_____***Original Research***_____

FACTORS AFFECTING EFFECTIVE STAFF TRAINING PROGRAMMES IN THE PUBLIC ORGANIZATIONS IN TANZANIA: A CASE STUDY OF TANESCO – ARUSHA

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Abstract

The purpose of this study was to examine factors affecting effective staff training programmes in the public organization in Tanzania, a case study of TANESCO. Specifically, the study intends, to identify the current status of staff training programmes, to identify the factors affecting effective staff training programmes and to find out how to address the factors affecting effective staff training programmes. The study has come out due to other studies that have been conducted show that it is important to conduct several training programmes to improve the performance of the public organizations but they have not assessed well on how effectively different staff training programmes are conducted successful. Therefore, this study was conducted to fill the gap. This study adopted case study research design, utilizing a qualitative methods approach with a total sample of 52 employees of TANESCO Arusha. The study revealed that majority of the respondents were aware about the current status of TANESSCO and factors affecting effective staff training programmes. Similarly, the factors such as Annual Training Budget, motivation to Training, official responsibility, clarity, a Learning Culture, resources, Training Needs Assessments and Selection Procedures were the main hindrances towards effective staff training programmes at TANESCO. The study recommended there should be a clear policy for selecting staff for Training which is known to all employees and make them part and parcel of the programmes also the Management must consider all employees to have equal chances and rights for training.

1. INTRODUCTION

Training is an integral part of Human resource development. In the present scenario training is increasingly viewed as a means of fostering the growth of the individual employee as well as of the organization. Moreover, employees involved in an effective training programmes manifest a love for their work and are interested in doing their best for the organization (Seidler 2016).Staff training and development is a critical life long process that seeks to improve employees and organization and should be continued beyond the initial qualifications in efforts to maintain, upgrade and update knowledge and skills, while acknowledging the growing interest of this remarkable process due to the changing nature of organization, its structure, globalization and technological advance. In many Organizations including TANESCO, Training Programmes are well designed with specified objectives, to effect change in individuals' knowledge, understanding, behaviour, and skills - and in values and beliefs. The need for employees training in TANESCO is accelerated by the gap that develops as a result of global technological changes that take place worldwide which affect day to day Company operations. A lot of efforts have been exerted by other researchers who provided various findings.

Despite the hard work done on the problem, the researcher seeks to investigate what is missing in the provided knowledge especially with the current drastic changes in technology, economy and even organization activities; it is obvious more factors have emerged. Despite the efforts done by Human Resource department and the Company in general, to date the Company is facing shortage of training manpower and basically predict to the failure of staff training programmes adequate and well training manpower.

All the above gaps in the previous studies and the ineffectiveness of staff training programmes in Tanzania raised the strong need to conduct the research study in quest of more factors affecting effective staff training programmes to the public organizations in Tanzania. Therefore, the aim of this study is to investigate the factors affecting the effective staff training programmes in public organizations in Tanzania with the case of TANESCO Arusha.

2.0 LITERATURE REVIEW
2.1 Theoretical literature review
2.1.1 Operant Conditioning Theory

Operant conditioning, sometimes called instrumental learning, was first extensively studied by Edward L. Thorndike (1874–1949), who observed the behavior of cats trying to escape from home-made puzzle boxes. A cat could escape from the box by a simple response such as pulling a cord or pushing a pole, but when first constrained, the cats took a long time to get out. With repeated trials ineffective responses occurred less frequently and successful responses occurred more frequently, so the cats escaped more and more quickly. The theory came from operant conditioning which is the known systematic programmes of reward and punishment to influence certain behaviors or bring about desired behaviors to the target people (Ahmed et al 2012). In the organization training can be practiced under the operant conditioning theory when the organization aims at ensuring their employees have certain behaviors which will reinforce organization performance and achieve targeted goals. Based on this theory, when the employees were promoted by training programmes, it helped them to perform better as they regard it

as the rewards.

2.1.2 Cognitive Learning Theory

The theory focuses on the development or improvement of the observable mental knowledge (Ormord1999). The theory based on the learning result from inference expectation and making connections instead of acquiring habits thus lead the learners to acquire plans and strategies without ignoring the importance of prior knowledge that the individual possesses (Ahmed et al 2012). The theory believes that changes in behavior cannot describe the learning but the observable change that is caused by change in mental state such as behavior and cognition through the learning process that retrieves the existing knowledge and presentation of the new information (ibid). Most of the organizations provide training with no intention of changing behavior of the individual but they aim at the individual to have the observable change in terms of performance which will bring about positive impact to the organization and influence development.

2.1.3 Constructivism Learning Theory

Plato and Descartes are two of the first philosophers to dive deeply into the theory of cognitive behavior and knowledge. Their ideas about knowledge and behavior spurred further thoughts on cognition. Researchers and psychologists like Wilhelm Wundt, William James, John Dewey, John Watson, and many others all researched and explored how the mind and thought works. The theory believes that the improvement of knowledge and skill of the individual have different methods and ways to practice without involving any one ideal solution (Arostegui et al 2015). The theory also demonstrates that the need of training is accompanied with understanding its function in the organization environment and the suitable method to be applied (ibid). This will enable training practices to focus on specific training requirements which will enable the organization to pinpoint the gaps and deficiency in performance in a specific skilled area (Arostegui et al 2015) since training targets at providing solutions of performance deficiency in the organization (Randhawa 2007). Therefore, it is important for an organization to understand the environment of the training requirements in order to decide the proper method which will ensure the achievement of the target goal of the training practices.

2.2 Empirical Literature Review

This part of the chapter reviews some of the studies that have been done which are related to this study to see what they revealed on training programmes practices and gaps to be filled by the current researcher. Mwajombe (2017) in his study at the Tanzania Post Bank disclosed that unclear trainee's selection criteria, lack of autonomous training unit, inadequate budget allocation and poor top management support are among the many factors that hindered the effectiveness of staff training. A study by Nkini, (2018) on assessment of staff training and development in Evangelical Lutheran Church in Tanzania, Northern diocese that involved 68 respondents revealed that the Diocese lacked an HR department and had not enough funds for training. Lack of Training Need Assessment resulted to poor selection of trainers and all these problems also resulted.

Another study by Kihongo, (2011) at the Temeke Municipal and Kisarawe District Council where data was collected from 47 respondents uncovered that training was not effective because the local government did not allocate sufficient funds for training and training policies were not clearly formulated. Worse still, malpractices due to lack of proper Training Needs Assessment and shaky

management contributed to ineffectiveness of training programmes. Training is not a responsibility for the Human Resource Department but a responsibility of all departmental heads and supervisors.

According to a research by Mndeme, (2011) atTanesco, Dar es Salaam and Coastal Zone which involved 274 respondents reviewed that although training budgets were allocated, they did not support the training programmes but were re-routed to other company functions. He also discovered a lack of proper training needs assessment procedures resulted in unfair selection of trainees. Mjenga (2012) in his study at the University of Dar es salaam reviewed that training ineffectiveness was due to poor recruitment systems, lack of training need assessment and lack of top management support. Utilization of the training policy and proper human resource planning were required as guidelines for the institutions' decision making especially on critical areas where training and planned recruitment were to be priority. Further study by Seleman, (2019) disclosed that one of the factors that restricted the effectiveness of training programmes at Mzumbe University was shortage of funds. Kilugwe (2017) in her study at Morogoro municipal council revealed that age limits, low education level and inadequate budgets are some of the factors that hindered implementation of training programmes. A study by Ishenda (2014) in her study on implementation of training programmes in the private sector, a case of Tanzania Tobacco Processors, revealed lack of training policy awareness among employees was one of the major factors hindering proper implementation of training programmes. Dominic et.al, (2010) conducted a study on the effectiveness of training and development in public service management in Dar es Salaam.

A study by Kidunda et al., (2019) at National Social Security Fund (NSSF) discovered that the problem of training at the Fund was lack of clear training programmes. As a result, training was being done randomly. He argued that there were many misconceptions from staff on their individual perception and objectives of training. They pointed out that overseas training had been preferred by employees as a way of earning money. More reasons were given that staff preferred to go for training so that they would get promotion upon completion of such studies. Rewards such as promotion and better pay by 36 management following trainees' impressive performance in academics have also been put forward as a reason for employees' desire.

Another study by Nyamwocha (2016) discovered that training at the National Bank of Commerce was not based on the training needs assessment or skills needed by the bank. It was due to what amount of money was being allocated by the bank, trainability of staff and underutilization of such trained staff and the result of which were complaints from the staff, resignation and absconding from the services of the bank. The study compared the real and ideal training and development function, trainee's attitude towards management of the function and problems facing its implementation. The study uncovered that although there were well designed training programmes, they lacked implementation. In addition, training funds were not adequate and the little that was set aside was poorly allocated. Trainee's selection was also not clear. The study focused only on effectiveness of management training leaving out the unionized staff and did not focus on the factors limiting effectiveness of staff training and development in the organization as a whole. The above researchers recommend for the Organizations to ensure training needs analysis is continuously done and employees involvement in the process; ensure more funds are allocated for training and where possible funds are solicited from other sources to finance training programmes and make sure there is after training evaluation to establish levels of achievements from the conducted training. Going through the various training programmes models, the researcher

recommends the blending learning model Garvey (2011). Research from institutions such as Stanford University and the University of Tennessee have given valuable insight into some of the mechanisms by which blended learning is better than both traditional methods and individual forms of e-learning technology alone. This research gives us confidence that blending not only offers us the ability to be more efficient in delivering learning, but more effective.

2.3 Conceptual Framework

Figure 2.3: Conceptual Framework

Dependent Variable   **Independent Variable**
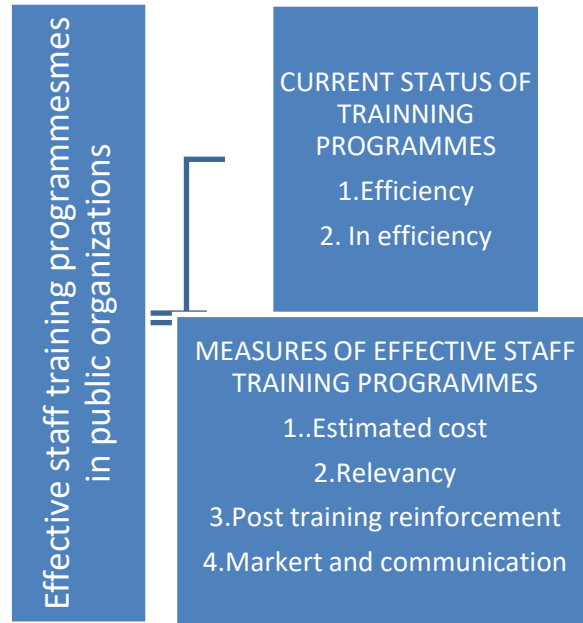
METHODOLOGY

The study was conducted at TANESCO in Arusha District. This study used case study design because it allowed researcher to have deep analysis of the selected area and be able to collect massive data collection. According to Msabila and Nalaila (2013).Then the study applied a qualitative approach since the study aimed at making an understanding on a certain course of social phenomenon. The study involved 50 respondents who directed key players of staff .

Data collection methods that were used during the study include, documentary guide, interviews and Focus group discussion ,Secondary data was collected from journals, documents and reports from TANESCO reports. The study further used circulars, records and reports available in the offices concerned.

Before analysis, data was screened to check for data errors and they cleaned. The process involved checking the errors, checking the errors in the data files and correcting errors in the data file using statistical techniques. A researcher used Narative Tool for analysis according to the objective requirements. Qualitative data coding was used to provide the general picture of the data in which a researcher helped to generate the main information. Researcher apply this too due to its convenient in comparing maximum information as possible so as to come out with maximum information.

4.0 FINDINGS
4.1 The current status of staff training programmes at TANESCO
The first researcher objectives focused on status of staff training programming at TANESCO
The researcher wanted to know how workers and employees were participating in training programmes. The findings indicate that, majority of TANESCO employees and workers did not agreed that they have attended staff training programs.

''...Majority of TANESCO employees and workers did not agreed that they have participated in training programmes at different periods and for different courses. From the sample, 80% of respondents did not accepted that they participated in training programmes while minority of the respondents 20% agree with the given question by saying that they have participated in training programmes...'' (TANESCO employees)

From TANESCO source it shows for the last five years t the number of the employees who have attended different staff training has been low as it shown below.

Year	Staff attend training
2016	11
2017	8
2018	5
2019	8
2020	13

Source: Researcher Findings

This finding relates with Hamis, (2000) found that the training at the Ministry was not effective because the Government did not allocate sufficient funds for the training purpose. Moreover the training programmes were not implemented and worse still there was no training evaluation conducted to measure training acquired and actual translation of such training into actual work performance. However, the training function has been affected by several factors some being that, the concept has not been understood in organizations.

The researcher wanted to know how workers and employees were participating in training programmes. The question was as follows, have you ever participating in training programmes in your organization? The findings indicate that, minority of TANESCO employees and workers agreed.

''...Minority of TANESCO employees and workers agreed that they have participated in training programmes at different periods and for different courses. For example, 80% of respondents did not accepted that they participated in training programmes while minority of the respondents 20% did agree with the given question by saying that they had participated in training programmes...''

Not only that but also the study wanted to know the criteria that were being used when selecting employees or workers to participate in training programmes. The question asked was, what criteria are being used in selecting employees to participate in training and development programs,The result indicator that there are some criteria to be included in the training such as Age,Sex and the demand of the organization in that time.
One of the respondents said that,

''...TANESCO organization uses the criteria which base on the need of the organization. Meaning that when the period of training arrives the organization looks on its mission and vision and considers the needs of the organization by that time and proposes the names of the staff members who are supposed to participate in training depending on the allocated budget...''

The study findings is similar to the study that was conducted by Salum, (2000) at Tanzania Posts Corporation (TPC) who identified the criteria used in selecting staff for training to be;- Introduction of new product or service, Introduction of new facilities or technology, Gap between performances of employees against required output, Enhancement of manpower skills according to manpower planning, Employee's individual initiative and lastly Self-sponsorship. According to the study, 88% of employees underwent training as a result of their respective heads of departments recommendations. Nevertheless, the training at the TPC was discovered not to be transparent enough such that some staff complained and wondered which criteria were applicable in selecting staff for training. The researcher discovered that TPC had no official assessment mechanism specified to measure training success as well as performance degree on the activities of the corporation.

Moreover, another question to the respondent was, *to what extent have you been conducting training programmes in your Department or at TANESCO organization?* The findings indicated different responses from the respondents.

One of the respondents said that,

".... we took short course training and long course training which almost differ in periods of training for example some department depending on what employee was going to learn, took 6 months, 2 years and others took three years. So, the duration employees took when conducting training differs depending on what employees were studying...."

The study revealed different responses on possible reasons for non – existence of training programmes. The respondents were asked this question, explain the possible reasons for non – *existence of training programmes?* The findings indicate that

"...The main reasons for no – existence of training is due shortage of fund, needs of the organizations and age limit. These reasons makes most employees not participate in training programmes because the organization send employees in training for the benefit of the organization for example a 50 years employee if you send to training does not have any impact or benefit to the organization even through the organizations needs that person to attain training..."

The study also looked for the contribution of training programmes to employee performance. The respondents were asked this question, explains how training programmes contribute to employee performance*?*

"...The respondents said that the main contribution of training programmes to employees included increase work performance in working place, reduction of employee turnover, increase production, improvement in marketing, lead to increase of customer, also it helps them to solve problems diplomatically..."

However, through interview the study revealed that,

"...Training and Development help to reduce Employee Turnover. Considering the costly prospect of employee turnover, companies are seeking ways to keep employees on board. Training and development are important to reducing employee turnover..."

Finally, respondents were asked the following question, *where do your trainers come from? Are they from within your organization or outside your organization?* The findings revealed that,

"... most of trainers come from outside and not from our organization. The main aim was transforming new knowledge from them to us for more changes in work place..."

The reviewed documentary written by Singh, (2014) on the Building Effective Blended Learning Programme. The document shows that organization has to develop a culture of training employees depending on the needs and development of science and technology that drives organization to make changes in terms of satisfying customers. The document identified that, training is an intervention that is to be conducted when there is need to improve performance, effective use of human resources, employee capacity building, equipping and providing new employees with skills, knowledge, values and attitudes to function effectively in the organization, and when the organization desires to induce and orient them to the environment of the organization. Again, training is done when there are indicators for training needs as indicated and evidenced by the production records, number of accidents, mistakes, expansion of operation, new technology, labor or employees turnover, cases of promotion or advancements and transfers or secondments.

4.2 The factors affecting effective staff training programmes at TANESCO
The respondents were asked the following question, *what factors do TANESCO use in determining the choice of training method?* The responses were as follows:
Annual Training Budget; section covers issues concerning the TANESCO training programmes where question is whether the company training programmes are supported by corresponding budget. Findings indicate that,

"...shortage of sufficient fund allocated by the company for the purpose of training to its employees a setback towards achieving the fore mentioned Company strategies was due to the fact that every applicants were many compared to the available budget forced the company to train employees according to their personal requirements and not job gaps has led to a situation where an Engineer or Accountant train for Laws degree or information technology of which after completion they become redundant which force them to find employment in other Organizations with higher compensation..."

Motivation to Training; also, this is another factor do TANESCO use in determining the choice of training method for various years when selecting employees to participate in training. The result from interviewed respondents revealed that,

"...lack of motivation on the part of managers for supporting employees, training, and a lack of motivation for training or a sense of responsibility for their own development among employees limited involvement of managers and employees in training issues are linked to their lack of motivation for training hence this affect the employees not to participate in training program..."

Official responsibility; the respondents revealed that,

"...some employees were overburdened with official responsibilities. 12% out of 52 respondents gave this reason as among the factors affecting employees to participate in training programmes and was supported by the head of Human Resources Department who said that about five employees (three from Planning Department and two from Accounts Department) were not given permission in 2016 to attend training in institutions irrespective of the fact that they were ready to pay for their fees. The reason behind this loss of training opportunity was that there were many official responsibilities under them due to shortage of man power in those departments..."

Clarity; Lack of clarity concerning both the changing role of Human Resource Development Professionals, and new approaches to working. The interviewed respondents said that,

"...It includes lack of understanding regarding Human Resource Development goals, tasks, responsibilities and objectives and even distance between managers and the Human Resource Development function, also lack of practical information regarding the need for training, training progresses and training opportunities..."

A Learning Culture; Absence of a learning culture is an inhibiting factor to training. It is difficult to develop a learning culture. The result through the interviewed respondents show that,

"...It is very difficult to motivate employees to share knowledge or engage in learning process if they are not used to this or perhaps even reluctant to do so. However, if an organization such as TANESCO has a culture open to learning, this makes easier to change Human Resource and Development practices, such as developing responsibility to managers and employees, and creating opportunities for learning within work activities..."

This finding relates with Sambrook, (2002) who noted that lack of time to attend training on the part of employees were due to work pressures; cancellation/postponement of training opportunities on the part of management to ensure that the work load was completed and those were inhibiting factors.

Resources; Financial resources, human resources and time are factors considered here. The interviewed respondent said that,

"...Lack of time to attend training on the part of employees due to work pressure; cancellation/ postponement of training opportunities on the part of management to ensure the work load is completed; and lack of time to develop new human resource development initiatives are inhibiting factors. Lack of money in the form of investment in the human resource development function and departmental budgets also inhibit training. On the other hand, sufficient human resource development resources such as time, financial and human resources play a big role in supporting/ encouraging training to employees..."

This finding concurs with a study conducted by Seleman, (2009) revealed that one of the factors limiting implementation of training program was shortage of funds. He mentioned other factors such as lack of clear communication, clear training systems, procedures or policy and a widely shared understanding of the importance of training and personal development. When all these issues are clear, they tend to support training in the organization.

The study focused on the challenges facing employees when conducting training programmes. The question was as follows, *what challenges do you face when conducting staff training programmes in your organization?* The findings indicated that, different challenges were age limitation, lower educational background and limited budget.

The respondent also said that,

"...lack of engagement, meaning that, engagement is important on three levels: cognitive, emotional, and behaviuor because without all three in place, poor knowledge retention, passive learning, and a lack of commitment contribute to challenges in training and development. What's more, behaviuor change is impossible without learning engagement and, when training feels irrelevant or unnecessary, most learners mentally and emotionally "checks out" and resist engaging in training..."

Furthermore, the study concentrated on knowing the contribution of employee's trainee programmes to organization. The following question was asked, *what are the contributions of employee's trainee*

programmes that you have been conducting in your organization? The respondent said that, *Staff Training is designed by organizations in order to accomplish needed change.*

The interviewed respondents mentioned the following contributions: Improved and updated technology; any organization need improvement in every section within the organization for the betterment of company. Through interviewed the respondent said that,

".... With the ever-increasing change in technology across all industries, exposing employees to new techniques in advanced technology will help to increase efficiency and productivity in the organization..."

Improved customer valuation; the interviewed respondent said that,

"...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…"

Increased productivity and performance; training of employees in any company lead to some changes especially in production and work performance. This is evidenced by the interviewed respondent who said that,

"...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..."

According to Torrington and Chapman (2008) training and development may be due to introduction of new approaches to managing people or it may simply involve upgrading the skill levels that are required to operate a machine. Thus, training and development are a benchmark for any planned change that is introduced in an organization.

Furthermore, the researcher wanted to know how respondents rate their performance after training programmes that they had attended. The respondents were asked the following questions, *how do you rate your performance after training programmes that you attended?* The study findings revealed that,

"...employees or workers acquired great changes after attending the required training programmes which makes them improves their career qualification and also improves working performance as they become more advanced compared to before they have not attended training…"

Moreover, the study indicated that, employees after attending training programmes led great changes within the organization like improvement in working relationship, improvement in production, reduction of employee's turnover, improvement in communication system within the organization and reduction of complains of customers due to poor services delivery.

Furthermore, after attending training organizational sales and customers increased due to several changes brought by employees or workers who attended training for the aim of attaining organization mission and vision.

Moreover, the study wanted to know challenges employee face when conducting staff training programmes in your organization. The respondents were asked the following question. what challenges do you face when conducting staff training programmes in your organization?

The respondent said that,

"...Training has become a key issue for public organizations particularly TANESCO, an issue which continues to gain centre stage, being as relevant for the public sector as for the private. Public sectors indicate the degree of importance they give to the provision of human resources training and

development however there are the challenges which limit the implementation of training programmes..."

Lack of Enough Budgets on Training; However due to economic and budgetary constraints the sponsored trainings were inadequate. Large number of the employees have been missing the programmes. Besides, the Tanzanian government initiated programmes which did not address themselves concretely to a specific training need of public enterprises (United Republic of Tanzania, 2014). This indicates that there is no comprehensive policy to guide and design appropriate training programmes.

Furthermore, the findings from interviewed respondents revealed that,

"...everyone needs training but a very few employees undergo training, according to the management the reason is lack of enough budget..."

Age; The majority of respondents interviewed were of old age between 30 - 50 which constituted (80%) of the total interviewees. Results show that,

"...one among the factors that limit employees to undergo training is age limitation. The respondent with the age above 50 refused to attend training. This suggests that some employees hesitate to undergo training just because of age limit. These employees think that because they are about to retire, it is not important for them to study something which is wrong because training is not just for being employed in the formal sector but also in the informal sector of the economy..."

In this respect it was also revealed that 49% of the respondents with educational level below one degree said that they had no plans to educate themselves because of age limit forgetting that the benefits of training extend beyond active service.

During interview one of the respondents whose age is above 50 years responded that,

"...am now 56 years I can no longer climb the ladder yet they think of taking me for training, they just want to west their money because I believe the organization cannot benefit anything at this age..."

Marital Status; Results shows that the majority of the respondents were married couples, few were still single. These results further imply that, most of the respondents have household responsibilities additional to office responsibilities. On responding to whether they would prefer to attend training, results from interviewed respondents show that,

"...many family responsibilities are among the factors that limit employees to undergo training. About 80% of the respondents interviewed said that employees were not undergoing training because of having many family responsibilities..."

Moreover, the respondents were asked this question are you satisfied with the training programmes you have been attending in your organization? Trainees agreed that they were satisfied with training programmes they attended because they advanced their career professions which help them in improving their working performance.

The respondents said that,

"...they were satisfied with training because it helps them to improve customer valuation 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. It helps them to increase productivity and performance; 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..."

Furthermore, the researcher also review various documentary review for example the document written by Muhoho, (2018) on the Factors influencing effective implementation of training programmes in parastatal organizations in Tanzania, the case of Tanzania electric supply company (TANESCO) limited, Dar es Salaam and coast zone which revealed number of factors that may negatively affect effective implementation of training programs in parastatal organizations; these factors are two main categories: Firstly, Organization factors such as lack of training needs analysis, lack of sensitization of employees on existence of training program, shortage of training budget, lack of training programs evaluation; such as age characteristics, marital status, family responsibilities and low level of education. The study recommends enhancement of training programs through the following; Develop uniform Training Needs Analysis (TNA) framework to improve efficiency of training function; improve clarity in program scope and objectives; Conduct evaluation after every training session and provide timely feedback to trainees; Increasing adequate budget allocation; g training program and let every individual effectively participate in determining type of training they need.

Also the study findings relate with documentary review on major challenges of effective management of training programmes in public sector: A Case of TANESCO, Mwanza Branch, TANZANIA by Augustino, (2019). The document revealed that, most of an organization which fails to understand the training need before implementation it become the major challenge in the process of managing that training program. The document also showed that, reveals that, shortage of professional trainer in the organization leads to the challenge in effective management of training in the organization since professional trainer are well skilled, knowledgeable in conducting and managing training program due to their competence in performing HRD function in the organization. The document concludes that, concludes that, inadequate training need identification, shortage of professional trainer insufficient budget for the training program are the major challenges which tend affect the effective management of the training program. The study also recommends that organization should identify the need of training and what type training is needed in order to ensure the positive outcome of the training practices.

4.3 How to address the factors affecting effective staff training programmes at TANESCO
The study looked into measures to be taken in order to address the factors affecting effective staff training programmes at TANESCO. The study questioned the respondents that, what should be done to improve effectiveness of staff training programmes in your Organization? However, the training function has been affected by several factors some being that, the concept has not been understood in organizations.
Therefore the study pointed out different measures or strategies to be taken by TANESCO to address the problem such as increase of sponsorships, announcement of training vacancies, consultation and advice to individual employees and in meetings, giving permission for training purposes as well as promotion to trained employees are some of the strategies used by the Company to encourage employees to undergo training.
   (a) Giving Permission for Training Purposes; results showed that another measure taken by TANESCO was giving permission to employees so that they could undergo training, this was a deliberate measure to encourage them apply and uplift their educational level and where the training was not budgeted the employee was given education loan.
The respondents said that,

"...The permission was only withheld when there were specific reasons to do so. Here also, even those who were having self-sponsorships were considered and given priority. The reason given here was that management knew sponsorships were limited and there was no need of delaying permissions without reasonable cause..."

(b) Promotion after completion of Studies; this help and encourage employees that to attend training is important after the organization promoted employees who attended training to higher position within work place. Through interview the study revealed that,

"...promotion after completion of studies is one of the measures used by the company to those who complete training and passed their prescribed courses to higher position within work place. In one way or another this encouraged some other employees to undergo training and also those who had already joined institutions to studied hard/ doubled their efforts..."

(c) Enough Budgets on Training; the increase of budget allows many employees to have a chance to attend training programmes. TANESCO training programmes are supported by corresponding budget. The interviewed respondents show that,

"...sufficient fund allocated by the company for the purpose of training to its employees was a main indicator that many workers got a chance to attain training programmes. This was due to the fact that every time applicants were many compared to the available budget..."

(d) Consultation and advice to individual employees in meetings; results also showed that there was a strategy of consultation. Some employees were consulted either individually or in Department or general meetings so that they could think and decide on the issues of their training. The interviewed respondents said that,

"...some employees were reluctant to undergo training because of their unsatisfactory educational level. Because of the ongoing changes in the public service scheme whereby all employees were required to have at least "o" level education there was a need to consult and advise them so that they could feel that need for their own benefits and for the improvement of work efficiency..."

The study finding are similar with Kihongo (2011) who did a study on the factors inhibiting effective staff training at the councils of Temeke Municipality and Kisarawe District in Tanzania he identified that lack of proper training policies and programmes, lack of or inadequate training fund allocation, lack of top management commitment towards staff training, coupled with malpractices such as favoritism and staff training fragmentation as the main factors inhibiting effective staff training in the study area.

However, the documentary review on the benefit of employees training and development: a case of TANESCO written by Tungaraza, (2014) relate with the study findings as the document revealed that, that there is a small weakness in terms of employee's perception on the needs and the benefits of the trainings. In order to solve this problem the research recommended, among other things: Establish criteria or guidelines to evaluate or assess training effectiveness; increase communication between management and employees and provide education on the importance of staff trainings.

Mohamed (2013) written a document on the factors affecting the effective implementation of training program to the public institution and the document showed that there is no agreement on training need and priorities, lack of commitment and shortage of fund are factor that limiting the sustainability of the program in the organization and provide poor result. From the reviewed documents it is true that TANESCO need more effective policy which strictly guide selection of trainers during participation in training programmes for the better services provision.

5.0 DISCUSSION OF FINDINGS

5.1 The current status of Staff training programmes
The study under this objective revealed that the current status of Staff training programmes at TANESCO was good because currently TANESCO has different departments which send different staff for the aim of increasing their knowledge so as to increase work efficiency. There are different departments working under TANESCO such as Recruitment department (HR department) which perform the duty of recruiting new workers for more efficiency and delivery of services. The s**ales and Marketing department performs** function to overseas the operations under the Marketing, Call Centre & Customer Service and Large Power Users section. So currently workers or employees are participating in training programmes for the better success of the organization.

5.2 The factors affecting effective staff training programmes
The study revealed different factors affecting effective staff training programmes at TANESCO these include Annual Training Budget, motivation to Training, official responsibility, clarity, a Learning Culture, resources, Training Needs Assessments and Selection Procedures,
The study shows the contribution of employee's trainee programmes to organization such as improved and updated technology, improved customer valuation, increased productivity and performance.
TANESCO considers the needs of the organization when determining employees or staff to select for training programmes, besides TANESCO considers budget as one of the important factors for selecting employees for attaining training programmes and motivational factor as one of the criteria for selecting employees who were supposed to attend training within the organization which influence other workers perform better within their area or field so as to attend or be selected by the organization for training programmes.

5.3 Measures towards factors affecting effective staff training programmes
The study indicated different measures on the factors affecting staff training programmes at TANESCO such as giving Permission for Training Purposes, promotion after Completion of Studies; enough Budgets on Training, consultation and advice to individual employees and in meetings.

5.4 Conclusions
The contribution of this study towards the knowledge gap is that the study revealed that majority of the respondents were aware about the current status of TANESSCO and factors affecting effective staff training programmes. Similarly, the factors such as Annual Training Budget, motivation to Training, official responsibility, clarity, a Learning Culture, resources, Training Needs Assessments and Selection Procedures were the main hindrances towards effective staff training programmes at TANESCO. Therefore, it requires much effort to improve staff training programmes which will inturn to have effective staff training program.Even though the TUCTA has been infulcing different government institution to take their emplyes into training However, the effective staff training still faces challenges.

5.5 Recommendations for Actions
Basing on the research findings it is recommended that:
TANESCO should also seek for employee's willingness to participate in training courses. Some employees are not ready to attend training courses especially off- the-job trainings knowing that their position might be jeopardized others are not happy leaving behind their families. So, it is important to

have the attention of these employees to participate in training courses for the added advantage of staff and the organization at large.

Management should ensure that a well-planned and implementable training programmes is in place and the training is done and implemented effectively. Not only that but also the management should make sure that training programmes are exposed to all employees.There should be a clear policy for selecting staff for Training which is known to all employees and make them part and parcel of the programmes. In so doing the employees will understand the importance of developing, their skills and knowledge in order to cope with the environment and not just thinking of financial benefits. The Management must consider all employees to have equal chances and rights for training.There should be a proper reinforcement of training programmes to avoid complaints from the employees. The management should ensure that there are clear set training objectives. The employees who are supposed to go for training are earmarked in the training programmes and the management should consider deficit in skills of a certain area in the organization or an individual's thus staying away from practices of favoritisms and corruption.The management should as well develop and inculcate learning organization culture to its employees so as to have a well-trained work force.Moreover, the management should maintain all training activities by making sure it plays its position by providing a full support when comes to the point of training of its employees. The management should therefore be involved in the so-called cost-sharing and doing could reduce a burden to itself as an organization and to the individual employees as a result the organization can maintain its potential personnel.There should be a policy on training issues which should be aligned with the general objectives of the organization. The training policy of the organization will then be as a benchmark of all trainings and therefore will help also in the evaluation of the training programmes to test its effectiveness.Management should seek funds from donors so as to make their training programmes effective. By being financially fit, then TANESCO can avoid obstacles like lack of facilities like furniture, computers, insufficient office consumables, shortage of vehicles, and shortage of power which affect the whole process of training.

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