

Contribution of Training Programmes for Employee's Performance in Tanzania: A Case of Dodoma Urban and Water Sanitation (DUWASA)

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Abstract

Training programmes are increasingly drawing attention to the specific skills and knowledge that employees demand for performance. This is formulated on the basis of the challenges that the public sector faces with training programmes that are relevant to employee performance. It is from this ground that the paper assessed the training programmes for employee performance in Tanzania, taking DUWASA as a case. It determined the types of training programmes offered by DUWASA for employee performance and ascertained the link between training programmes and employee performance. A case study design was applied under the mixed approach, which offered a combination of qualitative and quantitative approaches, to allow the provision of complete knowledge of the research problem in either one of the approaches. The findings revealed that DUWASA provides different types of training programmes for employees' performance. It facilitates employee performance in terms of knowledge and skills. The training programmes for employee performance have improvement measures to the organization's advantage. Likewise, the findings noted the existence of a strong link or relationship between training and employee performance. In most instances, employees received training for the expectation of performance. The study recommends that DUWASA needs to develop motivational means for employee training programmes. The Ministry of Water needs to provide sufficient funds for DUWASA to offer efficient and effective training programmes for employee performance. In this way, the position of new knowledge and skills acquisition is to improve employees' performance in sensitive organizations such as DUWASA with profound services like water.

Keywords: Training programmes, Employee Performance and Water Sanitation

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1. Introduction

Globalisation and ever-changing customer needs have added more challenges to the skills and knowledge that employees are required to provide to organizations. In order to deal with the challenges, on the other hand, the specified approach is required at the targeted performance level (Karim, Choudhury, & Latif, 2019). Public organisations in developed countries are encouraged to invest in training programmes through knowledge, expertise, and the ability of employees to deliver services (Samwel, 2018). They spend a significant share of their budgets to facilitate employee training programmes (Al-Busaidi & Olfman, 2017).

In developing countries, employee training programmes have been directed at junior, supervisory, and middle-level personnel (Henry, Hill, & Leitch, 2017). For a long time, top personnel were presumed to be above training (McKenzie & Woodruff, 2017). In Africa, training programmes through public organisations are vulnerable to funding deficiencies in running appropriate training programmes and hence fail to meet the required service delivery to citizens (Eneanya, 2018). In Tanzania, an employee content training programme is a vital tool to enhance effective organisational performance (Abdullahi, 2018). Public organisations in this way are grounded in the delivery of extra efforts to achieve objectives in the most economical way possible (Samwel, 2018).

According to the Training Policy for the Tanzania Public Service [TPTPS] (2013), it is agreed that developing the capacities and competencies of the employees to deliver services effectively and efficiently depends on a well-designed training programme. Tanzania has recently embarked on a concerted effort to train its top public service personnel through the mobilisation of funds. The Government of Tanzania has been spending about 10 billion Tanzanian shillings to train its employees (Yusuph & Guohua, 2017). Despite the

government offering training for its employees, it has failed to design continued programmes through strong supervision for quality service delivery (Muganyizi, 2018). However, according to Muganyizi (2018), despite the various initiatives implemented by the government, the public remains dissatisfied.

Dodoma Urban Water Supply and Sanitation Authority (DUWASA) was established under Section 3(I) of Cap. 272 of 1997, as repealed by Section 60 of the Water Supply and Sanitation Act No. 12 of 2009. DUWASA failed to reach its 100 percent goal of delivering water supply through its employees. The performance of 100 percent means fulfilling the production and supply of 10 million liters. However, it has failed to reach the target; only 600,000 litres are produced per day, which specifically shows the poor performance of the employees.

Despite the effort made by DUWASA currently in offering training, many complaints exist about workers being ineffective and inefficient (Manongi, 2017). The past studies conducted in Tanzania reveal that some public organisations have challenges in training programs. A few previous studies were performed on this topic (Higuchi, Mhede, & Sonobe, 2019). Only some have been done and were much focused on training and employees' performances; training, development, and performances of public sectors, as well as the need for specific training programme policies, leaving public organisations like DUWASA under-researched, especially in the aspect of training programmes on public sector organisations and their implication on water service delivery (Frumence *et al.*, 2021). Therefore, since training programmes are not given much priority in many public sector organisations, specifically those that deal with water, it prompted the researcher to conduct this study on the contribution of training programmes to employee performance in Dodoma Urban and Water Sanitation. Specifically, the study will determine the types of training programmes for DUWASA employee performance and ascertain the link between training programmes and DUWASA employee performance. The study will provide insights for policymakers to ensure quality water service delivery. This study informs the management of DUWASA on the importance of training programmes for employee performance.

2. Theoretical Literature Review

Training refers to the acquisition of skills, knowledge, and information that are necessary for the performance of a specific role (Anyaegebu & Wali, 2019). Training in this study refers to skills, knowledge, and information that employees acquire as needed by an organisation for the performance of duties and tasks (Ibrahim, Boerhannoeddin, & Bakare, 2017a). Knowledge, skills, and information are imparted within an employee to fill the gap of such experience (Augustino, 2019). Training is a process designed to extend skills and knowledge through attainment for the objectives of an organisation.

Training programmes refer to the process of acquiring knowledge, learning, and education that have real effects on the employee's work and are inconsistent with the needs of the organisation and employees (Ibrahim, Boerhannoeddin, & Bakare, 2017b). In this study, training programmes refer to the relevant procedures that are designed in a systematic process to extend knowledge, skills, and awareness of a particular task or responsibilities. This process is specific and designed to meet knowledge and information provision and acquisition, which are normally planned by an organisation for employees.

Public sector organisation refers to a broader set of norms and values in which many considerations are weighed against each other as democratic considerations, constitutional values, and public welfare are given much more weight (Christensen, Læg Reid, & Røvik, 2020). The public sector organisation in this study refers to authority under the government with procedures, norms, and regulations that are constitutionally weighted. DUWASA is the public sector organisation that enacts laws, regulations, and procedures to provide water and sanitation services. Public sector organisations operate and are established within the bounds of the regulatory framework to perform specified duties and tasks.

Employees' performance is defined as the ability of employees to meet targets and duties and work on the responsibilities and tasks for effective, quality, and efficient output (Renyut, Modding, & Bima, 2017). In this study, employees' performance is connected with the skills and experience directed to accomplish organisational objectives (Salum, 2018). The attainment of the organisation's target requires efficiency, relevance, and effectiveness while addressing employee performance. Employees' performance is focused on the dimension of target, which is designed to utilise experience, skills, and knowledge to deliver efficient output.

2.1 Reinforcement Theory

This study was guided by reinforcement theory, which was developed by Skinner in 1938 (Bosire, Muya, & Matula, 2021). The theory assumes that employees dislike being wrong and feel uncomfortable with the information with cognitive support in their pre-existing attitudes and beliefs (Levy, 2021). Reinforcement Theory believes that training is a strategic tool for workers and an avenue for improving the organisation's performance (Mtobesya, 2018). Reinforcement theory consists of four themes: instant recognition, appropriate incentive rewards, accountability, and positive reinforcement to enhance the workers' task performance (Ismail, 2017). The advantage is to improve the employee's performance through positive reinforcement and strengthened behaviour (Susanto, Lim, Linda, Tarigan, & Wijaya, 2021).

According to Skinner (1939), there are different types of reinforcement that can affect behaviour and the desired achievement of the organization. They are classified into four categories. To start with positive reinforcement, this involves the presentation of a positive stimulus following a desired behaviour. When positive reinforcement, like training in this case, is applied, the likelihood of the behaviour being repeated increases. An example is giving praise for a job well done to an employee. This motivates the employees, hence the achievement of the organizational goals. The second is negative reinforcement. This is when the removal or avoidance of an aversive stimulus follows a desired behaviour, increasing the likelihood of that behaviour occurring again. An example could be turning off an annoying alarm clock by waking up early. The third is positive punishment reinforcement. This is the application of an aversive stimulus following an undesirable behaviour, making it less likely to be repeated. An example is giving a detention to an employee for disruptive behaviour. The last reinforcement is negative punishment. This involves the removal of a positive stimulus following an undesirable behaviour, decreasing the likelihood of that behaviour. For instance, a parent may take away an employee's working instruments or machines as a consequence of misbehaviour (Skinner, 1938). The essence of these types of reinforcements is to help change negative behaviours and actions and improve positive behaviour for the achievement of the organisation's desired performance.

The Reinforced Theory was selected for this study because it supports training and the performance of the employees. It portrayed that training programmes are part of motivating employees at the workplace, which plays potential roles in organisation performances like DUWASA (Manzoor, Wei, Bányai, Nurunnabi, & Subhan, 2019). It is effective on some people but may not be effective on others, shows a reverse effect, and acts poorly. Another criticism of reinforcement theory is that it is hard to apply to complicated forms of behaviour. Therefore, using reinforcement at the same station for different people cannot be effective. However, the reinforcement theory has practical applications in workplace management. In the workplace, managers can implement reward systems to motivate employees. In this case, reinforcement principles can be applied to modify or eliminate maladaptive behaviours. Therefore, this theory is adopted in this study because it emphasizes training to support employees, organisations, and other stakeholders relevant to performance achievements. It is a necessary aspect of changing employees' attitudes and perspectives while acquiring knowledge, skills, and experience relevant to organizational objectives and the expected performance.

3. Methods and Materials

This study was conducted in Dodoma because of the increased population due to the transfer of government activities from Dar-es-Salaam to Dodoma City. The pressure on employees' training programmes of the Dodoma Urban Water Supply and Sanitation Authority (DUWASA) DUWASA should indeed increase the number of employees and employ advanced technology in metering, billing, and detection of pipe leakages to reduce the amount of non-water revenue (NWR) for effective revenue collection and sustainability of water provision in Dodoma City.

This study employed a case-study research design. This design fit the study since it involved quantitative and qualitative research approaches, which stand as the focus of the study. Through a case study design, the study was able to know precisely the training programmes for DUWASA employee performance in Dodoma City.

The study applied the mixed research approach to both qualitative and quantitative approaches. It extends the more complete understanding of the research problem than either one approach alone (Yardley & Bishop, 2017). A qualitative approach with few elements of quantitative was used for describing a set of data in the form of descriptions such as words and expressions of experiences (Dawadi, Shrestha, & Giri, 2021). A quantitative approach was used to support effective data collection and analysis (Schoonenboom & Johnson, 2017).

It targets different departments and units like the Technical, Commercial, Finance, and Administration Departments, as well as the Procurement Management Unit (PMU), Communication, Legal, and ICT units. The sample was obtained through the support of a statistical formula developed by Yamane (1967) to calculate sample sizes; the sample size was 76 respondents.

The data collection applied a questionnaire to the survey method (Cohen, Manion, & Morrison, 2017). In this study, seventy (70) questionnaires were used to collect data from the employees of DUWASA for general information. In this study, an interview was conducted through an interview guide to collect information from six key informants from DUWASA. These included the heads of departments and units. A documentary review checklist was used to guide the researcher through the published or unpublished documents from DUWASA and other relevant offices. The checklist helped to review DUWASA annual reports, progressive reports, policies, acts, laws, and regulations.

Qualitative data analysis based on content analysis provides a structured way of analysing data to provide meanings and relationships between the words and concepts in training programmes for employees' performance. The Statistical Package for the Social Sciences (SPSS) version 23.0 was used for coding and organising quantitative data. Through this process, descriptive analysis was done, in which frequencies and percentages were computed. The analysed quantitative data were presented in the form of tables and figures. The

corroboration of the qualitative and quantitative data was done during discussion of the findings, which enhanced the study to provide sound conclusion.

4. Findings and discussion

This study is all about assessing training programmes for employees' performance in Tanzania: A case of Dodoma Urban and Water Sanitation (DUWASA). This part presents the findings and discussion based on the objectives of the paper. It was guided by two specific objectives: the determination of the types of training programmes for DUWASA employee performance and ascertaining the link between training programmes and employee performance. However, the presentation begins by first presenting the findings of the two objectives, followed by analysis and discussion.

4.1 Types of training programmes for DUWASA employee's Performance

This section precisely presented types of training programmes for DUWASA employees' performance. It is relevant to categorise training programmes that are intended to improve employees' performance. The findings in Table 1, present the types of training programmes that affect DUWASA employees' performance. As the findings reveal, a large proportion (77.9%) attended a training programme on water metre reading, and a slight minority (18%) had attended an ICT training ram. These findings imply that the training programmes that DUWASA provides to its employees are designed to affect employees' performance. For those reasons, training programmes are a tool to accomplish DUWASA's training needs for its employees.

Table 1: Types of training programmes for DUWASA employee's performance (n=70).

Response	Frequency	Per cent
Water meter reading	46	77.9
Customer services/care	34	57.6
Human resources management	15	25.4
Collecting water bills	23	38.9
Machine operation	13	22
Closing and replacement of water meters	37	62.7
ICT	11	18
Underground laying of water pipes	39	66

Source: Field Data Survey, 2021.

To complement the survey findings, the researcher conducted in-depth interviews with the key informants. During the interview, the key informants were asked to elaborate on the kinds of training that they were providing to their employees. Revealing what they were doing, some of the informants said:

Well, there are different types of training that we provide to our employees. For example, since we are dealing with providing water services to people, we train our employees on how to interact with customers. Moreover, since we meet to provide the monthly bills to our customers, we also provide training to our employees on how they are supposed to read the water meters. Other employees training is engineering-related. For example, we conduct training on how to lay down and close the water pipes and many other kinds of training (interview with one of the key informants conducted on March 30, 2021).

Another informant provided that among the types of training, DUWASA was providing to its employees, about this, the informant revealed:

Amongst the training programmes we provide to our employees is ICT. As you know, nowadays technology is at another level, as everything is remotely or electronically controlled. Nowadays, we do not provide monthly bills like we used to in the past. We send the bills via SMS to our users. So having such aspects that are related to ICT, we are equipping our employees with ICT training. (Interview with one of the key informants conducted on March 29, 2021)

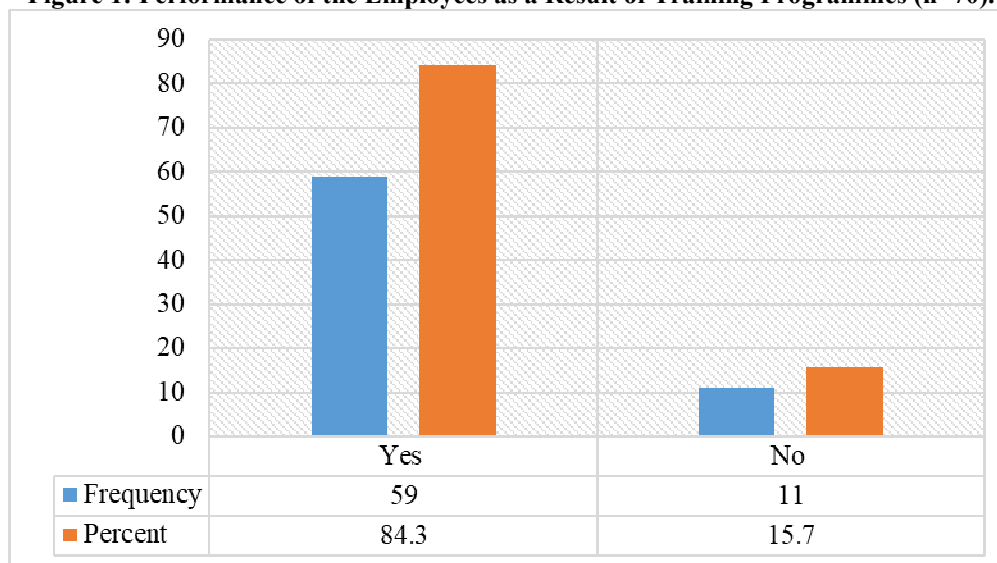
The findings, as shown in the above quotation, imply that DUWASA has been providing a variety of training programmes to its employees. The training programme of various types is the catalyst for organisational performance. In support of these findings, a study conducted by Eneanya (2018) revealed that training programmes in HRM exist in different types depending on the objective that an organisation intends to accomplish. These include induction training, job training, promotional training, and refresher training. Induction training is all about the new worker being treated properly upon his or her joining the organization. These findings also indicated that employees at DUWASA were aware of the meaning of training programmes. The study conducted by Augustino (2019) indicates that employees in the organisation were aware of what training programmes meant, but the problem was that they were never willing to attend employee training. Thus,

knowledge on the types of training was well equipped among the employees of DUWASA. These findings imply that a training programme was already conducted at DUWASA with relevant types but failed to meet the intended purpose of the organisation.

4.2 Training programmes and employee performance

In determining the relevance of the training programmes, the study was prompted to ascertain whether the training provided had improved the performance of the employees at DUWASA. In determining this, the researcher carried out a survey where the respondents were asked to indicate whether the training programmes had improved employees' performance. The findings revealed that the training programmes had improved the performance of the DUWASA employees. These findings are further clarified in Figure 1 below.

Figure 1: Performance of the Employees as a Result of Training Programmes (n=70).



Source: Field Data Survey, 2021.

As depicted in Figure 1, the findings reveal that the majority of the respondents (84.3%) have suggested that the performance of the DUWASA employees had improved because of the training programmes that were being offered to them. In contrast, 15.7% of the respondents suggested that the performance of the DUWASA employees had not increased as a result of the training programmes. For the respondents that suggested, it was noted that the performance had improved due to the training provided, hence the increase in performance. To further clarify and get statistical figures, these findings are further clarified in Table 4.8.

Table 2: The Amount of Increase in the Performance of DUWASA employees has a Result of Training Programmes (n=70).

Response	Frequency	Per cent
Accomplishes the tasks on time	25	35.7
Provides quality services	17	24.3
Operates different machines	15	21.4
Handles customers' inquiries	13	18.6
Total	70	100

Source: Field Data Survey, 2021.

As depicted in Table 2, the statistical figures on the findings show whether the performance of the DUWASA employees had improved due to employee training. As revealed by the findings, the respondents (35.7%) indicated that DUWASA employees were accomplishing the given tasks on time. In contrast, 24.3% of the respondents indicated that the DUWASA employees were providing quality services. 18.6% of the respondents indicated that DUWASA employees were handling customers' inquiries, and 21.4% of the respondents indicated that DUWASA employees were operating different machines in an improved way, thus showing that their performance had improved as a result of employee training. Therefore, based on the findings highlighted above, it implies that the performance of the employees has improved as a result of the employee's training; moreover, such improvement of tasks and responsibilities is related to the employee's performance; specific considerations are relied on the timely task accomplishment in the desired quality; and already, the DUWASA organisation focuses on the performance of the organisation at large. These findings, related to those of Mtobesya (2018), argue that training programmes have a specific contribution to the employee's performance since skills and knowledge are extended. Ibrahim *et al.* (2017) pointed out that training programmes are

specifically designed to be relevant to organisational performance. Specific achievements in any organisation are related to the programme designed to fulfil them.

The documentary review suggested that training is based on the standards and regulations for monitoring and supporting the DUWASA vision in water supply. The Ministry of Education, Science, Technology, and Vocational Training is responsible for coordinating training and its respective implementation. These are well organised on behalf of the DUWASA management; the responsibility of providing training relies on on-site training for the performance of work, and the Urban Water Supply Authority (DUWASA) is responsible for providing training programmes that are based on site (Selemani, 2021).

5. Conclusion and Recommendations

Based on the contribution of training programmes to employee performance in Tanzania, specifically focusing on the case of the Dodoma Urban and Water Sanitation Water Authority (DUWASA), the study concludes that training programmes were effective as they contributed to improving the performance of the employee and the performance of the organisation in general. It was noted that there was a relationship between training and the performance of the employees. This is because the kind of training employees received was a necessary requirement for water service performance. Thus, the training programmes implemented by DUWASA have been effective in enhancing employee performance. They have provided employees with the necessary skills and knowledge, resulting in improved job performance and productivity. The content of the training programmes offered by DUWASA is generally relevant to the job requirements and tasks. The study suggests that DUWASA should invest in conducting comprehensive training needs assessments, including surveys, interviews, and performance evaluations, to identify specific skills gaps and training requirements. This will ensure that training programmes are tailored to address the organisation's specific needs. Therefore, DUWASA can enhance the effectiveness of its training programmes, improve employee performance in respect of trainings, and ensure the organization remains competitive in the water and sewerage sector in Tanzania. Suggested future studies may be undertaken including, among others, the assessment of performance of DUWASA in water and sewage sectors after the conduct of training related these activities.

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