

THE INFLUENCE OF TRAINING ON THE PERFORMANCE OF EMPLOYEES IN ARUSHA TANZANIA,

A case of Vodacom group PLC (ARUSHA BRANCH) 2022

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MBA-HRM/0001/2021

A Research Report submitted in partial fulfillment of the requirement for the Degree of Master of Business Administration in Human Resource Management of the Institute of Accountancy Arusha.

August 2022

DECLARATION

I **Rahel Muhono J**, declare that this Dissertation is my original work and that has not been presented and will not be presented to any other University of similar or other degree awards.

SIGNATURE

DATE

CERTIFICATION

I, the undersigned certify that I have read and hereby recommended for acceptance by the Institute of Accountancy the research proposal entitled **the influence training on the performance of employees in Tanzania**, in fulfillment of the requirement for the degree of Masters of Business Administration in Human Resources Management offered by the Institute of Accountancy Arusha.

Signature.....

PROF EDISON WAZOEL LUBUA

(Supervisor)

Date:

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ABSTRACT

This study focused on the influence of trainings on the performance of employees a case study of Vodacom group PLC Arusha, a total sample of 30 respondents were involved in this study using quantitative and qualitative approaches as approaches. Also interview and questionnaires were used in data collection. From the above discussion, it can be deduced that training had an impact on the work morale of the employees. The study concluded that, Job satisfaction have an impact of training on the work morale of the employees. Opportunity for personal growth, Promotion and Recognition as the major impacts of training on the work morale of the employee's morale of the employees. In the second objective, the study concluded that training had an impact on the productivity of employees, it is known well that factors such as training influence the workforce productivity, employee's productivity is highly affected by training in a positive, causal, and high degree of association. In the last objective, the study concluded that training programs had an impact on employee's performance, training enhances abilities, skills and knowledge that are needed to perform a particular job. Vodacom group PLC Arusha has well developed staffs training polices, a researcher recommends that having a policy is one thing, but the challenges is how to implement it, so it is recommended that the Vodacom group PLC Arusha should implement its training policies effectively, Vodacom group PLC Arusha should perceive training of employees as a continuous practice due to the rapid change of technology. Moreover, Vodacom group PLC Arusha should adopt flexible structures to enable the employees within the organizations to be innovative as well as flexible in order to align with technological changes resulting for call of training, top management in the Vodacom group PLC Arusha should prioritize training and development of workforces, which adds value and not a cost for increasing the productivity of the organization, Vodacom group PLC Arusha should continue to invest in workers training and development for the effective and efficient performance of the organizations. Findings showed that organization resources had a moderate correlation

with training and development. Therefore, organizations should allocate a sufficient budget to fund training for the improvement of skills employees, which improves the performance of the organization

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LIST OF ABBREVIATIONS.

HRM	Human Resource Management
ICT	Information Communication Technology
SPSS	Statistical Package for Social Sciences

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter consists of the following sub-sections namely; background of the study, problem statement, research objectives, significance, scope of the study, limitation of the study and organization of the proposal.

1.2 Background to the Study

Most scholars over the world agree that the employee performance depends on various factors. But the most important factor of employee performance is training. (Abok, v and G nyamasege, 1998-2017). Nowadays training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. Training is important to enhance the capabilities of employees. The employees who have been on the job training have better performance because there is an increase in both skills and competencies because of on-the-job training leads to more experience. The rapid global and technological development leads organizations in both developing and developed countries to face new changes and challenges (Salahuddin et al. 2019). the advancement in technology influences the demand of advanced capabilities and competencies to do specific tasks, thus all organizations throughout the world are embracing training and development as one of the strategies to cope with the changes, for instance in North America most of organizations in USA train the employees, and the trainings have improved the performance of their employees, in view of the fact that majority of employees are capable of employing current technologies and their efficiencies increased (Akpaniteaku 2019).

However, in Pakistani there is strong relation between training and development of employees on their performance and productivity. In Africa, the training and development has been changing performance of employees and organizations, as new skills and knowledge to cope with changes in technology are being acquired by the employees.

Training policy must be implemented well in order to avoid negative effects to the organization like unproductivity, reduction of work morale, income loss, accident, failure of an organization, increase in labor turnover, lack of competent and suitable employees as a result to the efficiency of the organization may deteriorate (Phillips 2015). Trained employees are needed to improve employee capabilities and organizational because they help organizations survive. Trained employees are more productive, effective, accommodate technological change, and acquire new knowledge and skills of the task assigned. Organizations are needed to ensure clean policy and procedures for training. Many organizations in Tanzania and other parts of the world tend to avoid training due to real direct cost, lack of resources to conduct particular training, losing a lot of time while training is being conducted (Kessler et al.2019). Organizations are biased when it comes to investments on employee's development rather than in equipment or machinery, but investing on people is not the same as investing in machinery. When organization invest in new computers or machinery, they may depreciate over the years, unlike when an investment in training is done. According to Tanzania ICT Sector Performance Review 2019/2020 (Materu-Behitsa and Diyamett 2010). the need for ICT expertise in the telecom sector is not matched with a human resource development plan to build the expert capacity for its maintenance and further development. They should invest more in encouraging the development of IT and telecoms expertise in Tanzania. The major telephone companies (TTCL, Zantel, Halotel, Vodacom, Airtel, Tigo) directly employ more than 5,000 people. Many more are employed in communication-related services like reselling airtime, servicing and repair of mobile phones, maintenance of base stations, etc.

Despite Vodacom being the leading mobile network operator in Tanzania slow growth rate has been experienced as it is indicated in 2018 and 2021 Vodacom annual report, the total number of mobile subscriptions were 12.8m and 14.9m respectively. Furthermore, TCRA quarter 2 report of 2018 indicates that there is a 14.1m out of 43.6m voice telecom subscriptions which is equivalent to 32% while in the year 2021 Vodacom had 15.9m out of 54.1m which is equivalent to 29.4% (TCRA quarter 2 2021/ 2022 and TCRA quarter 2 2018/2019). Also, in the year 2018 About 9.0M mobile money subscription out of 23.3M which is equal to 39% while in 2021 they were about 13.9M mobile money subscription out of 35.2M subscription which is equivalent to 40%

However, the performance of employees is still undesirable despite of all these training policies and funds set by the companies. According to Ngirwa et al. poor performance of many organizations in Tanzania is due to inadequate training of employees and other members of the organization. Training employees in their work place or their jobs is the most neglected function in many organizations in Tanzania. Therefore, the intention of this study is to answer questions like, how organizational resources influence training in improving organization performance. To what extent organizational training policy affects training in an organization? And to what extent organization structure influence training in an organization?(Said 2020). and others.

For organizations to improve their performances and adjust to the rapid changes of technology they are to train their employees (Stanifer et al. 2016). Aligning with how well the employers and employees are well exposed with internal and external forces through training, factor in organization structure, policy, resources, and advanced technology. From skills perspective, training is the major attribute towards individuals' performance.

However, most of these studies in Tanzania relies on examining the impact of training on employee's satisfaction and the impact of training on organization performance. However very few studies conducted in Tanzania assesses on the influence of trainings on the performance of employees in the telecommunication

company. This reveals a gap in literatures thus there is a need to assess the influence of trainings on the performance of employees.

1.2 Statement of the problem

Organizations face competition everyday due to globalization, technological changes, political and economic environments (Khan 2017). However, some companies are still operating below the performance, which raises a question as to whether employees are well informed and equipped with modern skills and knowledge in their day in day out activities in order to run the business (Jehanzeb and Bashir 2013).

Despite Vodacom being the leading Mobile Network Operator in Tanzania, Slow growth rate has been experienced as it is indicated in 2018 and 2021 Vodacom annual reports. It has been experienced that there has been a drop of about 3% for voice telecommunication subscription and in the same years, there seems to have been stagnation of growth in Mobile money users with the growth of only 1%. Vodacom being a commercial organization, to generate high interest and even for the satisfaction of customer. a rapid and fast growth compared to what has been experienced in the year 2018 to 2021 is crucial. To meet these interests an organisation needs a well-motivated, well equipped and employees with high morale. For an organisation to acquire such employees there are different strategies that can be applied. since telecommunication sector is a vital industry that touches almost all other life aspects and it facilitates all other operations in different sectors as we are in science and technology era. This study will focus on assessing the influence of training on performance of employees a case study of Vodacom group PLC Arusha.

According to the Vodacom Tanzania Public Limited Company Annual report that was released on the 31st of March 2021, About TZS 0.7 billion for the year 2021 and TZS 1.0 billion for the year 2020 was invested in employee training and leadership development, including upskilling employees for digital transformation. Vodacom has continued to invest in enhancing the skills of their employees across core specialties such as

customer value management, customer care, data analytics and digital marketing. Twenty-five employees in their consumer business unit undertook brand training during the year. Vodacom has continued to invest in training employees and business partners with 47 employees and 29 business partners attending health and safety awareness training. Moreover, Vodacom group Tanzania over the course of the last five years it has tried to set a high budget for trainings and development of skills whereas the Total of 0.7 billion was spent in the year 2021, 1.0 billion for the year 2020, 0.7billion for the year2019, 0.8billion for the year 2018 and 0.4 billion for the year 2017(Vodacom Tanzania Public Limited Company Annual report 2021). Despite all these allocations of money there still seems to be low employee morale and even low performance in some areas. Moreover, equipping these unique assets with effective training becomes imperative for improving organizational performance; once a training program is completed, worker productivity is expected to increase. The benefits will be to the organization, due to an increase in worker's productivity, and to the workers, as the increase in output should translate into higher wages and opportunities for career advancement (Wei-Tai, 2006). However, private organizations in Tanzania despite devoting fund for training programs in their annual budget every year, they still face poor performance (URT, 2013). Hence, in order to shed light on this problem, the researcher is interested to examine the influence of training on employees' performance.

1.3 Research objectives

1.3.1 General objective,

The main objective of the study is to assess the influence of trainings on the performance of employees a case study of Vodacom group PLC Arusha

1.3.2 Specific objectives,

- i. To determine the impact of training on the work morale of the employees
- ii. To determine the impact of training on the productivity of employees.
- iii. To identify the contribution of training programs on employee's performance.

1.4 Research questions

- i. What are the impacts of training on productivity?
- ii. What are the impacts of training on employees work morale?
- iii. What are the contributions of training programs on employee's performance?

1.5 Significance of the study

This study is important to the following categories of people:

i. Policy Makers

The study is important to policy makers because the study will put them in a position to make policies that will ensure employees perform well in their work places, also policies such as to create good trainings policies in order to enhance employee's performance.

ii. Researcher and Academicians

The completion of this study is expected to help the researcher in the fulfilment to the requirements for Master of Business Administration in Human Resource Management. Also, the study findings will generate greater awareness among academicians on the potential issues related to the influence of training on employee's performance and make possible changes so as to improve training processes.

iii. Future scholars and researchers

The research will therefore serve as a literature review to the existing knowledge about the components/ variables (training and employees performance), therefore serving as a resource for future scholars who might be interested in investigating this very same study variables of training and employee performance.

1.6 Scope of the study

This section describes the scope of the study. It addresses the scope in terms of the geographical area, the population covered, and the scope in the form of the knowledge enclosed. Geographically, the study was conducted in Arusha city council of Arusha region in Tanzania. In particular, the study was conducted at Vodacom Tanzania which is one among the biggest telecommunication company in Tanzania.

Moreover, the study targets the Vodacom officials and workers. The study categorizes Vodacom officials and workers. This is because, they engage one way or another in all matters related to staffs training as well as, promotion, motivation etc. Moreover, the company spends a huge amount of budget in training its staffs as explained in section 1.2.

In general, the knowledge area of interest was the influence of trainings on the performance of employees. This was influenced by the fact that Vodacom group Tanzania over the course of the last five years it has tried to set a high budget for trainings and development of skills whereas the Total of 0.7 billion was spent in the year 2021, 1.0 billion for the year 2020, 0.7billion for the year2019, 0.8billion for the year 2018 and 0.4 billion for the year 2017(Vodacom Tanzania Public Limited Company Annual report 2021). Therefore, the study will concentrate on influence of trainings on the performance of employees.

1.7 Limitations of the study

The researcher is likely to face the following limitations during conducting the research some of these limitations may include;

Funds. Data collection, printing of materials and movement from one place to another needed financial resources but since the researcher has no sponsorship the financial resources are likely not to be enough to accommodate all the activities, to overcome this problem, a researcher will seek funds from different sources like parents in order to align with the budget limitations.

Time, the time allocated for this study is so limited since the study like this need more time to be able to include large sample and wide coverage, to overcome this challenge, a researcher will work hard in accordance with the IAA time framework.

1.8 Organization of the study

This study Organized into five chapters. Chapter one presents the problem which informs the study and its context. This contains the background to the study, statement of the problem, objectives of the study, scope of the study, limitation of the study and significance of the study and organization of the study. Chapter Two explains about literature review which contains definition of concepts, description of the theoretical framework, empirical literature, research gap and conceptual framework. Chapter three describes the research methodology and procedures, the population, sample, research design, instruments for data collection and data analysis. Chapter four presents the main findings of the study and the discussions of the findings of the study. And the chapter five presents a detailed summary of the key findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature relevant to the study. The chapter begins by introducing the concept of Training and performance, Employees Performance, Employee morale, and Employee productivity. Moreover, the chapter provides an overview of theories for employees training and performance. Theories included in the discussion The Human Capital Theory Social learning theory. Other sections of the chapter describe the impact of training on the work morale of the employees, the impact of training on the productivity of employees, and the conceptual framework of the study.

2.2 Definition of Concepts

I. Training and performance

Performance and training, “performance-based training,” or “PBL,” can be defined as a training strategy that assists participants in achieving their targeted performance goals and/or objectives (Adib et al. 2020). Commonly, performance training can also be used in the corporate world and refers to customized training and development that is utilized to build and improve efficient and efficient performance in a particular task or occupation.

II. Employees Performance

According to (Singh et al., 2009) Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success. The job-related activities expected of a worker and how well those activities are

executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis.

III. Employee morale

Is the state of individuals psychological wellbeing based on a sense of confidence, usefulness, and purpose; the attitude of an individual or group of employees resulting in courage, devotion, and discipline. Therefore, morale refers to how employees positively and supportively feel about and for their organization. Morale is a widely used term. It generally refers to esprit de corps, a feeling of enthusiasm, zeal, confidence in individuals or groups that they will be able to cope with the tasks assigned to them. A person's enthusiasm for his job reflects his attitude of mind to work, environment and to his employer, and his willingness to strive for the goals set for him by the organization in which he is employed.

IV. Employee productivity

Productivity is an economic measure of output per unit of input. Inputs include labor and capital, while output is typically measured in revenues and other gross domestic product (GDP) components such as business inventories (Zafar et al., 2017). Productivity measures may be examined collectively (across the whole economy) or viewed industry by industry to examine trends in labor growth, wage levels and technological improvement. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses. Employee productivity, is the measure of output per unit of input economically. It is the log of net sales over total employees. Monitor how much time

you spend on tasks, and prioritize important work. Productivity can be reduced if you allocate time inefficiently.

2.3 Theoretical Literature Review

2.3.1 Social learning theory

This theory was proposed by Albert Bandura in the year 1977 who assumed that learning is a social interaction between individuals. For him learning is a series of information processing steps set in train by social interactions (Collins 2013). Social learning theory, emphasizes on the significance of observing, modelling, and imitating the actions, attitudes, and emotional responses of others. Social learning theory considers how cognitive and environmental factors intermingle to guide human learning and behavior. The three main concepts of social learning include learning by observation, second is that mental state which is quite important in learning and lastly learning doesn't really necessary mean that it will lead to change in behavior. The main concepts in social learning theory are imitation, modeling, and reinforcement.

The key assumptions of social learning theory include Learning is not exactly behavioral, instead, it is a cognitive process that takes place in a social context. Learning can occur by observing a behavior and by observing the outcomes of the behavior (Sabrah 2016). Learning includes observation, extraction of information from those observations, and making decisions regarding the performance of the behavior (known as observational learning or modeling). Learning can occur beyond an observable change in behavior. Also, Reinforcement plays an important role in learning but is not completely responsible for learning. The learner is not a passive receiver of information. And lastly Understanding environment, and behavior all mutually influence each other.

Through training approaches, social learning method has been adopted to organizations. The idea is used to train managers how to deal more efficiently with workplace human relations issues and to anticipate which

employees would replicate their superiors' actions. A number of companies have trained their supervisors to deal more effectively with various interpersonal job problems such as motivating the poor performer, overcoming resistance to change, handling a discrimination complaint (Edralin 2014).

2.3.2 The Human Capital Theory

In the 1960s, economists Gary Becker and Theodore Schultz pointed out that education and training were investments that could add to productivity (Becker 1975). As the world accumulated more and more physical capital, the opportunity cost of going to school declined. Education became an increasingly important component of the workforce. The term was also adopted by corporate finance and became part of intellectual capital, and more broadly as human capital. Key basic assumptions of human capital theory are Individualism, Rationality, Private property rights and Market economy “human capital theory” stated that a different level of education and training contribute to a different level of wages and salaries, the more knowledge, skill and ability, the more likely to get a better job (Dabale 2018).

However according to Cole (2015) the human capital theory has had changes on how things are perceived from traditional view to present view for example Employee were viewed as a cost of production that need to be controlled and closely monitored, but in present days' employees are viewed as competitive advantage to the organization that can be developed in their own specific way. Whereas in traditional view Human capital is perceived as a costly capital that needs to be minimized, while the present view them as a source of value creation to the organization. In traditional they viewed the HR function as supporting department, while in the present it is considered as a part of strategic partner of the organization that work on executive level etc.

Human capital and Intellectual are regarded as continuous productivity sources. Companies strive to create various sources in the hopes of improving creativity. Every now and then challenges faced by a company need more than simply new equipment or more funds (money). According to Chesbrough and Brunswicker (2013) a more educated, better-trained person is capable of supplying a larger amount of useful

productive effort than one with less education and training,” human capital theory indicates that: ‘The knowledge and skills a worker has comes from education and training.

2.4 Empirical Literature Review

Employee morale is a combination of feelings, attitudes and emotions of employees which resulted to the behavior of work and influence the achievement of the organizational goals Nisbett et al.(2012). reveals that when an employee displays a negative attitude about the organization that will influence others and affect the performance. Harrison et al. (2015) reveals that for academics’ curriculum issues, workload rapport among academics and heads are the challenges which leads to morale. Mehta and Mehta (2013). indicate that if communication of training opportunities, promotion chances and departmental goals are not clearly stated to employees it could lead to lack in managerial skills. Therefore, management should ensure that talent is not dissatisfied so as they can reduce resignations and even pushing their employees to look for jobs or rather other opportunities elsewhere.

Morale can be defined as an intangible concept that refers to how positive and supportive a group feels toward the organization to which it belongs and the special feelings members of the group share with others, such as trust, self-worth, purpose, pride in one’s achievement, and faith in the leadership and organizational success Bandura and Adams (1977). A few more define employee morale as the general level of confidence or optimism experienced by a person or a group of people, especially if it affects discipline and willingness. Also, morale is more influenced from the top down (that is by leadership) than from the bottom up. High or low morale is not just made up of a single factor; it is a combination of related factors. Motivation is very important because when we have high motivation we tend to perform well. The important aspect associated with motivation is the employee’s morale, which is the attitude or feeling about the job, about superiors and about the firm itself. That means that an employee with high morale will be more dedicated and loyal to the job Bana et al. (2017). High morality of the employee results from different aspect to positive job and the firm,

such as being recognized in the work place and being financially secured. Simple motivation can be a process of providing reasons for people to work in the best interests of the organization.

While (Park et al., 2015) indicate that the current trends near organizational economization have a negative effect on employee morale. Further indicates that uncommitted employees are the consequences of low staff morale. These contributes to poor employee morale which spills over to activities in the organization and productivity suffers Wang et al. (2016) . Organizations need to understand that mistake is a learning curve, employees need to make mistakes and be corrected in a good way. There is a high level of risk associated with organizations when there are no preparations for talented and experience people. One goals of the organizations are to create clients; therefore, attention must be paid to the most valuable asset. Everything that occurs to employees in the workplace, either positively or negatively has an impact on productivity Aguinis (2009). An organization that is led by inexperienced or poor management creates low employee morale and also causes conflict based on employees, teams and departments. All this contribute to employee morale negatively. Once employees feel unappreciated in the workplace, level of working hard reduces External recruitment contributes to employee morale to internally employee and end up losing opportunities for progression. Poor communication is one of the key elements that contributes to employee morale Haddock (2010). When employees feel that their positions are at risk of redundancy their morale lowers and productivity decreases Haddock et al. (2010). According to Khumalo (2013) highlighted factors that affect employee morale in the workplace and these include, Individual job and organizations image Employees deliberate the work and perception of the customers towards the organization. It basically looks at what internal staff says about the organization to their friends and family. In cases that employees are not fairly compensated, the employees tend to look for other jobs externally Akindele and Olaopa (2003). Career and development Employees have chance for progression and advancement. Hiring employees externally rather than developing the ones in the system internal causes low morale to those who are ignored. Akindele (2003)

claims that employees need to be given opportunities to advance careers in order to grow and develop skills. When employees do not comply due to unclear directions made by poor management behavior then productivity suffers at the end of the day. Working conditions and physical working conditions such as tools, equipment and working space are not provided to some employees.

Morale is a widely used term, it generally refers to esprit de corps, a feeling of enthusiasm, zeal, confidence in individuals or groups that they will be able to cope with the tasks assigned to them. A person's enthusiasm for his job reflects his attitude of mind to work, environment and to his employer, and his willingness to strive for the goals set for him by the organization in which he is employed. Morale is intangible, it is not easy to measure, define or control. It could be high or low. If the enthusiasm and willingness of employees to work is high, then morale is high and vice versa. Employee morale represents the attitudes of individuals and groups in an organization towards voluntary cooperation to the full extent of their capabilities for the fulfillment of organizational goals (Kessler et al. 2019). The attitudes, feelings, and emotions of employees play a vital role to determine their performance and behavior (Phillips 2015). These, in turn, determine the success and growth of the organization. It is for this reason that personnel experts, as well as line managers, pay keen attention to the issues of motivation and morale in the industry. Employee morale is related to the satisfaction, outlook, and feelings of well-being an employee has while at work. Employee morale has a direct effect on workplace productivity and can be experienced on an individual level or as a group. For example, an employee may have low morale if he or she has negative experiences with a particular co-worker or job-related task. As a collective group of employees of an organization, morale may be low if layoffs are announced. In some cases, low morale is temporary, but in other cases, it is so persistent that it causes employee turnover.

The organizations itself is one of the biggest and most important factors that affect employee morale. An organization influences an employee's attitude towards his/her work (Kouhy et al. 2019).

Type of work, the nature of work an employee is performing at his/her workplace can determine the employees morale (Rohrbeck and Kum 2018). It can make situations worse or good for an employee. Therefore, unorganized organization structure also affects employees, if the employee feels that he/she is just a cog machine in a factory line, instead of a real person, this too may badly affect their morale.

Personal attributes, mental and physical health play an important role in determining employee morale. There are also other important factors that concern their progress and in turn their morale these include age, education qualification, years of experience, occupational levels, reward perception, and similar factors.

Supervision and feedback, the level of supervision received by an employee is a tremendous factor that affects the morale (Lyria 2013). If the employees feel they have no direction or don't understand the organizational goals and commitments, then it the job of the superiors and the leadership in the organization to get them on the same page. But there should not be too much interference too if the employees are given the freedom to work their morale tend be high.

Work-Life balance influence on employee morale, most organization fail to recognize the importance of a healthy work-life balance. It is important that the employees have some activities to relax while they are at work (Muya 2015). It's not just about the foosball culture or an inventory stuffed with food. Forbes magazine emphasizes the importance of maintaining a balanced lifestyle for employees to increase productivity and boost levels of employee satisfaction.

Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently (Syed et al. 2019). Hence, increasing not only employee's productivity but also organizations' productivity. Various researches indicate the positive impact of Training on employees'

productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Naris and Ukpere 2012). (Noé et al. 2019) also supported that, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance, Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes. Training is a most effective way of motivating and retaining high quality in human resources within an organization. Besides its away of enhancing employee's commitment and maximizing their potential.

According to (Nyamao et al. 2012) Training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profits and a vital tool to accomplish this is through an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity. Development programs worth investing so much into, as most successful organizations consider the progress of workforce and therefore invest in their training. This results into increase in skill and competence that improve morale and productivity (Pazey and Cole 2013). Training and development must be designed and delivered to meet the needs of all employees in such a way that the employees will not be only productive but also be satisfied. Training and development have a positive impact on the employees in carrying out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation (Ngirwa 2016).

Training in organizations holds the key to unlock the potential growth and development opportunities to achieve a competitive edge (Mndeme 2018). Organizations train and develop their workforce to the fullest in order to enhance their productivity. Thus, knowledge, skills and abilities are determinants of employees' performance which organizations need to continuously invest in wisely in order to improve their employees'

productivity. As supported by (Kouhy 2019) organizations spend a huge amount of money and time training in order to aid employee's learning of job-related competencies. Thus, it is important to fully provide the results from training efforts.

Training ultimately upgrades not only the productivity of employees but also of the organization. It has rightly been said that employee development is the key to organizational sustainable development. Organizations must have employees who are able to quickly adapt to an ever-changing world market. Companies need to invest in on-going employee training and development in order to both keep employees and be successful. The 21st century will be favorable to those organizations, which are able to learn faster and adapt to changes faster than their competitors. Training enhances employees' initiative and quality of work, thereby assisting them to be more committed to achieving the organizational goals and objectives and in turn enhancing employees' effectiveness within the organization (Jehanzeb and Bashir 2013)

Training and development impacting on employee productivity is not only improving the wellbeing of organizations, but also aid the prosperity of most countries that has put into consideration the design and delivery of training and development of workforce at national level. As the national policies aim to improve nation's human capital, this optimally in turn results to the economic growth of the nation. However, it is recommended for management of Organizations to give training and development of employees a priority in order to get the best out workforce as well as improving the organization's productivity (McNulty et al. 2009).

Organizations can improve employee performance through effective trainings. Changes in employee competences, Knowledge and skills are very important for both the employer and the employee's performances (Wright and Geroy 2001). Training increases employees' skills, knowledge and competencies and hence, it enables them to implement work associated competences into their daily work roles. Matters such as employees' absence, complaints of dissatisfaction in the organization, and employee turnover are significantly compacted with targeted training (Okanya 2008).

2.5 Knowledge Gap

Researchers such as (Said 2020). have written a lot concerning employees training and organization performance in the public sector in Tanzania. Their studies concentrated much on the issues concerning factors affecting employee performance in the public sectors in different industries but the telecommunication sector seems to be left out, therefore, the intention of this study was to identify the gaps by looking at the influence of training on employee's performance in the telecommunication company specifically Vodacom as a case study and this is where a researcher was able to bridge the gap.

2.6 Conceptual Framework

Conceptual framework is an analytic tool with several variations and context that show relationship between dependent variable and independent variables. Independent variable includes the influence of training on the work morale of the employee's, the influence of training on the productivity of employees, and the contributions of training programs on employee's performance. Whereas all these variables were analyzed with an intention of assessing how they influence employee's performance which is the dependent variable.

This is presented in **figure 2.1**

2.1 Conceptual Framework Model

Independent variables

The impact of training on the work morale of the employees

- Opportunity for personal growth
- Promotion
- Job satisfaction
- Recognition

The impact of training on the productivity of employees

- Customer satisfaction
- Increase of production
- perform more competently
- problem solving

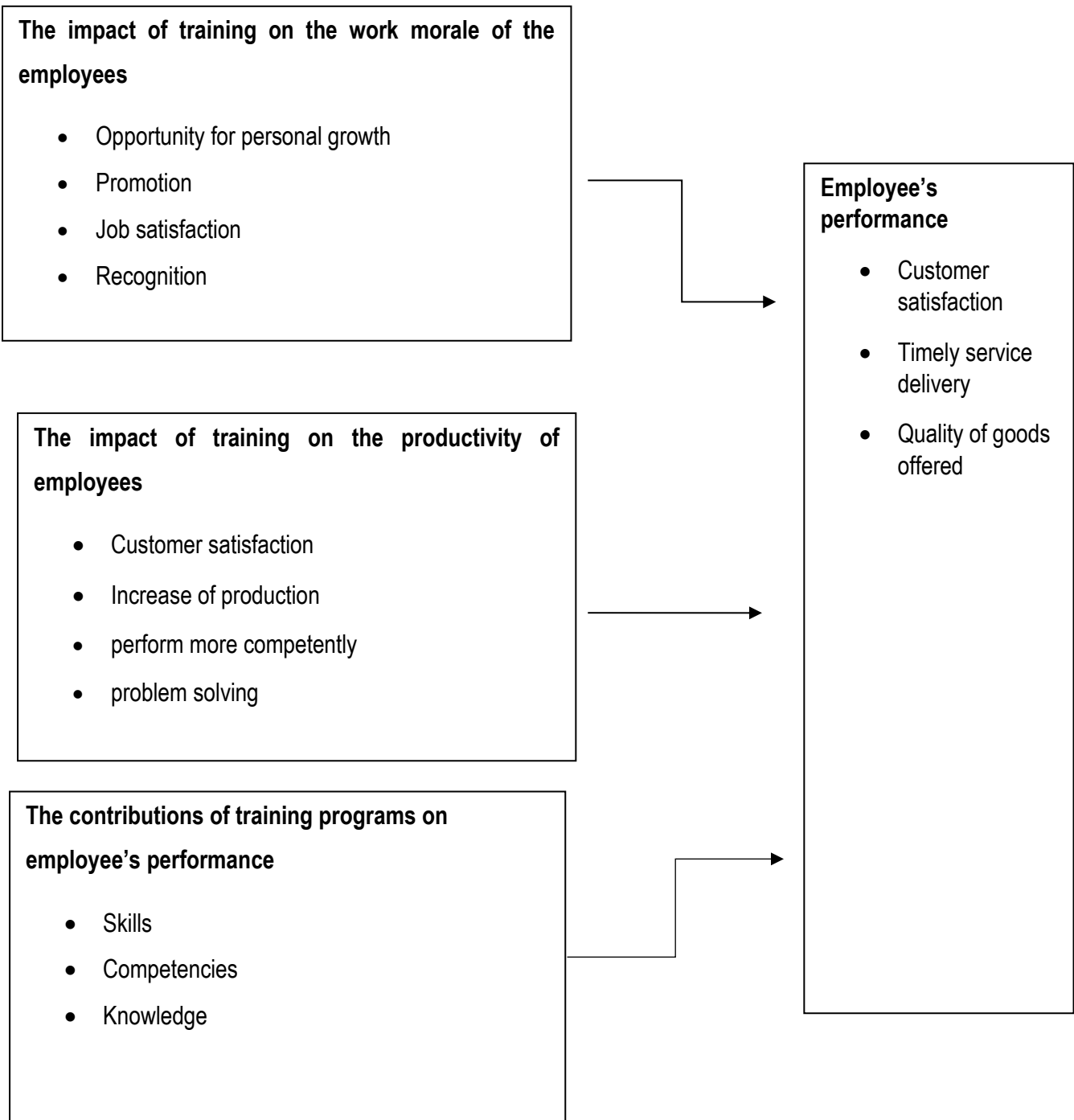
The contributions of training programs on employee's performance

- Skills
- Competencies
- Knowledge

Dependent variables

Employee's performance

- Customer satisfaction
- Timely service delivery
- Quality of goods offered



Source: Researcher (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology and procedure that were adopted for data collection and analysis. It involved a guide for the collection, measurement and analysis of data. The first part describes the design of the research and how data collection was done; the second part reviews the population that was targeted in this study, the design sample and procedures, applied techniques for data collection, data analysis and validity and reliability as well as ethical consideration.

3.2 Research Design

Research design is “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedures” (Kothari 2004). Research design explains how the chosen method were applied to answer particular research question. Research design was classified into four categories as follows; Research approach (qualitative and quantitative), according to purpose of the study (exploratory, descriptive, and casual research design), according to time dimension (cross-sectional and longitudinal design) and lastly according to topical scope (case study and survey).

This research adopted descriptive research design. Descriptive research method was employed in this study in order to describe, observe, and document occurring phenomenon where frequency, mean and standard deviation was used for looking statistical significance of the variable construct.

3.3 Area of study

This study was conducted at Vodacom group in Arusha city based on the influence of trainings on the performance of employees. The study used three research objectives such as to how training influences the work morale of the employees? to what extent training influences the productivity of employees? And

what are the contributions of training programs on employee's performance? Vodacom Tanzania was selected because it is one among the big telecommunication company in Tanzania and it has invested huge amount of capital to train its employees.

3.4 Research Approach

The study used a mixed research approach where by both quantitative and qualitative were employed. Quantitative approach was characterized by the collection of information which can be analyzed numerically while qualitative approach was characterized by the collection of narratives from respondents (Bouma-Prediger 2010). Therefore, the use of mixed approach enabled the researcher to achieve the main objective of this study. The advantage of the mixed research approach is that they complement each other thus the researcher was able to associate the information that was collected from respondents.

3.5 Population, Sample Size and Sampling Techniques

3.5.1 Study Population

According to Creswel (1999) Population refers to the group of individuals who have the same characters that distinguish them from other groups. In this study population consisted of 30 employees which included HRM officials and workers at Vodacom Tanzania. The researcher targeted this population because Vodacom is the leading mobile network operator in Tanzania in the telecommunication industry, therefore it helped the researcher to reach its intended goal.

Table 3.1 target population

Department	Population Size
HRM officials	04
Workers	26
TOTAL	30

Source, HR Data Base, 2022

3.5.2 Sample Size

Sample refers to the number of participants or observations included in a study. It is a representative of the population in which the study findings are generalized (Alvi, 2016). In this study the researcher used census method for data collection. Census method refers to the complete enumeration of the universe which may be a place, a group of people, or a specific locality

3.5. 3 Sampling Techniques

3.5.3.1 Probability Sampling Procedure

Random sampling (simple random sampling) is the purest of probability sampling or chance sampling. This is a sampling in which each member of the population has equal chance of being selected (Kothari et al. 2014). In this study random sampling was employed for selection of sample of Workers at Vodacom, this is because the population of employees was large and most of the employees were outsourced, therefore it required random sampling in order to get a representative sample. This method was used on workers at Vodacom that were selected using this technique and it helped to eliminate all element of biasness during selecting a representative sample.

3.5.3.1 Non probability sampling procedure

Purposive sampling will be used in selecting the HRM official at Vodacom Tanzania that will be included in this study. The researcher asked the HRM official at Vodacom Tanzania to participate in the study for the purpose of giving more insight to the study. The researcher obtained the information from the respondents on how training influences the performance of employees. moreover, the researcher chose this purposive sampling technique because purposive sampling was flexible and it allowed the researcher to save time and money when collecting data.

3.6 Data Collection Methods

Primary data was collected using questionnaires and interview

3.6.1 Interview

In this study, a researcher used interview as the method of data collection, where by the researcher used semi-structured interview **which** contained both components of structured and unstructured interview. The researcher prepared a set of questions to be answered by interviewees, but additional questions were asked during the interview to clarify certain matters. This method involved face to face interview between the researcher or interviewer and the interviewees or the respondents. Interview was used to collect information from the respondents that questionnaires was not be able to collect. Interview guides were prepared by the researcher, these interview guides were used among the HRM officials in Vodacom group Arusha city council. A pilot study was carried out to determine the reliability of the interview guides, where the responses of the subjects were checked against the research objectives.

3.6.2 Questionnaires

These are the questions prepared by the researcher and sent directly to the respondents in the field for the purpose of filling them. These questions are in two types open and closed ended questions.

Questionnaires was preferred in this study due to the fact that they enabled the researcher to reach the targeted group with the minimum cost in terms of time and other sources. A researcher believed that, it is through questionnaires that the respondents were able to provide information at their own prudence or discretion since it was also anonymous. Hence, it helped to avoid any direct influence on the contrary to other methods like interviews where the researcher could have direct influence in molding the respondents answer.

Questionnaires were used among the workers/staff in the study area.

3.6.2.1 Pre-testing of the Questionnaire and Interview guide

In this study, a researcher pre- tested the instruments before using them. The purpose of this testing was to tests whether the wording of questions was well suited and clear to the understanding of the respondents, to develop suitable procedures when administering the instruments with reference to field conditions and it tested whether the content of the instruments were relevant and adequate (Neunert et al. 2011). Furthermore, this act of pre testing aimed to assess whether the questions are answerable, clear, specific, interconnected and substantial (Baxter and Jack, 2008). The whole process enabled the researcher to finetune the questions, also some ambiguous questions were removed and others were re –phrased. After revision, the questionnaires and interview guide were duplicated and were ready for use.

A pilot study was carried out to determine the reliability of the questionnaire, where the responses of the subjects were checked against the research objectives. The questionnaire was pilot tested on fifteen (5) respondents (workers/staff at Vodacom group) who were part of target population but not in the sample. This represents slightly above 10% of the accessible population that is generally recommended by social researchers (Mugenda & Mugenda 2012). After pilot testing, the questionnaires were revised to incorporate the feedback that were provided.

3.6.3 Secondary Data

This refers to the data that has already been collected by someone else. the researcher used these data just to complement other methods of data collection like questionnaires and interviews. The data was obtained through books, meetings' minutes, newspapers, dissertations, letters, files, internet, VODACOM training manual, Vodacom HRM report.

3.7 Data Analysis Techniques

Data analysis is the process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions and supporting decision making (Marigat 2018). The study had two types of data to be analyzed. The data was analyzed using Statistical Package for Social Sciences (SPSS) version 20 descriptively. Quantitative data was analyzed using descriptive statistics such as frequencies, percentages, mean and standard deviation which allowed the data to be presented in a meaningful and understandable way and even allowed summarized and simplified interpretation of the data found in the study conducted. Quantitative data was entered and coded on SPSS version 20. Qualitative data was analyzed using content analysis which is rather effective than a review or evaluation. Data was then grouped and analysed into categories accordingly. Direct quotations from respondents used as justification to their answers.

3.8 Validity and Reliability of the Instruments

3.8.1 Validity

Validity is the degree to which a study accurately reflects the specific concept that the instruments intends to measure (Njagi and Kombo 2014). The validity of the instruments for data collection in this study was done through expert review. Experts in research reviewed the data collection instruments and any correction or adjustments were made accordingly in relation to the topic under study. This ensured the validity of data collection tools. Also, questionnaires and interview guides were checked by the supervisor and the language that was used was simple to every respondent involved in this study. Comments and guidance provided by the research supervisor and other experts in the field of HRM was of great value inputs in validating the research instruments.

3.8.2 Reliability

Reliability is the degree to which a test is consistent and stable in measuring whatever it is measuring. Reliability requires the administering of the same test to the same respondents twice (Kothari 2011). After pilot study, data was tested through SPSS that ensured the internal consistency. The instrument were pre-tested through a pilot study before the actual data collection to enhance reliability. The research instruments were tested to identify possible problems during the main study and clarify on the instrument and appropriateness of the language. The importance of pre- testing according to Creswell (1999) is to help the researcher understand the meaning of the questions and how they arrive at their response.

According to (Leedy and Nelms, 2006) when Cronbach alpha is greater than 0.9 (>0.9) it means that the internal consistency reliability is excellent. When it is greater than 0.8 (>0.8) the reliability is good, while greater than 0.7 is accepted and greater than 0.6 is still acceptable. When it is 0.5 to 0.58 is poor and when it is less than 0.5, internal consistency in unacceptable.

3.9 Ethical Considerations

According to Mason et al.(2013) ethical consideration in research is not only essential but also necessary to ensure that participants are treated with dignity and respect during the study. These are moral principles that guide researchers to conduct and report research without deception or intention to harm the participants of the study or members of the society as a whole, whether knowingly or unknowingly. Practicing ethical guidelines while conducting research was essential in establishing the validity of research.

During the study, the following ethical issues were observed; the researcher got data collection permit from the Institute of Accountancy Arusha. The researcher ensured that all respondents voluntarily participated in the study and the information collected was kept confidential and was used for the study only.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents, analyzes and interprets data on the influence of trainings on the performance of employees a case study of Vodacom group PLC Arusha. The study had three objectives namely; to determine the impact of training on the work morale of the employees, to determine the impact of training on the productivity of employees and to identify the contribution of training programs on employee's performance

4.2 Test of Reliability and Validity

In order to determine if data collected were reliable and valid, researcher conducted validity and reliability test. Cronbach's alpha and KMO were used as a scale to measure reliability and validity of data collected respectively.

4.2.1 Reliability Test

In this study the results from the findings of Cronbach's Alpha were above 0.6 for all items, the coefficient are significant as shown in the table 4.1 below.

According to Leedy (2006) when Cronbach alpha is greater than 0.9 (>0.9) it means that the internal consistency reliability is excellent. When it is greater than 0.8 (>0.8) the reliability is good, while greater than 0.7 is accepted and greater than 0.6 is still acceptable. When it is 0.5 to 0.58 is poor and when it is less than 0.5, internal consistency in unacceptable.

The test yielded the Cronbach's Alpha of 0.890 for three items of objective one, 0.933 for four items of objective two and 0.965 for six items of objective three as shown in table 3.2. These results proved that the data collection tools were reliable. In Cronbachs Alpha, in order to say the data is reliable, the reliability result should be above 0.7.

Table 4.1 Reliability Statistics

Variable	Cronbach Alpha	No. of items	Internal consistency
Objective one	0.890	3	Acceptable
Objective two	0.933	4	Acceptable
Objective three	0.965	6	Acceptable

Source: Field Data (2021)

4.2.2 Validity Test

Factor Analysis was used to assess the structural validity of the 5- Point Likert scale used. Factor Analysis is a technique used to find out and explore few unrelated and conceptually significant new variables (factors) by bringing together related variables. Before factor analysis method can be employed, Kaiser-Meyer-Olkin (KMO) test was conducted to test the sufficiency and adequacy of the data obtained and Bartlett test should be conducted to test the normality of the distribution in the population (Pallant, 2005). The KMO tests whether partial correlations are small and whether the distribution is sufficient for factor analysis. The KMO value ranges from 0-1, it is interpreted as normal between 0.5 and 0.7, as good between 0.7 and 0.8, as very good between 0.8 and 0.9 and as perfect when it is over 0.9 (Field, 2005). After analyzing data collected on SPSS v.20 the result of KMO was 0.843. This implies that the results of this study were valid.

Table 4.2 KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.843
Bartlett's Test of Sphericity ⁷	Approx. Chi-Square	1.169
	df	136
	Sig.	.000

Source: Field Data 2022

4.4 Findings for Research Objectives

The findings in this section are presented in two sub-sections. The first subsection presents findings for questionnaire data which were analyzed using descriptive statistics (mean and standard deviation). The second subsection presents findings for interview data which were analyzed through content analysis.

4.4.1 The impact of training on the work morale of the employees

The first research objective of the study was to determine the impact of training on the work morale of the employees. Using a five- point likert scale, the study thought to know respondents rate of agreements on various statements relating to the impact of training on the work morale of the employees.

4.4.1.1. Opportunity for personal growth

The descriptive results on opportunity for personal growth are presented in table 4.3. Opportunity for personal growth had an impact on the work morale of the employees as a result of training. Results from the field show that majority of the respondents 16 (44%) strongly agree that Opportunity for personal growth had an impact on the work morale of the employees as a result of training to a great extent. Furthermore, 11 (32%) also agree with this statement, 7 (19%) of the respondents were neutral on whether opportunity for personal growth had an impact on the work morale of the employees as a result of training to a great extent or not. 2

(5%) of the respondents disagree with this statement opportunity for personal growth had an impact on the work morale of the employees as a result of training to a great extent.

Result from the field show that employee morale is a description of the emotions, attitudes and feelings of employees within their workplace environment. Employees that are happy and show a positive attitude at work are known to have high morale, but employees who don't favor their work environment have low morale. Some leaders believe that helping employees achieve professional growth will simultaneously help them grow in their personal lives as well. In reality, however, this is a misconception that will send the wrong message to a staff. While professional growth and personal growth are both equally crucial to encourage; it's important to draw a clear distinction between the two. Professional growth opportunities help employees excel at their jobs, while personal growth opportunities help employees find more balance and fulfillment in their everyday lives.

Table 4. 3: Opportunity for personal growth

Response	Frequency	Percent
Strongly agree	16	44
Agree	11	32
Neutral	7	19
Disagree	2	5
Total	36	100

Source: Field Data, (2022)

4.4.1.2 Promotion

In this sub variable, respondents in the field were requested to indicate the extent in which promotion at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training. Data from the field show that respondents had different views on whether which promotion at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training. Majority of the respondents strongly disagree that promotion at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training and this was supported by 15 (41%) of the respondents. 11 (30%) of the respondents were neutral on whether promotion at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training or not. Furthermore, 5 (14%) also disagree with this statement that promotion at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training, 5 (14%) strongly disagree with this statement.

Results from the field show that, Promoting from within a company helps keep productivity high. New employees appreciate opportunities for advancement and the potential for growth. If your employees know there is a potential career path within the organization, you are less likely to lose promising staff to another organization. Employees are more likely to take advantage of organizational training and educational opportunities if they know these activities can improve their chances of promotion.

Table 4. 4: Promotion

Response	Frequency	Percent
Strongly agree	15	41
Agree	5	14
Neutral	11	30
Strongly disagree	5	14

Total	36	100
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Source: Field Data, (2022)

4.4.1.3. Job satisfaction

The descriptive results on Job satisfaction are presented in table 4.4. Job satisfaction at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training. Results from the field show that majority of the respondents 17 (47%) of the respondents strongly agree that Job satisfaction at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training,. Furthermore, 9 (25%) also strongly agree with this statement that Job satisfaction at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training to a great extent, 10 (26%) of the respondents were neutral on whether Job satisfaction at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training to a great extent or not. 1 (2%) of the respondents disagree with this statement that Job satisfaction at Vodacom group PLC Arusha had an impact on the work morale of the employees as a result of training.

It was discovered that, job satisfaction displays the amount the gratification that employees have when they're in the workplace and plays a crucial role in employee productivity. An emphasis on employee job satisfaction can lead to their talent maximizing their potential, creative abilities and the strengths that give your business a competitive advantage.

Table 4. 4: Job satisfaction

Response	Frequency	Percent
Strongly agree	9	25
Agree	17	47

Neutral	10	26
Disagree	1	2
Total	36	100

Source: Field Data, (2022)

4.4.1.4 Recognition

The descriptive results on opportunity for personal growth are presented in table 4.3. Recognition had an impact on the work morale of the employees as a result of training. Results from the field show that majority of the respondents involved in this study 26 (72%) strongly agree that recognition had an impact on the work morale of the employees as a result of training to a great extent. Furthermore, 7 (19%) also agree with this statement, 3 (9%) of the respondents were neutral on whether recognition had an impact on the work morale of the employees as a result of training to a great extent or not.

It was discovered that, Employee recognition is a key driver in carving out a healthy and sustainable company culture. It can also be a game changing element in cultivating a unique ethos of community, no matter the scale of your business. Employee recognition can manifest in many different forms and is a critical aspect of employee motivation. Simply put, as with any kind of recognition, it is the feeling of encouragement when you receive simple words of praise such as, “thank you” or “nice job”. It is often associated with strong performance, however, just as you can’t judge a fish on its ability to climb a tree, employee recognition must recognize the efforts and values of everyone throughout an organization, not just outliers, top performers and those gifted skills (we salute you).

Table 4. 5: Recognition

Response	Frequency	Percent
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Strongly agree	26	72
Agree	7	19
Neutral	3	9
Total	36	100

Source: Field Data, (2022)

Data from the field show that training has an impact on employee’s morale as suggested by the Hertzberg’s theory state that there are two sets of factors responsible for satisfaction and prevent dissatisfaction. The first set relates to pay, job security and working conditions. These are known as hygiene factors. The second set is known as motivating factors. These include recognition, increased responsibility, and feelings of achievement. Training does not only help employees prepare to be a better performer but also it is a major factor for motivation. Training creates a sense of ownership and confidence in workers. Training helps an employee to self - appraise themselves.

Low morale is attributed to many factors such as unequal treatment, job insecurity, uncertain business conditions, unfair compensation, lack of growth opportunities and excessive outsourcing practices. The effects of low morale on an organisation can be disastrous, from diminishing income, productivity, financial competitiveness and not meeting organizational objectives

Morale as an intangible concept that refers to how positive and supportive a group feels toward the organization to which it belongs and the special feelings members of the group share with others, such as trust, self-worth, purpose, pride in one’s achievement, and faith in the leadership and organizational success. Few more defines employee morale as the general level of confidence or optimism experienced by a person or a group of people, especially if it affects discipline and willingness. Also, morale is more influenced from

the top down (that is by leadership) than from the bottom up. High or low morale is not just made up of a single factor; it is a combination of related factors such as training

4.4.1 The impact of training on the productivity of employees

The **second research objective of this study was to establish the impact of training on the productivity of employees.** Using a five- point likert scale, the study thought to know respondents rate of agreements on various statements relating to the **impact of training on the productivity of employees.**

4.4.2.1 Customer satisfaction

In this sub variable, respondents in the field were required to shows the extent in which productivity of employees is the result of training. Majority of the respondents strongly agree that customer satisfaction is the impact of training on the productivity of employees in the study area and this was supported by 23 (63%) of the respondents. 8 (22%) of the respondents also agree with this statement that customer satisfaction is the impact of training on the productivity of employees in the study area, 4 (11%) were neutral on whether customer satisfaction is the impact of training on the productivity of employees in the study area or not. 1 (4%) disagree with this statement.

Furthermore, when morale is high and your employees are satisfied with their jobs, they're going to be more engaged with their work-and that engagement can have an incredible impact on your business. According to the 2017 Gallup State of the American Workplace Report, engaged employees are 17 percent more productive, have 10 percent higher customer satisfaction metrics, and have a whopping 41 percent lower rate of absenteeism than disengaged employees

The productivity of employee generally depends on encouraging and motivating the employees for achieving the organizational goals and objectives. In addition, it is known well that factors such as training influence the workforce productivity. Therefore, this study examined this relationship and found that employee's productivity is highly affected by training in a positive, causal, and high degree of association. It is recommended to focus on using suitable training methods that match the type of business and tasks required from employees in order to increase their productivity

Table 4. 5: Customer satisfaction

Response	Frequency	Percent
Strongly agree	23	63
Agree	8	22
Neutral	4	11
Disagree	1	4
Total	36	100

Source: Field Data, (2022)

4.4.2.2. Increase of production

Respondents in the field were requested to elaborate if increase of production can be a result of training among the employees. Majority of the respondents strongly disagree increase of production can be a result of training among the employees and this was supported by 13 (36%) of the respondents. 9 (25%) of the respondents also agree with this statement that increase of production can be a result of training among the

employees, 11 (30%) of the respondents were neutral on whether increase of production can be a result of training among the employees or not. 3 (9%) agree with this statement.

Table 4. 5: Increase of production

Response	Frequency	Percent
Strongly agree	13	36
Agree	9	25
Neutral	11	30
Strongly disagree	3	9
Total	36	100

Source: Field Data, (2022)

4.4.2.3. Perform more competently

In this sub variable, respondents in the field were requested to elaborate if perform more competently can be a result of training among the employees. Majority of the respondents strongly agree that perform more competently can be a result of training among the employees and this was supported by 17 (47%) of the respondents. 14 (38%) of the respondents were neutral on whether perform more competently can be a result of training among the employees or not. 5 (15%) strongly agree with this statement.

Table 4. 6: Perform more competently

Response	Frequency	Percent
Strongly agree	17	47
Neutral	14	38
Strongly disagree	5	15

Total	36	100
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Source: Field Data, (2022)

4.4.2.4. Problem solving

Respondents in the field were required to show the extent in which problem solving is the result of training among the employees. Majority of the respondents strongly agree that problem solving is the result of training among the employees and this was supported by 18 (50%) of the respondents. 13 (36%) of the respondents also agree with this statement that problem solving is the result of training among the employees 5 (14%) were neutral on whether problem solving as the result of training among the employees or not..

Table 4. 7: Problem solving

Response	Frequency	Percent
Strongly agree	18	50
Agree	13	36
Neutral	5	14
Total	36	100

Source: Field Data, (2022)

4.4.3 The contribution of training programs on employee's performance

The third research objective of this study was to examine the contribution of training programs on employee's performance. Using five –point likert scale, the study thought to know respondents rate of agreements on various statements relating to the contribution of training programs on employee's performance.

4.4.3.1 Skills

In this sub variable, respondents in the field were requested to indicate the extent in which skills have contributed to employee's performance at Vodacom group PLC Arusha. Data from the field show that majority of the respondents strongly agree that which skills have contributed to employee's performance at Vodacom group PLC Arusha and this was supported by 18 (50%) of the respondents. Furthermore, 13 (36%) also agree with this statement that which skills have contributed to employee's performance at Vodacom group PLC Arusha, 5 (14%) of the respondents were neutral on whether which skills have contributed to employee's performance at Vodacom group PLC Arusha or not.

During the field, it was discovered that An employee skill set creates an understanding of work duties and how to effectively perform daily job tasks. When an employee has an adequate skill set, she is better equipped to plan each day's activities so that she can reach her production goals. The employee works with her manager to make sure that the employee has the proper skills to execute daily work plans. The manager helps to develop employee development programs to maintain the skill set needed to reach corporate goals.

Table 4. 9: skills

Response	Frequency	Percent
Strongly agree	18	50
Agree	13	36
Neutral	5	14
Total	36	100

Source: Field Data, (2022)

4.4.3.2 Competencies

Respondents in the field were requested to elaborate if competencies can contribute to employee's performance at Vodacom group PLC Arusha or not. Majority of the respondents were neutral on whether competencies can contribute to employee's performance at Vodacom group PLC Arusha and this was supported by 17 (47%) of the respondents. 8 (22%) of the respondents also disagree with this statement that competencies can contribute to employee's performance at Vodacom group PLC Arusha, 7 (19%) agree with this statement competencies can contribute to employee's performance at Vodacom group PLC Arusha. The concept of competency is usually applied to define the whole of individual employee's abilities, skills, behaviours and knowledge, oriented to effective performance in a particular working environment. The effective performance of the employees leads to the achievement of a high performance by the organization

In the scientific literature the competency is divided into hard and soft competency. Hard one, professional competency, is determined by organisational performance. Soft competency is defined by personal features of an employee, his or her behaviour, necessary for a good job performance, and can be either professional, social or conceptual. Business case studies have demonstrated many benefits associated with the competency usage such as reduced training costs, reduced staff turnover or increased employee productivity, hence performance

Table 4. 10: Competencies

Response	Frequency	Percent
Strongly agree	4	11
Agree	7	19

Neutral	17	47
Disagree	8	22
Total	36	100

Source: Field Data, (2022)

4.4.3.3 Knowledge

In this sub variable, respondents in the field were requested to indicate if Knowledge can contribute to employee’s performance at Vodacom group PLC Arusha or not. Data from the field show that majority of the respondents strongly agree that Knowledge can contribute to employee’s performance at Vodacom group PLC Arusha and this was supported by 18 (50%) of the respondents. Furthermore, 11 (31%) also agree with this statement that i Knowledge can contribute to employee’s performance at Vodacom group PLC Arusha, 5 (13%) were neutral on whether Knowledge can contribute to employee’s performance at Vodacom group PLC Arusha or not. 1 (6%) disagree with this statement.

Result from the field show that abilities, skills and knowledge, it refers to the systematic process that enhances abilities, skills and knowledge that are needed to perform a particular job. Once the training has been transferred and evaluated it has been seen that it helps in proper utilization of resources. Training helps in achieving personal as well as organizational goals and objectives. Training also helps in increasing the efficiency of the employees. Before training, an organization finds the gap i.e. comparing the actual performance of the organization with the desired performance. Training can be one way to narrow down the gap. For this strategic training needs analysis can be an option. Training is among the methods used for retaining the best employees of an organization.

Table 4. 11: Knowledge

Response	Frequency	Percent
Strongly agree	18	50
Agree	11	31
Neutral	5	13
Disagree	1	6
Total	36	100

Source: Field Data, (2022)

4.1.2.2 Content Analysis Findings of Interview Data

The study collected qualitative data using interviews. The data were collected from HR officers. The data were analyzed using qualitative content analysis.

4.2.2.2.1 Interview Question one: does training increase employees morale in human resource

In the interview, one of the interviewees said;

In human resources, Employee Morale is defined as the job satisfaction, outlook, feelings of well-being of an employee which reflects his/her attitude, satisfaction during their time in a workplace environment. The employees who are dissatisfied and negative about their workplace environment are said to have low employee morale. She added that, Morale affects the well-being of employees, influencing quality of workplace performance, labor productivity of employees, quality of work life and eventually profitability of business enterprises.

4.2.2.2 Interview Question two: Does employee's morale affect the willingness and attitude to work

In the interview, one of respondent said;

Morale as the synthesis of a worker's diverse reactions to the working conditions and relationship with fellow workers and superiors. However, Raja & Kumar (2015:264) argue that morale is that which affect the willingness and attitude to work in line with the company objectives. Morale becomes the state of motivation drive in which groups or individuals experience confidence in their ability to attain goals and cope with future

4.2.2.3 Interview Question three: Perception of Employees on Training

Another interviewee had the opinion that;

"Training helps us to cope with new science and technology such as to be able to use computers and other new machines in the organisation". While other group which mentioned negative perception argued that, "Training is not necessary to us in steady we need management to provide good working environment, all necessary employment benefits as well as our salary to be increased so that we can be able to live the standard life since life expenses are very high

4.2.2.4 Interview Question four: does company resources affects employees to attend Training

In the interview, the respondent said;

Many telecommunication companies in Africa are not eager to spend their scare resources to train employees who may later leave or fail to deliver. She added that working environment are a primary concern of management as they can determine employee's performance and productivity and not through training and development. she added that, "in 2017 the organisation sent 3 employees on marketing section to training

but their performance was still the same as if they did not attend any training, therefore sometimes training is not related to employee's performance.”

On top of that other respondent (employee) added that: “people attend training which are not of their area of profession and they will not practice it in their position for example people who sent to Information Technology training while they were people from other department which they were not in need of that training rather than IT people did (Field findings, 2022).

The respondent said that:

“I can perform my job better than those who went to study their degrees and Masters. So performance depends on experience and commitment”

4.2.2.2.5 Interview Question five: does company policy affects employees to attend Training

Training policy which provides guideline for assessment, management, and structural design without forgetting implementation of employees' training and initiative programs. Usually organizations focus on improving knowledge, skills and capabilities of their employees in order to achieve its goals. Moreover, organizations do this so as to impart and inherit learning habit to its existing and upcoming employees

4.2.2.2.6 Interview Question six: is there any importance of training to the company

Training is important to employees in terms of job satisfaction, improved employee job commitment, staff acquire technical skills, ability and capacity that improve service quality, sharing and management of knowledge, also training makes employee feel more engaged. She added that, training enhances new skills

and abilities of an employee and it helps them to rectify the performance deficiencies in them. Training plays a major role for ongoing enhancement of employees' competency and organizational efficiency. Training enhances new skills and abilities of an employee and helps them to rectify the performance deficiencies in them.

4.3 Discussion of Findings.

This part provides the discussion of the findings. The discussion related the findings presented in chapter four and those from past studies.

Today, the organization members want to be engaged in the organization management, rather than to be a usual employee. Participation in management is very important and essential for the motivating employees for work (McConnell, 2005). According to Uğur (2003), the productivity of employee is matter that should be overstressed by the enterprises management of, due to that low workforce effectively is an index of other inputs such as technology and capital, which, therefore, leads to the reducing the total factor productivity. This indicates that workforce productivity is the core and engine of all other results of productivity. As was defined in Oxford dictionary (2007), productivity is the efficiency with which things are being produced. Employee productivity yet is the measure of output per unit of input economically. It is the log of net sales over total employees (Rohan and Madhumita, 2012). Hence, employee productivity of an economy as whole or industry could be determined.

In the whole organizations, the productivity of employee generally depends on encouraging and motivating the employees for achieving the organizational goals and objectives. In addition, it is known well that factors such as discipline practices and work environment factors also influence the workforce productivity.

Ishmail (2015) defines morale as the synthesis of a worker's diverse reactions to the working conditions and relationship with fellow workers and superiors. However, Raja & Kumar (2015) argue that morale is

that which affect the willingness and attitude to work in line with the company objectives. Morale becomes the state of motivation drive in which groups or individuals experience confidence in their ability to attain goals and cope with future.

Hetzberg's Two (2) Factor Theory identifies factors influencing individual morale in the form of exogenous and endogenous factors which further identifies hygiene or extrinsic aspects to job satisfaction or dissatisfaction, and intrinsic or motivational features responsible for job satisfaction or job dissatisfaction. (Kalpana, 2018). According to Badubi (2017), if organisations perceive employees to be their biggest assets, motivation must be a priority. External / Hygiene factors relates to pay, job security and working conditions. According to Aybas et al. (2015), job insecurity is "the perception of potential loss of continuity in a work situation that can range from perpetual loss of the occupation itself to loss of valued employment facets". Similarly, according to Ishmail (2015:311), job insecurity is "an employee's awareness of a possible threat to continuity in his or her occupation". Therefore, employees feel insecure that they might lose their jobs or reassigned to undesirable duties (Choudhary, 2017). The consequences of job insecurity can affect the behaviour, attitude, or health of a worker in a negative way thus causing low morale (Ishmail, 201).

Intrinsic factors include recognition, increased responsibility, and feelings of achievement. hence the morale of employees. Shaban et al. (2017:3) contends that "Organizational factors leading to low staff morale are founded upon the perception of the level of respect that employees receive from the organisation in which they work

Tiwari (2015:8) undertook a study to determine the impact of morale on employee efficiency at a cement factory in India. Findings of this study showed a combination of both motivation and hygiene as contributing to low morale. The most important factors contributing to employee morale are: relationship with fellow

workers, team spirit in direct work environment, working conditions of work place, leave and holidays provided and lastly, management and employees are allowed to talk freely. Tiwari's study is in line with Herzberg's theory. Empirical findings revealed that most important intrinsic factors, which influences job satisfaction, were acceptable pay level and employee recognition while the extrinsic factors include: reasonable work and responsibilities, positive role of supervisor, work pressures, work tension, job frustration, low service level, customer time management, high responsibility, work overload and heavy call overload. The findings of study also revealed that factors associated with low morale included insufficient staffing levels, verbal abuse, and lack of opportunity to voice opinions and risk of violence.

There are number of different reasons for which the training can be need for the employees by the employer. Example- Increasing productivity of the workers, enhancing capacity of workers, promotion process, reduce organization turnover, for legal requirements, new technology etc. Thus, it can be said that the basic reason for training employees of an organization is to increase organization's performance designed by the employer. Now a days training is designed keeping the sustainability aspect into consideration. The studies suggests that training is imparted in order to achieve short-term goals of the organization rather they should focus on the long-term goal. Today the ICT based training is consider as a feasible and most effective way of achieving organizational goal sustainably. Training is a way of investing in the employees who are highly engaged and dedicated. Training helps in increasing the satisfaction level of an employee as the training is given, employee tends to think that the organization values him/her. It builds a relationship between the organization and the worker. It also helps in giving the employees a competitive edge over the other workers. Competitive learning in the market place is very essential for an organization in order to survive for long run. Training can be a cost-effective way of achieving organizational goal if given effectively. Once the training has taken place it is important to evaluate the success of the

training program. Training inspires the workers and it also helps in decreasing the errors and accidents made in the organization

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Three sections discussed the research findings presented in chapter four, their meaning relating to the research questions and objectives and their interpretation to also this chapter gave the conclusion, recommendations, limitation of the study and further research on the study. The recommendations were deemed essential in showing the influence training on the employee's performance.

5.3 Conclusion of the study

From the above discussion, it can be deduced that training had an impact on the work morale of the employees. The study concluded that, they were neutral that Job satisfaction to have an impact of training on the work morale of the employees. Other respondents filled the questionnaires agree on three items from questionnaires Opportunity for personal growth, Promotion and Recognition as the major impacts of training

on the work morale of the employee's morale. Data from the field show that training has an impact on employee's morale as suggested by the Herzberg's theory state that there are two sets of factors responsible for satisfaction and prevent dissatisfaction. The first set relates to pay, job security and working conditions. These are known as hygiene factors. The second set is known as motivating factors. These include recognition, increased responsibility, and feelings of achievement. In the second objective, the study concluded that training had an impact on the productivity of employees, it is known well that factors such as training influence the workforce productivity. Therefore, employee's productivity is highly affected by training in a positive, causal, and high degree of association. In the last objective, the study concluded that training programs had an impact on employee's performance, training enhances abilities, skills and knowledge that are needed to perform a particular job. Once the training has been transferred and evaluated it has been seen that it helps in proper utilization of resources. Training helps in achieving personal as well as organizational goals and objectives. Training also helps in increasing the efficiency of the employees. Before training, an organization finds the gap i.e. comparing the actual performance of the organization with the desired performance. Training can be one way to narrow down the gap. For this strategic training needs analysis can be an option. Training is a method used for retaining the best employees of an organization

5.4 Recommendations of the Study

(ii) Vodacom group PLC Arusha has well developed staffs training policies, a researcher recommends that having a policy is one thing, but the challenges is how to implement it, so it is recommended that the Vodacom group PLC Arusha should implement its training policies effectively

(ii) Vodacom group PLC Arusha should perceive training of employees as a continuous practice due to the rapid change of technology. Moreover, Vodacom group PLC Arusha should adopt flexible structures to

enable the employees within the organizations to be innovative as well as flexible in order to align with technological changes resulting for call of training.

(iii) Top management in the Vodacom group PLC Arusha should prioritize training and development of workforces, which adds value and not a cost for increasing the productivity of the organization.

(vi) Vodacom group PLC Arusha should continue to invest in workers training and development for the effective and efficient performance of the organizations. Findings showed that organization resources had a moderate correlation with training and development. Therefore, organizations should allocate a sufficient budget to fund training for the improvement of skills employees, which improves the performance of the organization

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APPENDICES

APPENDIX 1:

QUESTIONNAIRES FOR WORKERS AT VODACOM TANZANIA

Dear Madam/ Sir,

My name is **Rahel J Muhono**, a student pursuing a master degree in MBA –HRM as part of the requirements for the award of Master degree at IAA. The study will be based on the influence of trainings on the performance of employees.in Tanzania, a case study of Vodacom Tanzania. Therefore, I am looking for your assistance to fill the questionnaires as attached below. The research results will be used for academic purposes only and will be treated with maximum confidentiality

Instructions:

1. *Indicates the most appropriate answer by ticking (√) in the bracket.*

2. Each question should have only one tick (✓) for your chosen answer, unless stated.
3. Where the space is provided, write your answer in it.
4. Please use a pen to answer this questionnaire.

PART A: GENERAL INFORMATION

Please tick (✓) the appropriate answer:

1. Age (Years)

- i. 18 - 25
- ii. 26-45
- iii. 46 -55
- iv. Above 56

2. Gender:

- i. Female
- ii. Male

3. Level of education

- i. None
- ii. Primary
- iii. Secondary
- iv. University

4. How long have you been working at VODACOM

- i. below 1 year
- ii. between 1-5years
- iii. between 5-10 years
-

iv. above 10 years

Part B: Indicate the extent to which training influences the work morale of the employees. Using a scale of “Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree”. Please indicate by a (√) the degree of your agreement with the following statements

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Opportunity for personal growth					
Promotion					
Job satisfaction					
Recognition					

PART C: Indicate the extent to which training influences the productivity of employees. Using a scale of “Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree”. Please indicate by a (√) the degree of your agreement with the following statements

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Customer satisfaction					
Increase of production					

perform more competently					
problem solving					

Part D: Indicate the extent to which training contributes to the performance of employees. Using a scale of “Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree”. Please indicate by a (√) the degree of your agreement with the following statements

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Skills					
Competences					
Knowledge					

THANK YOU FOR YOUR COOPERATION

APPENDIX II

INTERVIEW GUIDE FOR HRM OFFICIALS

QUESTIONS

1. Does training increase employees morale in human resource
2. Does employee's morale affect the willingness and attitude to work
3. What is the Perception of Employees on Training
4. Does company resources affects employees to attend Training
5. Does company policy affects employees to attend Training
6. Is there any importance of training to the company

APPENDIX III: RESEARCH PROPOSED BUDGET

ITEM	AMOUNT (TSHS)
Stationery	400,000.00
Transport	50,000.00
Typesetting and printing	100,000.00
Communication (telephone and internet)	50,000.00
Photocopying	100,00.00
Meals	100,000.00
Supervisor costs	0.00

TOTAL	800,000.00
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Source; Researcher 2021/202

APPENDIX IV: RESEARCH WORK PLAN

	MONTHS 2022							
ACTIVITY	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV

Preparation of proposal, correction and submission of draft	[Redacted]								
Resubmission of proposal and defense			[Redacted]						
Data collection and report writing				[Redacted]					
Correction from supervisor							[Redacted]		
Typesetting and binding							[Redacted]		

Submission of research paper and defense								
Correction after defense								
FINAL SUBMISSION								

Source: Researcher 2021/2022