The Influence of Training Program on Employee Performance at Telecommunications Company Limited

Modester Peter Mgeta

Institute of Accountancy Arusha (IAA), Tanzania

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ABSTRACT

This study examines the influence of training programs on employee performance at Telecommunications Company Limited using Human Capital Theory as the guiding framework. The study adopts a descriptive research design to systematically observe and describe the influence of training programs and employee performance. A mixed-methods approach is employed, integrating both quantitative and qualitative data. The quantitative component focuses on numerical data collection through structured surveys and statistical analysis, while the qualitative component explores employees' perspectives through interviews. The study targets a population of 248 employees at Telecommunications Company, categorised into middle management, supervisors, and general staff. Using Yamane's formula, a sample size of 153 respondents is determined. Purposive sampling is used for selecting middle management and supervisors, while simple random sampling ensures the representativeness of the general staff. Data collection methods include semi-structured interviews for qualitative insights and structured questionnaires utilising a 5-point Likert scale for quantitative analysis. Thematic analysis is applied to qualitative data to identify key patterns and themes, while descriptive and inferential statistics are used to analyse quantitative data. Multiple linear regression analysis, conducted through SPSS Version 26. The study findings reveal that training programs significantly enhance employee performance by improving skills, efficiency, and adaptability to technological advancements. However, challenges such as budget constraints, training accessibility, and alignment with job roles limit their full effectiveness. To address these issues, the study recommends regular training needs assessments, increasing hands-on learning opportunities, improving accessibility through e-learning, and implementing structured evaluation systems.

Key terms: Training program, Employee Performance and Telecommunications Company Limited

INTRODUCTION

A training program is a structured initiative designed to enhance employees' knowledge, skills, and competencies to improve their performance and productivity in the workplace (Ahmad et al., 2021). It involves planned activities such as workshops, seminars, on-the-job training, online courses, and mentorship programs, tailored to meet both individual and organisational goals. Effective training programs help employees adapt to technological advancements, improve efficiency, and foster career growth, ultimately contributing to the overall success of the organisation (Noe, 2020).

Globally, training programs are recognised as fundamental to improving employee performance. According to the World Economic Forum's (2022) report on the future of jobs, nearly 40% of all employees will require reskilling by 2025 due to technological advancements and shifts in business models. Companies such as IBM and Accenture have set examples by investing heavily in continuous learning and development programs to boost employee engagement and productivity. For example, IBM has implemented its "Think Academy," a global initiative that focuses on upskilling employees to meet the needs of modern business landscapes (Riesner et al., 2025). The company has reported improvements in employee engagement and overall productivity after introducing such training programs (Joanna et al., 2024). In a global survey by the Training Industry, 75% of companies believe that their training initiatives have a direct impact on employee performance and business outcomes (Motlokoa et al., 2018). Furthermore, companies with structured training programs have been found to show 24% higher profit margins, according to the Industrial and Commercial Training (2020).

In Europe, the importance of training for employee performance is widely acknowledged. The European Commission's report on "Skills for the Future" (2020) highlighted that improving training opportunities is vital to address skill gaps across Europe. For instance, in Germany, Siemens offers extensive training programs to ensure its workforce remains competitive in the global market. Siemens has invested over €150 million annually in employee development, resulting in improved performance and innovation (Siemens report, 2024). Moreover, in the UK, the CIPD's 2020 "Learning and Development" report revealed that 80% of organisations believe their investment in training has enhanced employee performance, with a particular focus on digital skills and leadership development (CIPD report, 2020). The data suggested that companies that actively train their employees are 34% more likely to report improved business outcomes and higher employee retention rates (Findlay et al., 2021).

In Africa, Training programs are becoming increasingly recognised as essential for improving employee performance in Africa. According to a report by the African Development Bank (AfDB, 2021), employee training and development are seen as central to boosting productivity and enhancing competitiveness in African economies. In Kenya, Safaricom has also made substantial investments in training its employees, with a focus on leadership and innovation (Joseph et al., 2023). The company has reported a 20% increase in employee engagement scores following the introduction of tailored training programs that align with both personal and professional development goals (Safaricom Annual Report, 2024).

In Tanzania, the telecommunications industry is one of the fastest-growing sectors, with companies like Vodacom Tanzania, Tigo, and Airtel continuously competing to enhance service quality. A report by the Tanzania Communications Regulatory Authority (TCRA, 2023) highlighted the need for improved training programs to enhance employee performance, particularly as the industry continues to digitise. Telecom companies have started recognising that training is crucial for enhancing both technical skills and customer service excellence. For example, Vodacom Tanzania’s training programs have resulted in a 15% increase in employee performance and productivity (Mwela, 2024). In the case of Telecommunications Company Limited, although training programs are provided, there is limited formal assessment of their impact on employee performance. This study seeks to fill that gap by evaluating the influence of these programs in improving employee performance and aligning them with the company’s strategic goals (Kaman, 2022).

This study focused on assessing how training programs at Telecommunications Company Limited influence employee performance in a rapidly evolving market. The key areas of focus are the assessment of training needs, program effectiveness, and the alignment of training initiatives with company objectives. By analysing both qualitative and quantitative data, the study aims to contribute to the growing body of knowledge on how training programs can be optimised to enhance employee performance. The findings will offer insights into the relationship between employee development and organisational success, particularly in the telecommunications sector in Tanzania.

Statement of the problem

The Tanzanian telecommunications sector is an important and competitive area, contributing 1.5% to the national GDP (URT, 2023). Within this sector, the Telecommunications Company Limited is facing a serious Problem of poor employee performance, which stems from ineffective motivational leadership. Reports from TTCL 2023/2024 show a consistent gap between leadership efforts to motivate employees and the actual performance of those employees. The TTCL Annual Report for 2023/2024 highlights that poor employee performance is affecting the company’s overall success. This issue leads to problems such as decreased efficiency, difficulties in product development, and weaker customer relationships. Also, the TCRA's Annual Report for 2024/2025 points out that TTCL is losing market share, which suggests that employee performance is lacking in important areas like product development and customer service. For example, TTCL has only about 1.45 million mobile subscriptions, while Vodacom has over 21 million (TCRA,2025). Moreover, TTCL's mobile money service, T-Pesa, has a very small market share of just 2.4%, compared to M-PESA’s 39.6% and TIGO PESA’s 32.1%. This shows that TTCL is struggling to compete, as 89% of the mobile money market is controlled by M-PESA, TIGO PESA, and Airtel Money. Poor performance is partly due to employees feeling unrecognised and unappreciated for their hard work, which leads to low morale and disengagement.

A study by Mchete and Shayo (2020) highlighted the Role of Induction Training on the Performance of New Employees at the Workplace: A Case Study of the Open University of Tanzania. The study found that structured induction programs improve employees' understanding of job roles, workplace culture, and organisational expectations, leading to increased efficiency and job satisfaction. The study concluded that effective induction training is crucial for employee retention and performance improvement.

Strategies used to overcome the problem, like Training and capacity building implemented to equip employees with modern telecommunications skills, improving efficiency and innovation. Also, Employee Engagement Programs, whereby the influence of training programs on Employee Performance at Telecommunications Company Limited creates a more inclusive work environment by involving employees in decision-making, improving communication, and addressing workplace concerns. Despite these well-known strategies, the influence of the training program on Employee Performance at Telecommunications Company Limited continues to experience poor performance, indicating a lack of effective implementation or adaptation of Training program approaches. More research is needed to determine how the influence of training programs on Employee Performance at Telecommunications Company Limited can tailor these strategies to its specific challenges and improve employee engagement, motivation, and overall organisational performance.

Therefore, this study aims to assess how the Training program influences employee performance at Telecommunications Communication Company Limited. By identifying the gaps between the Training program and employee performance, the study seeks to offer recommendations that can improve employee engagement and the overall success of the influence of the training program on Employee Performance at Telecommunications Company Limited in the competitive telecommunications market.

LITERATURE REVIEW

Theoretical literature review

Human Capital Theory, as developed by Becker in 1964, posits that investments in employee education, training, and skill development enhance their productivity and overall contribution to an organisation’s success. The theory suggests that organisations benefit from a more knowledgeable and skilled workforce, leading to increased efficiency, innovation, and competitive advantage (Marginson, 2019). In the context of this study, Human Capital Theory is highly relevant as it underscores the importance of training programs in improving employee performance at Telecommunications Company Limited. By equipping employees with advanced technical and soft skills, the company can enhance service quality, operational efficiency, and overall business growth, demonstrating that training is a strategic investment rather than a cost (Azatovna, 2019).

Empirical review

Niati et al (2021), in their study "The Effect of Training on Work Performance and Career Development: The Role of Motivation as an Intervening Variable," conducted in Budapest, examined how employee training influences work performance and career growth, with motivation as a mediating factor. Using a quantitative research approach, the study collected data through structured surveys from employees across various industries. Findings indicated that training positively impacts work performance by enhancing employees' skills and competencies. The study concluded that organisations should design targeted training programs, integrate motivational strategies, and provide continuous learning opportunities to improve both employee performance and career progression.

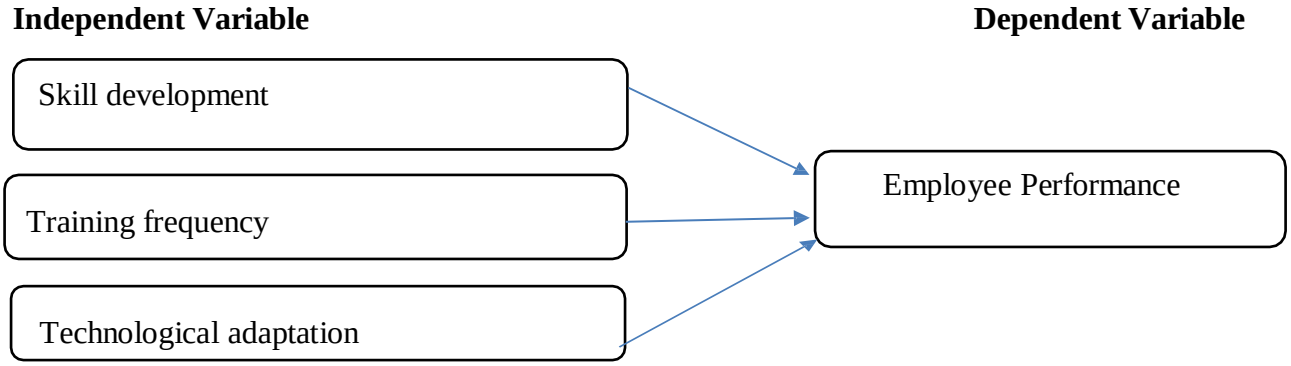
Yimam (2022), in the study "Impact of Training on Employees' Performance: A Case Study of Bahir Dar University, Ethiopia," investigated the relationship between employee training and performance at Bahir Dar University. Using a mixed-methods approach, the study collected data from academic and administrative staff through surveys and interviews. Findings revealed that structured training programs significantly enhance employees' skills, efficiency, and job satisfaction, leading to improved institutional performance. The study concluded that continuous training and development programs tailored to employees' needs are essential for maximizing their performance.

Mchete and Shayo (2020), in their study "The Role of Induction Training on Performance of New Employees at Workplace: A Case Study of the Open University of Tanzania," examined how induction training impacts the performance of newly hired staff. Using surveys and interviews with new employees and human resource officers, the study found that structured induction programs improve employees' understanding of job roles, workplace culture, and organizational expectations, leading to increased efficiency and job satisfaction. The study concluded that effective induction training is crucial for employee retention and performance improvement.

Conceptual Framework

A conceptual framework is a hypothesised model identifying the concepts under study and their relationships. The conceptual framework describes the relationship between the independent and dependent variables. As shown in the figure below, the dependent variable depends on the function of the independent variable that occurs

Figure 1: Conceptual Framework



Source*:* Niati et al (2021), Yimam (2022), and Mchete and Shayo (2020).

METHODOLOGY

Area of the Study

The study was conducted at the Telecommunications Company of Tanzania. The areas have been selected as the study area due to Industry Competition, the competitive nature of the telecommunications sector in Tanzania highlights the necessity for effective employee performance. Analyzing the Telecommunications sector struggles against competitors which significantly outperform it in mobile subscriptions underscores the importance of employee motivation in achieving competitive advantage. Another reason is Employee Engagement Issues Reports indicate that telecommunications companies face problems with employee recognition and morale, directly impacting performance. Investigating these aspects can shed light on how Training program strategies can enhance employee engagement and productivity. Market Share Loss, Telecommunications companies' declining market share in mobile services and money transfer platforms reveals the impact of employee performance on business outcomes.

Research Design

This study employed a descriptive research design. Descriptive research design is a method that involves systematically observing and describing the characteristics or behaviors of a population without manipulating variables. It aimed to provide an accurate portrayal of the subject by gathering quantitative and qualitative data through surveys, interviews, and observations. The descriptive design was chosen because it allowed for a detailed and systematic description of the study on training program influence employee performance at telecommunications company limited (Mahat et al, 2024).

Research Approach

The study employed a mixed-methods approach, integrating both quantitative and qualitative data to examine key variables and contextual factors because combining these methods provided a more comprehensive understanding of the research problem (Dehalwar et al., 2023). The quantitative component was focused on numerical data collection through structured surveys and statistical analysis, which helped identify generalizable patterns and relationships. Meanwhile, the qualitative component involved interviews or focus groups to gather in-depth insights, exploring participants' perspectives and experiences related to the research topic (Dubey et al., 2022).

Targeted Population

In this study, the population refers to the entire group of individuals or entities that share specific characteristics relevant to the research. Based on data from the Telecommunications Company. The population size is identified as 248 staff at the Telecommunications company, as presented in Table 3.6

Table3.6: Population distribution

Category	Target Group	Population Size (N)	Percent %
Middle Management	Department Heads, Managers	45	18.15%
Supervisors	Team Leaders, Coordinators	57	22.98%
General Staff	Customer Service, Sales, and Technical Support,	146	58.87%
Total		**248**	**100**

Source: Telecommunications Company, (2025).

Sample Size and Sampling Techniques

Sample size

Sample size pertains to the quantity of individuals or units chosen from a broader population to partake in a study (Hassanpour et al., 2021). For this investigation, the sample size was established utilising Yamane's formula, a commonly employed technique for determining sample size in survey inquiries. Yamane's formula is expressed as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where;

n -The sample size

N- The population size is 248

e - The acceptable sampling error

*95% confidence level and p = 0.05 are assumed $n = \frac{248}{1+`248(0.05)^2}$

$n = 153$

Sampling strategies

This study utilised a combination of purposive sampling and simple random sampling to ensure the selection of appropriate respondents for both qualitative and quantitative aspects. Purposive sampling was chosen because middle management and supervisors possess strategic and operational insights that are crucial for understanding team collaboration and its impact on employee performance (Modester, 2024). On the other hand, simple random sampling was applied because it allows every individual in the general staff population to have an equal chance of being selected, thereby enhancing the representativeness and generalizability of the findings (Smith, 2020).

Data Collection Methods

Qualitative method for data collection

Qualitative data collection methods are used to explore employees' experiences, perceptions, and attitudes regarding the training program in the telecommunications industry because they provide in-depth insights into the relationship between the training program and employee performance (Hassanpour et al., 2021). The qualitative methods used in this study include:

Interviews

Semi-structured interviews were conducted with middle management personnel to gather qualitative insights into their experiences, perspectives, and strategies regarding the motivation, leadership and employee performance. This method is useful because it allows for flexibility in questioning, enabling the interviewer to explore topics in greater depth while still following a structured format (Dehalwar et al., 2023).

Qualitative instruments for data collection:

Interview Guide

A structured or semi-structured interview guide was developed to ensure a systematic approach to data collection while allowing flexibility for deeper insights because it balances consistency with the opportunity to explore participants' unique perspectives. A structured guide ensures consistency in questioning, making it easier to compare responses across participants, while a semi-structured format allows for follow-up questions to explore unique perspectives (Hassanpour et al., 2021). Open-ended questions were used to encourage participants to share their experiences, perceptions, and opinions on motivational leadership without restrictions.

Quantitative method for data collection:

Survey

Data collection methods encompass the strategies and procedures employed to acquire information and data for research or analysis (Hassanpour et al, 2021). In this study, the chosen data collection method is primarily a survey. A survey is chosen as the primary data collection method for this study because it allows for the systematic gathering of data from a large number of respondents within a relatively short period. Surveys are effective for collecting quantitative data**,** making them suitable for statistical analysis and identifying trends, patterns, and relationships within the study variables (Dehalwar, 2024)

Quantitative instruments for data collection:

Questionnaire

A structured questionnaire was used as the primary data collection tool for this study because it allows for the systematic and standardized measurement of respondents' perceptions, attitudes, and opinions (Dubey & Kothari, 2022). The study used a 5-point Likert scale to measure these aspects in a structured manner. In this scale, 1

represented Strongly Disagree, 2 represented Disagree, 3 represented Neutral, 4 represented Agree, and 5 represented Strongly Agree. This structured approach allows participants to express varying degrees of agreement or disagreement, providing more precise insights into their views.

Data Analysis Methods

For qualitative data, thematic analysis was employed to identify, analyse, and interpret patterns (themes) within the data. This method is chosen because it allows for an in-depth exploration of participants' perceptions, experiences, and insights regarding motivational leadership and employee performance (Fabricant, 2024). The analysis involved familiarisation with the data, coding, theme development, and interpretation (Hassanpour et al, 2021).

For quantitative data, descriptive statistics were employed to summarise and highlight the main characteristics of the dataset, because it offers an efficient method for understanding the overall traits of the data. This included calculating central tendency measures like the mean, median, and mode, alongside measures of dispersion such as range and standard deviation (Dehalwar, 2024).

Inferential statistics was used to draw conclusions or predictions about the broader population based on the sample data, utilising methods like multiple linear regression analysis (Mahat et al., 2024). The analysis was conducted with the Statistical Package for Social Sciences (SPSS) Version 26, combining descriptive statistics to summarise the data with multiple linear regression. This approach is selected because it enables researchers to extend findings from the sample to the entire population, providing a more comprehensive understanding of the influence between variables (Mahat et al, 2024)

Multiple Linear regression model

$Y= \beta0 + \beta1X1 + \beta2X2 + \beta2X3 + \varepsilon$

Where;

Y= Employee Performance

$\beta0$=constant;

$\beta1$, $\beta2$, and $\beta3$, = Beta coefficients;

X1= Skill development

X2= Training frequency

X3= Technological adaptation

ε = Error term

Ethical Considerations

The researcher upheld high ethical standards throughout the study by treating participants with respect and dignity, being mindful of cultural differences, and fostering an inclusive environment. Transparency was maintained with clear explanations of research methods and objectives, and participants were informed about any potential conflicts of interest. Participation was strictly voluntary, with participants able to withdraw at any time without negative consequences. Confidentiality was ensured through secure data storage and anonymization of personal information. Informed consent was obtained by providing detailed information about the study and addressing any questions. The researcher also promoted non-discrimination, ensuring fair and equal treatment for all participants, especially those from underrepresented groups.

FINDINGS

Response rate

Table 4.1 Response rate

Category	Frequency	Percent
Questionnaire Distributed and returned	116	75.82%
Non–response	9	5.88%
Interview Response	15	10.46%
Non-interview response	13	7.84%
Total	**153**	**100.00**

Source: Field data, (2025*)*

Table 4.1 presents the response rate for the study on the influence of training programs on employee performance at Telecommunications Company Limited. Out of the total 153 targeted participants, 116 (75.82%) completed and returned the questionnaires, indicating a high level of engagement in the study. However, 9 participants (5.88%) did not respond to the questionnaire, which represents a minor non-response rate. Additionally, 15 participants (10.46%) responded to interviews, contributing valuable qualitative insights, while 13 participants (7.84%) did not participate in the interview process. Overall, the high response rate of 92.16% (combining questionnaire and interview responses) suggests that the data collected is representative and reliable for analysis, ensuring the study's findings are well-supported.

Demographical information

The demographic information of respondents provides an essential context for understanding the characteristics of participating in this study. By examining aspects such as gender, age, education level, working experience, and occupation, a comprehensive profile of the respondents emerges. This demographic insight is crucial as it allows for more nuanced interpretations of the data, particularly in evaluating how demographic factors like age, gender, experience and education level may influence the Training Program on Employee Performance at Telecommunications Company Limited

Table 4.2: Demographic Information

Category		Frequency	Percent
Gender of Respondents	Male	63	54.3
	Female	53	45.7
	Total	**116**	**100.0**
Age Group	Between 18-30 years	34	29.3
	Between 31-40 years	36	31.0
	Between 41-50 years	33	28.4
	51 Years and above	13	11.2
	Total	**116**	**100.0**
Education Level	Certificate level	14	12.1
	Master's Level	20	17.2

	Diploma level	25	21.6
	Bachelor Degree Level	57	49.1
	Total	**116**	**100.0**
Work Experience	Below 1 year	17	14.7
	2 years - 4 years	21	18.1
	4 years and above	78	67.2
	Total	**116**	**100.0**
Occupation	Team Leaders	12	10.3
	Coordinators	16	13.8
	Customer Service	33	28.4
	Sales	43	37.1
	Technical Support	12	10.3
	Total	**116**	**100.0**

Source: Field data, (2025)

The gender distribution indicates that the majority of respondents were male (54.3%), while female respondents accounted for 45.7%. This suggests a relatively balanced workforce, though with a slight male dominance. The near-equal representation ensures diverse perspectives on the impact of training programs.

Regarding age distribution, most employees (31.0%) fell within the 31-40 years range, followed closely by those aged between 18-30 years (29.3%) and 41-50 years (28.4%). Employees aged 51 years and above constituted the smallest group at 11.2%. The data suggests that the company has a fairly young workforce, with a significant proportion of employees in their early and mid-career stages, who may benefit more from training programs aimed at career development and skill enhancement.

The education level of respondents shows that nearly half (49.1%) held a bachelor's degree, making it the dominant category. Employees with diploma qualifications accounted for 21.6%, followed by those with master's degrees at 17.2%, while certificate holders made up the smallest proportion at 12.1%. This educational diversity suggests that training programs should be tailored to accommodate different skill levels, ensuring effective learning outcomes for all employees.

A majority of the respondents (67.2%) had over four years of work experience, indicating that most employees were well-integrated into their roles and had significant industry exposure. Employees with 2-4 years of experience accounted for 18.1%, while 14.7% had less than one year of experience. These findings suggest that training programs should focus on both skill development for experienced employees and onboarding support for newer hires.

The demographic profile highlights a diverse workforce in terms of gender, age, education, work experience, and job roles. The findings suggest that training programs should be designed to cater to the specific needs of employees at different career stages and educational backgrounds. Given that a large proportion of employees are in sales and customer service, training programs should focus on enhancing these functions to improve overall performance at Telecommunications Company Limited.

Descriptive statistics

Table 4.3 The influence of training program

Statement	Likert Scale	Frequency	Percent	Mean	SD
The training programs offered at Telecommunications Company are relevant to improving job performance and skill development.	Strong Disagree	0	0.0	3.78	.952
	Disagree	11	9.5		
	Neutral	35	30.2		
	Agree	39	33.6		
	Strong Agree	31	26.7		
	Total	**116**	**100.0**		
The accessibility of training programs at Telecommunications Company has a positive effect on employee performance.	Strong Disagree	3	2.6	3.25	.903
	Disagree	27	23.3		
	Neutral	24	20.7		
	Agree	62	53.4		
	Strong Agree	0	0.0		
	Total	**116**	**100.0**		
The training provided at Telecommunications Company is practical and directly applicable to improving job performance.	Strong Disagree	2	1.7	3.43	.783
	Disagree	15	12.9		
	Neutral	30	25.9		
	Agree	69	59.5		
	Strong Agree	0	0.0		
	Total	**116**	**100.0**		
Telecommunications Company training programs significantly enhance employees' skills, leading to improved performance.	Strong Disagree	2	1.7	3.43	1.151
	Disagree	15	12.9		
	Neutral	30	25.9		
	Agree	69	59.5		
	Strong Agree	22	19.0		
	Total	**116**	**100.0**		
The long-term impact of training programs at Telecommunications Company results in sustained improvements in employee performance.	Strong Disagree	3	2.6	3.58	1.120
	Disagree	20	17.2		
	Neutral	29	25.0		
	Agree	35	30.2		
	Strong Agree	29	25.0		
	Total	**116**	**100.0**		
Average Mean ± SD				**3.49**	**.982**

Source: Field data, (2025)

The findings in Table 4.3 reveal that training programs at Telecommunications Company Limited play a significant role in enhancing employee performance. The statement "The training programs offered at Telecommunications Company are relevant to improving job performance and skill development" had a high agreement rate, with a mean of 3.78 and a standard deviation of 0.952, indicating that most employees find the training relevant to their roles. However, responses were somewhat varied, with 30.2% neutral responses, suggesting that while training programs are generally perceived as beneficial, some employees may not fully recognise their impact. Similarly, the accessibility of training programs showed a moderate influence on performance, with a mean of 3.25 and an SD of 0.903. While 53.4% agreed, a considerable proportion (23.3% disagreed) and 20.7% remained neutral, implying that access to training opportunities may need improvement to ensure broader participation.

Furthermore, practicality and applicability of training scored a mean of 3.43 with 59.5% agreement, suggesting that most employees believe the training is useful in their day-to-day tasks. The overall effectiveness of training in enhancing skills and performance had a mean of 3.43 and an SD of 1.151, with 59.5% agreeing and 19.0% strongly agreeing. However, some employees (25.9%) remained neutral, and 12.9% disagreed, indicating room for improvement in tailoring training programs to individual job roles. The long-term impact of training had a mean score of 3.58 with an SD of 1.120, showing a relatively positive perception, with 30.2% agreeing and 25.0% strongly agreeing, although 17.2% disagreed. Overall, the average mean score of 3.49 ± 0.982 suggests that while TTCL's training programs generally contribute positively to employee performance, there are areas for enhancement, particularly in accessibility and long-term impact.

During the interview, respondents were asked about the **What types of training programs Telecommunications Company provide to its employees?**

> Respondent 1: *" Telecommunications Company provides technical training on new telecommunications technologies to help employees stay updated with industry advancements." (Managers, 12 March 2025).*
>
> Respondent 2: *"We receive customer service training, which focuses on improving communication skills and handling customer queries effectively." (Department Heads, 11 March 2025)*
>
> Respondent 3: *" Telecommunications Company offers leadership and management training for supervisors and team leaders to enhance decision-making and strategic thinking skills." (Department Heads, 12 March 2025)*

Thematic analysis of the responses reveals three primary themes: technical skill development, customer service enhancement, and leadership training. Technical training focuses on equipping employees with up-to-date knowledge of telecommunications technologies, ensuring they remain proficient in industry advancements. Customer service training aims to enhance employees' communication skills and ability to handle customer queries effectively, improving service delivery. Leadership and management training is designed for supervisors and team leaders, helping them strengthen decision-making and strategic thinking skills. These training programs collectively contribute to improving employee competencies, fostering professional growth, and enhancing overall organisational performance.

During the interview, respondents were asked about **How frequently are employees trained, and what criteria are used to select participants for training?**

> Respondent 4: *"Employees are usually trained once or twice a year, depending on departmental needs and budget availability." (Department Heads, 11 March 2025)*
>
> Respondent 5: *"The selection criteria include job role, performance evaluation, and the relevance of training to an employee's duties." (Managers, 12 March 2025).*
>
> Respondent 6: *"Training is mostly provided when new systems or technologies are introduced, and participants are selected based on experience and job function." (Department Heads, 11 March 2025)*

The thematic analysis of these responses highlights three key aspects of Telecommunications Company training

programs: training frequency, selection criteria, and technology-driven training needs. Employees typically receive training once or twice a year, with the frequency influenced by departmental needs and budget constraints, indicating that training opportunities may be limited. Selection criteria for training participation are based on factors such as job role, performance evaluation, and the relevance of the training to an employee's duties, ensuring that those who need skill enhancement the most are prioritized. Additionally, training is often provided when new systems or technologies are introduced, with participants selected based on experience and job function, emphasizing the company's commitment to keeping employees updated on industry advancements. These factors suggest that while companies provide structured training, its frequency and accessibility depend on financial and operational considerations.

During the interview, respondents were asked regarding the **Do you believe the training programs at** Telecommunication Company **effectively enhance employee skills and performance? Why or why not?**

> Respondent 7: *"Yes, the training programs improve our technical skills, allowing us to work more efficiently and reduce errors." (Managers, 12 March 2025).*
>
> Respondent 8: *"Partially, because while some training programs are useful, others are too theoretical and do not fully address practical challenges in our work." (Managers, 12 March 2025).*
>
> Respondent 9: *"No, because training sessions are sometimes too short, and there is limited follow-up to measure improvements in performance." (Department Heads, 12 March 2025)*

The responses reveal mixed perceptions regarding the effectiveness of Telecommunications Company training programs, highlighting three key themes: technical skill improvement, theoretical versus practical training, and training duration with follow-up challenges. Some employees find training beneficial, as it enhances technical skills, increases efficiency, and reduces errors, demonstrating a direct positive impact on job performance. However, others express concerns that certain training programs are too theoretical and fail to address real workplace challenges, suggesting a gap between training content and practical application. Additionally, some employees feel that training sessions are too short and lack proper follow-up mechanisms to track progress and effectiveness, limiting their long-term impact. These insights suggest that while Telecommunications Company training programs have strengths, there is a need for more practical, well-structured, and monitored training initiatives to maximise employee performance improvements.

During the interview, respondents were asked about the **challenges does Telecommunications Company faces in implementing effective training programs?**

> Respondent 10: *"Budget constraints limit the number of employees who can participate in training programs each year." (Managers, 12 March 2025).*
>
> Respondent 11: *"There is a lack of well-structured follow-up mechanisms to assess the impact of training on job performance." (Department Heads, 12 March 2025)*
>
> Respondent 12: *"Some training programs are not tailored to the specific needs of different job roles, making them less effective." (Managers, 12 March 2025).*

The responses highlight three major challenges in Telecommunications Company training programs: budget constraints, lack of follow-up mechanisms, and misalignment with job roles. Financial limitations restrict the number of employees who can access training each year, which may hinder widespread skill development and overall workforce improvement. Additionally, there is a lack of structured follow-up mechanisms to evaluate the effectiveness of training, making it difficult to measure its impact on job performance and identify areas for improvement. Furthermore, some training programs are not tailored to the specific needs of different job roles, reducing their relevance and effectiveness. These challenges suggest that the Telecommunications Company could benefit from increased training investment, better post-training assessments, and more customised programs to enhance their overall impact on employee performance.

During the interview, respondents were asked regarding the **What recommendations do you have to improve**

Training programs for better employee performance?

Respondent 13: *" Telecommunications Company should conduct a training needs assessment to ensure that programs are relevant to employee roles and responsibilities." (Managers, 12 March 2025).*

Respondent 14: *"The company should increase the frequency of training sessions and include more hands-on, practical learning opportunities." (Department Heads, 12 March 2025)*

Respondent 15: *"There should be a structured evaluation system to track employee progress and ensure that the training leads to measurable improvements in performance." (Department Heads, 11 March 2025)*

The responses emphasise key recommendations for improving Telecommunications Company training programs, focusing on training relevance, frequency and practicality, and structured evaluation. Conducting a training needs assessment would help ensure that programs are aligned with employees' specific roles and responsibilities, making them more effective. Increasing training frequency and incorporating more hands-on, practical learning opportunities would enhance skill application and workplace efficiency. Additionally, establishing a structured evaluation system to track employee progress and measure training effectiveness would provide valuable insights into program impact and areas for improvement. These recommendations suggest that refining Telecommunications Company training approach could lead to more meaningful employee development and improved organizational performance.

Regression analysis

Table 4.5 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.483	.189		2.559	.012	.109	.858
	Skill development	.309	.107	.353	2.883	.005	.097	.522
	Training frequency	.351	.094	.329	3.720	.000	.164	.538
	Technological adaptation	.169	.080	.226	2.105	.038	.010	.327
a. Dependent Variable: Employee Performance in Telecommunications Industry								

Source; Field Data (2025).

The regression analysis results indicate that skill development, training frequency, and technological adaptation significantly influence employee performance in the telecommunications industry. The constant value (B = 0.483, p = 0.012) suggests that even without these training-related factors, there is a baseline level of employee performance. Skill development (B = 0.309, p = 0.005) has a positive and significant impact, meaning that as employees enhance their skills through training, their performance improves. Training frequency (B = 0.351, p = 0.000) is also a strong predictor, indicating that regular training sessions contribute significantly to better job efficiency. Additionally, technological adaptation (B = 0.169, p = 0.038) has a positive effect, implying that employees who receive training on new technologies are more likely to perform effectively. The significance values ($p < 0.05$) confirm the reliability of these predictors, suggesting that continuous investment in training programs, particularly in frequent sessions, skill development, and technology-oriented training, can substantially enhance employee performance at Telecommunications Company.

Table 4.6 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857[a]	.734	.727	.4360388

Source; Field Data (2025).

The model summary results indicate a strong relationship between the independent variables (skill development, training frequency, and technological adaptation) and employee performance in the telecommunications industry. The R value of 0.857 suggests a high degree of correlation between the predictors and employee performance. The R Square value of 0.734 means that 73.4% of the variation in employee performance can be explained by the training-related factors included in the model, demonstrating their significant impact. The Adjusted R Square value of 0.727 further confirms this strong predictive power while accounting for potential model overfitting. The standard error of the estimate (0.436) indicates the average deviation of the predicted values from the actual employee performance, showing a reasonable level of accuracy. Overall, these results suggest that training programs, particularly in skill development, training frequency, and technological adaptation, play a crucial role in improving employee performance at the Telecommunication Company

Table 4.7 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.810	3	19.603	103.104	.000[b]
	Residual	21.295	112	.190		
	Total	80.104	115			

Source; Field Data (2025).

The ANOVA table results indicate that the regression model significantly explains the variance in employee performance. The F-value of 103.104 (with a p-value of 0.000) demonstrates that the overall model is statistically significant, meaning the combination of skill development, training frequency, and technological adaptation has a meaningful impact on employee performance. The sum of squares for regression (58.810) and residual (21.295) reflects the variation explained by the model and the unexplained variance, respectively. The mean square for regression (19.603) and residual (0.190) further support that the model's predictors have a much larger effect on performance compared to the residual errors. With a significant p-value of 0.000, we can confidently conclude that the model is a good fit and that the factors assessed in the study significantly influence employee performance at TTCL.

DISCUSSION

The findings from this study highlight the significant influence of training programs on employee performance at Telecommunications Company. The regression analysis results confirm that skill development, training frequency, and technological adaptation are key factors in improving employee efficiency and effectiveness. Employees who receive regular and structured training perform better, as training enhances their skills and prepares them to handle evolving industry demands. However, accessibility to training remains a challenge, as some employees feel that the programs are not adequately tailored to their specific job roles. Additionally, while many employees acknowledge the practical benefits of training, there are concerns about the theoretical nature of some sessions and the lack of structured follow-up mechanisms to measure their impact. These insights suggest that Telecommunications Company training programs are beneficial but require improvements in customization, accessibility, and evaluation methods to maximize their effectiveness.

Moreover, thematic analysis of employees' responses indicates that technical skill development, customer service training, and leadership training are the core components of Telecommunications Company training programs. While these programs contribute to overall professional growth, challenges such as budget constraints,

Insufficient follow-up and misalignment with job roles limit their full potential. Employees also express concerns about the frequency of training, selection criteria, and the practicality of sessions, indicating the need for a more structured and frequent training approach. To address these issues, the Telecommunications Company should consider conducting regular training needs assessments, increasing hands-on learning opportunities, and implementing a structured evaluation system to track employee progress. By refining its training strategies, the Telecommunications Company can enhance employee skills, improve job performance, and ultimately strengthen overall organizational efficiency.

This finding is related to the study of Niati, et al (2021), study findings indicated that training positively impacts work performance by enhancing employees' skills and competencies. Also, study of Yimam (2022), study findings revealed that structured training programs significantly enhance employees' skills, efficiency, and job satisfaction, leading to improved institutional performance.

Relationship between findings and theory.

The findings of this study align closely with Human Capital Theory, which emphasises that investments in employee training and skill development enhance productivity and organisational performance. The regression analysis confirms that skill development, training frequency, and technological adaptation significantly improve employee efficiency at Telecommunications Company, reinforcing the theory's assertion that knowledge and skills are valuable assets that contribute to overall economic and organisational growth. Employees who receive regular and structured training demonstrate better performance, reflecting the idea that organisations benefit when they invest in their workforce's competencies. However, challenges such as limited accessibility, misalignment with job roles, and insufficient follow-up mechanisms highlight the need for a more strategic approach to human capital development. The thematic analysis further supports this by identifying core training components, technical skills, customer service, and leadership as crucial areas for enhancing human capital. Addressing barriers like budget constraints and training frequency through structured evaluations and needs assessments would ensure that the Telecommunications Company maximises returns on its training investments, ultimately fostering a more skilled and efficient workforce in line with Human Capital Theory.

CONCLUSION

The study concludes that training programs play a vital role in enhancing employee performance at Telecommunications Company, with skill development, training frequency, and technological adaptation emerging as key contributors to improved efficiency. While employees acknowledge the benefits of training in developing their competencies, challenges such as limited accessibility, lack of tailored programs, and insufficient follow-up mechanisms hinder their full impact. Addressing these issues requires a more structured, practical, and frequent training approach, ensuring that programs align with employees' specific roles and industry advancements. By investing in regular training needs assessments, hands-on learning experiences, and robust evaluation systems, Telecommunications Company can maximise the effectiveness of its training initiatives, leading to sustained employee growth, improved job performance, and enhanced organisational success.

RECOMMENDATIONS

Based on the findings of this study on the influence of training programs on employee performance at Telecommunications Company Limited, the following recommendations are proposed:

To enhance the effectiveness of training programs at Telecommunications Company, the company should conduct regular training needs assessments to ensure that training content aligns with employees' job roles and responsibilities. This will help in identifying specific skill gaps and customising training sessions to address real workplace challenges. A well-structured training needs assessment will also enable Telecommunications Company to prioritise departments and employees who require immediate skill enhancement, ensuring that training resources are utilized efficiently and contribute to overall organizational growth.

Telecommunications Company should also increase the frequency of training programs and incorporate more

Hands-on, practical learning opportunities. Many employees feel that current training programs are either too theoretical or infrequent, limiting their impact on job performance. By introducing interactive training sessions, on-the-job coaching, and mentorship programs, employees can gain practical exposure and real-world experience, making the training more effective. Additionally, continuous training will help employees adapt to new industry technologies and trends, ensuring that they remain competitive in the telecommunications sector.

To improve training accessibility, the Telecommunications Company should allocate more resources and budget to accommodate a larger number of employees in training programs. Budget constraints have been identified as a major challenge, preventing many employees from participating in skill-enhancing programs. The company should explore partnerships with training institutions, government initiatives, or online learning platforms to provide cost-effective training solutions. Additionally, adopting e-learning and remote training options can increase accessibility for employees in different locations, ensuring that everyone benefits from professional development opportunities.

Integration of Objective Performance Metrics: The Telecommunications Company should incorporate measurable performance indicators such as productivity levels, customer satisfaction ratings, and financial performance metrics to assess the direct impact of training programs on employee performance.

Enhancement of Training Program Accessibility, the company should explore cost-effective and alternative training delivery methods, such as e-learning platforms, virtual workshops, and partnerships with educational institutions, to ensure that all employees have access to continuous learning opportunities.

Longitudinal Assessment of Training Impact: The company should implement a long-term evaluation strategy to assess the effectiveness of training programs over an extended period. This will provide insights into sustained improvements in employee performance. Benchmarking Against Industry Best Practices, the company should conduct comparative studies with other telecommunications firms in Tanzania and internationally to identify best practices in training and development programs that enhance employee performance.

Strengthening Post-Training Support Systems, the company should implement follow-up mechanisms such as mentorship programs, refresher courses, and performance monitoring to ensure that skills acquired through training are effectively applied in the workplace. Budget Optimisation for Training Programs, the company should allocate sufficient resources for training programs and explore innovative funding models to enhance the scope and quality of employee development initiatives.

Finally, by implementing these recommendations, Telecommunications Company can enhance the impact of training programs, improve employee performance, and strengthen its competitive position in the telecommunications industry. The Telecommunications Company should establish a structured evaluation and follow-up system to track employee progress after training sessions. A formal performance assessment framework should be implemented to measure how training influences job performance, identify areas for improvement, and ensure that employees apply the acquired skills in their daily tasks. Feedback mechanisms, post-training evaluations, and periodic performance reviews can help gauge the long-term impact of training programs. By continuously assessing training effectiveness, Telecommunications Company can refine its approach and ensure that training contributes meaningfully to employee growth and overall organisational success.

Recommendation for further study

Future research should incorporate objective performance indicators such as productivity levels, customer satisfaction rates, revenue growth, and employee retention to provide a more accurate assessment of training effectiveness. Relying solely on employee perceptions may introduce bias; therefore, integrating measurable outcomes will enhance the reliability of findings.

A longitudinal study should be conducted to examine the long-term effects of training programs on employee performance. Short-term assessments may not fully capture sustained improvements, and a long-term evaluation would provide valuable insights into how training contributes to employee growth over time.

Future studies should explore cost-effective training delivery methods, such as online training, e-learning platforms, and collaborations with academic institutions. Investigating these alternatives can help organizations optimize training resources while ensuring that employees receive continuous learning opportunities.

Gender and demographic factors should also be considered in future research to determine how variables such as age, gender, and educational background influence employees' ability to benefit from training programs. This would ensure that training initiatives are inclusive and cater to diverse employee needs.

Lastly, future studies could assess the extent to which training programs enhance employee creativity and innovation. By examining whether training fosters new ideas and technological advancements, research could provide insights into how training contributes to improved service delivery and competitiveness in the telecommunications industry.

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