knowledge and abilities. Employee performance is the fulfillment of specific duties or assignment measured against predetermined requirements of accuracy, completeness and cost or the accomplishment of precise task measured towards predetermined or diagnosed standards of accuracy, completeness and price. In an employment contract, performance is deemed to be the success of a task stipulated within the contract. Efficiency and effectiveness are additives of performance as measured with the aid of the standards set by any organization (Huselid, 2009).

**2.2.2 Employees Engagement**

Employee engagement is about positive attitudes and behaviors leading to improved business outcomes, in a way that they trigger and reinforce one another. Employee

engagement is about our employees feeling pride and loyalty working for our organization, being a great advocate of the organization to our clients, users and customers, going the extra mile to finish a piece of work. Employee engagement is about drawing on our employees' knowledge and ideas to improve our products and services, and be innovative about how we work. Employee engagement is about drawing out a deeper commitment from our employees so fewer leave, sick absence reduces, accident rates decline, conflicts and grievances go down, productivity increases. Employee engagement is about organization actions that are consistent with the organization's values. It is about kept promises, or an explanation why they cannot be kept (Siddiqui & Sahar, 2019).

**2.2.3 Employees Motivation**

Employee motivation is defined as the enthusiasm, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis. Motivation is derived from the Latin word, "movere" which literally means movement. Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is

growing or shrinking, finding ways to motivate employees is always a management concern. All the definitions that you would read in books or in dictionary relate to the fact that motivation is behavior and one needs to channel this behavior in order to achieve desired goals and results. Employee motivation is all about how engaged an employee feels in tandem to the organization's goals and how empowered he/she feels (Cranny et al, 1992).

#### 2.2.4 Employees Satisfaction

Employee satisfaction" is the term used to describe whether employees are happy and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employees' satisfaction refers to a person's feeling of satisfaction on the job which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Job satisfaction refers to a person's feeling of satisfaction on the job which acts as a motivation to work (Kum, Cowden & Karodia, 2014).

### III. METHODOLOGY

On the one hand, the researcher will use positivism paradigm to build a highly structured methodology to allow generalization and quantifiable observations and evaluate the outcome with the aid of statistical techniques. Due to the need to explore some insights to support quantitative aspects, this study will use Interpretivism and hence called for the hybrid termed as pragmatic paradigm.

Quantitative methods are normally considered appropriate when there is a need for hypothesis and theory testing associated with the cause-effect relationship. Therefore, it is along with the above justifications for using pragmatism that this study mix positivism and Interpretivism approaches to come up with both wide and in-depth generalizations on the effects of human resources training practices on employees' performance. The study was conducted in Dar es Salaam region which is located at the Eastern zone of Tanzania. The reason for choosing DAWASA was due to the presence of experienced public employees who are always being trained on several aspects, so they are in a good position of explaining the effects of the human resource training practices to them and their organization. In this study mixed approach employed since both qualitative and quantitative approaches with stronger emphasis on quantitative method since it applied statistical model to analyze data which provide comprehensive proof that answer the research questions under the study. The quantitative employed when questionnaires addressed to employees of DAWASA and for qualitative part interview

was done to the heads of units in which these employees belong.

In the current study the research used descriptive cross sectional research design. It is descriptive because it aims to describe the effects of human resource training practices on employee's performance. It is cross sectional because data collection, analysis, interpretation was done once. In this study, the target population was all employees (130) of DAWASA - Tanzania. In this study had a sample of 97 respondents for the quantitative data, of which probability and random sampling employed.

Primary data was collected using questionnaires which administered to DAWASA employees. Questionnaires used to gather information regarding effects of human resource training practices towards their engagement, motivation and job satisfaction. Both open ended and closed questions were prepared and distributed to the required respondents 97 who work in different Units and Departments. Open-ended questionnaire used in order to get the experiences and feelings from DAWASA officers about the effect of human resource training practices. Closed-ended questions used for gathering information that cannot be obtained by other means.

Other primary data collected through semi structured interviews with four heads of departments and five head of units. Actual data collection exercise done with 1 Head of Departments 2 supervisors and 3 other subordinates staff from Technical Department, Commercial Department, Finance Department, Human resources and Administration Department, Legal Unit, Internal Audit, Public Relation Unit, Information Technology Unit and Procurement Unit. They were interviewed in order to drag out their feelings and experiences concerning the effect of human resource training practices on employees performance Secondary data was extracted from documents and DAWASA archives to check on existing policies regarding training owned by the Authority.

The nature of the data collected in a mixed methods approach requires a combination of qualitative and quantitative data analysis tools. Content data analysis for verbal or written responses used for qualitative data. The study used SPSS computer software to determine the strength of motivation factors. Thus, Coefficient of Determination computed to investigate effects of human resource training practices on employees' performance. Such work was done so as to determine the range of effects. But also percentages and frequencies of respondents were computed basing on demographic data to determine which affect most a certain group. As the study seeks to describe the variables, descriptive statistics were used as well. Inferential statistics (spearman correlation) were used on the

effects of engagement, motivation and satisfaction on performance. Data then visually presented by using graphs, figures and tables.

#### IV. FINDINGS OF THE STUDY

Table 4.1 Effects of Employee engagement on employees performance

Employees engagement	Mean	Std. Deviation
HR training practices enhance internal communication.	4.65	1.164
HR training practices enrich employees with decision making skills.	3.81	1.286
HR training practices increase employee's commitment in organization.	3.70	1.243
HR training practices enhance employee's participation/involvement.	3.74	1.354
HR training practices increase employee's capacity in meeting deadlines.	3.45	1.444
HR training practices make employees feel he or she is part of organization.	3.99	1.477
Human Resource training practices enables employees to handle customers with care.	3.33	1.491

Source: Field data (2021)

Results from regression as indicated in Table 4.1 reveal that employees engagement has a significant positive effect with coefficient value of 0.083(p=0.022) on employees performance.

Regarding effects of employee's engagement on employees' performance, Results in Table 4.1 shows Human Resource 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.

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. Armstrong (2009) 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. These findings also supported by Ezam and Hyder (2018) 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.

Table 4.2 Effects of Employees Motivation on Employees Performance

	Mean	Std. Deviation
HR training practices boost employee morale.	3.49	1.459
HR training practices develops employee overall personality.	3.45	1.258
HR training practices reduce supervision level to staff.	3.34	1.180
HR training practices enhance employee's ability to be proactive.	3.31	1.202
HR training practices reduce employee's absenteeism.	3.19	1.286



HR training practices makes employees to defend the current employer all the time.	3.38	1.185
HR training practices helps organization in improving their image	3.45	1.250

Source: field data (2021)

Results from regression as indicated in Table 4.2 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.

Results in table 4.2 reveal that HR training practices motivate employees and increase performance as it boosts of employees, develop employees personality, reduce supervision level enhance employees pro-activeness, reduce absenteeism, increase ability to defend employer and lastly enhance organization image. 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. 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. These findings conform to Zahra, Iram and Naeem (2014) 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.

Table 4.3 Effects of Job satisfaction on Employees performance

	Mean	Std. Deviation
I am really satisfied so I devote more time to my work.	3.07	1.340
I work as a team to reach organizational goal.	3.05	1.219
I am very flexible towards the work.	2.94	1.248
I intend to work with DAWASCO for quite long.	3.41	1.188
Human Resource training practices enabled me to cope with work changes at DAWASCO	3.49	1.378
I will always make sure I meet standards and deadlines in my responsibilities	3.43	1.274
My supervisor is a teacher, counselor and everything to me	3.10	1.186

Source: Field data (2021)

Results from regression as indicated in Table 4.3 reveal that job satisfaction has a significant positive effect with coefficient value of 0.084(p=0.025) on employees' performance. These findings imply that an employee who is satisfied perform well and vice versa is true.

Results in table 4.3 reveal 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 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 Otoo (2012) found training increases productivity of labor 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.

## V. CONCLUSION AND RECOMMENDATIONS

The study focused on effects of human resources practices on employees' performance at DAWASA. The study specifically focused on the effects of employees' engagement, employees' motivation and employee job satisfaction on employees' performance at DAWASA. The study employed mixed research approach whereby quantitative research approach was dominant and qualitative was used to supplement the quantitative design. The study employs cross sectional research design because data collection, analysis and interpretation were done once. Data were analyzed using both descriptive and inferential statistics. Results depicted that employee's engagement, employees' motivation and job satisfaction had significant influence on employees' performance because their p values were less than 0.05. The study imply that these HR training practices should be enhanced because equipping employees with skills and knowledge enabled them to be committed with high morale and in turn performance can be achieved.

The findings of this study add to the evidence for a relationship between employee engagement and performance provided by other researchers who have examined this relationship in Tanzania and in other cultural contexts and Individual engagement effects on all performance outcomes were strong, particularly for achievement. This accords with the findings of other research that engaged employees are more committed to their work, perform better at required tasks and are more motivated and creative overall, thereby supporting the fulfilment of organizational goals such as greater innovation and enhanced competitiveness.

A similarly strong engagement effect was found for growth, which was expected based on the findings of other research linking growth (as indicated by profitability) to employee engagement also influenced the contribution employees made to their divisions, in line with other research that has found a positive relationship between engagement and productivity. Engagement predicted customer satisfaction as well, in accordance with prior research, which has demonstrated that engaged employees offer higher quality customer service and that customer satisfaction ratings rise in conjunction with employee engagement scores Overall, the findings support the conceptual model for this research and indicate that the engagement-performance relationship is strong for employees working at Tanzania-based Dawasco divisions.

### RECOMMENDATION

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. Since HR training practices were found to have effects on employees' performance in different aspects, hence the study recommends DAWASA to continue offering these trainings but in the course of offering it should comply with all important steps in training. This study has been focused on employees' engagement, motivation and job satisfaction hence future study can focus on other effects of HR training practices and can be done by considering other category of government agencies the one studied in the current study.

Recommendations can also be made for additional academic research to further investigate the effects of engagement on performance and address the limitations of this study. A multinational study of engagement effects on performance would indicate whether the relationship is stronger or weaker in various cultural contexts. However, an additional advantage of conducting a larger and more comprehensive study would be the use of a much larger sample, as this would increase the representation of disengaged employees, thereby providing a more accurate assessment of disengagement effects on performance. Including survey questions on the reasons for disengagement and the ways in which engagement could be increased would also be useful, as this would provide guidance for developing effective interventions.

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