

Examining Training and Development Implementation in Private Sector: A Case Study of Alliance One Tobacco Tanzania Limited in Morogoro Municipality

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Abstract: *The purpose of this study was to examine the extent to which training and development programs are being implemented in private sector organizations, a case study of Alliance One Tobacco Tanzania Limited (AOTTL). The target population of this study was 207 respondents. A sample size of 88 respondents that include 13 top and middle management personnel and 75 laborers was used. Purposive sampling techniques and convenience sampling techniques were used in selection of respondents. Data were collected by using questionnaire, interviews and documentary reviews. Quantitative data were analyzed by using descriptive statistics while qualitative data were analyzed by using content analysis. The study found that, training and development programs align with the needs of the organizations, training and development program objectives are clearly defined, sufficient resources are not allocated to support the implementation of training and development programs, training and development programs are not always effectively communicated to employees in organizations, and training and development programs are not regularly evaluated. The study recommends that, it is essential to allocate adequate resources, including budget, time, and personnel, to support the implementation of training and development programs. Furthermore, effective communication is crucial to ensure that employees are aware of and understand the training and development programs available to them.*

Keywords: Training and Development Programs

1. Introduction

Today, managing human resources is a top priority for every organization, as enhancing employee productivity and efficiency is crucial to achieving organizational goals and objectives (Gamage & Imbulana, 2013). In the competitive landscape, the survival of private organizations hinges on their ability to cultivate creative, innovative, and inventive human resources, thereby gaining a competitive edge over rivals (Vemic, 2007).

One of the key aspects within human resource practices that facilitates this is training and development, which enhances employees' skills, knowledge, and competence, leading to improved performance (Palo & Padhi, 2005). This role of training and development is underscored by Chhabra (2015), who asserts that it is vital for sustained business growth and continuous enhancement of employee capabilities to meet present and future demands.

Undoubtedly, training and development is a central function of Human Resource Management (Jagero et al., 2012). The significance of training in organizational success is widely acknowledged, given the changing nature of employee value and workplace trends (Jagero et al., 2012). However, employees represent a valuable yet expensive resource for organizations, and their skills must be nurtured through training to adapt to evolving challenges (Jagero et al., 2012).

Notably, studies in Tanzania have explored the link between staff training and performance. For example, Kibibi (2011) demonstrated the positive impact of training on administrative staff performance, while Mwakayosi (2013)

revealed the role of training in enhancing the performance of the police force. Moreover, Mwaibako (2013) found that employee training and development improved organizational performance through the introduction of new ideas and skills.

The overarching goal of training and development is to enhance employee performance and lay the foundation for future growth (Anam et al., 2013). It involves elements such as training methods, design, and delivery style (Naveed et al., 2014). Despite the recognized importance of training and development programs, some organizations perceive them as costs rather than investments in future productivity (Cole, 2002). This often leads to ad hoc and unsystematic training approaches where employees selected for training may be chosen arbitrarily based on technical familiarity (Dzamesi, 2012). Thus, this study aims to investigate the extent to which training and development programs are being implemented in private sector organizations, taking Alliance One Tobacco Tanzania Limited (AOTTL) in Morogoro Municipality as a case study.

2. Research Methodology

This section outlines the research methodology that guided the study. The target population of this study was 207 respondents. A sample size of 88 respondents that include 13 top and middle management personnel and 75 laborers was used. Purposive sampling techniques and convenience sampling techniques were used in selection of respondents. Data were collected by using questionnaire, interviews and documentary reviews. Quantitative data were analyzed by

using descriptive statistics while qualitative data were analyzed by using content analysis.

3. Research Finding and Discussion

This study aimed to examine the extent to which training and development programs are being implemented in private sector organizations. To gather data of this objective; questionnaire, interview and documentary reviews were applied as the data collection methods. This objective was guided by the major question stated that "To what extent is training and development programs are being implemented in private sector organizations?". The results of this objective are presented in sub - sections below.

3.1 Training and Development Program Objectives are Clearly Defined

Table 1: Training and Development Program Objectives are Clearly Defined

Details	Frequency	Percentage (%)
Agree	43	57.3%
Neutral	11	14.7%
Disagree	21	28.0%
Total	75	100

Source: Field Data (2023)

Results in Table 1 shows that, 43 respondents (57.3%) agreed that training and development program objectives are clearly defined, 11 respondents (14.7%) were neutral while 21 respondents (28%) disagreed. These results indicate that, training and development program objectives are clearly defined.

These results imply that, provision of training and development programs that align with objectives of the organization contribute to employee retention and talent development. Furthermore, employees are more likely to stay with an organization that invest in their growths and aligns their development with organizational goals.

3.2 Training and Development Programs Align with the Needs of the Organization

Table 2: Training and Development Programs Align with the Needs of the Organization

Details	Frequency	Percentage (%)
Agree	43	57.3%
Neutral	11	14.7%
Disagree	21	28.0%
Total	75	100

Source: Field Data (2023)

Results in Table 2 shows that, 43 respondents (57.3%) agreed that training and development programs provided in private sector organizations are aligned with the needs of the organization, 11 respondents (14.7%) were neutral while 21 respondents (28%) disagreed. These results indicate that, training and development programs are aligned with the needs of the organization.

These results imply that, the alignment of training and development programs with organizational needs is widely

recognized as a crucial factor in their success. In context of this perspective, alignment of training and development programs with the specific skills and knowledge required for job performance lead to improved employee performance and organizational outcomes.

These results were supported by a respondent in an interview who pointed the following: -

Aligning training and development programs with organizational goals and strategies ensures that employees are equipped with the skills necessary to contribute to the achievement of those goals, thereby fostering alignment between individual and organizational objectives.

Another respondent revealed the following: -

By aligning training and development programs with organizational needs, organizations can ensure that employees receive training that directly supports their job roles and responsibilities. This targeted approach helps employees acquire the necessary skills, knowledge, and competencies to perform their tasks effectively and efficiently.

This study concur with study by Tannenbaum and Yukl (1992) who conducted a meta - analysis of various studies and concluded that training and development programs that are closely aligned with organizational strategies and goals have a positive impact on employee performance, as well as the overall success of the organization.

3.3 Sufficient Resources are allocated

Table 3: Sufficient Resources are allocated

Details	Frequency	Percentage (%)
Agree	21	28.0%
Neutral	6	8.0%
Disagree	48	64.0%
Total	75	100

Source: Field Data (2023)

Results in Table 3 shows that, 41 respondents (28%) agreed that sufficient resources are not allocated to support the implementation of training and development programs, 6 respondents (8%) were neutral while 48 respondents (64%) disagreed. These results indicate that sufficient resources are not allocated to support the implementation of training and development programs.

These results imply that, in some private organizations, training and development programs may not receive sufficient resources due to various factors such as budget constraints, lack of awareness about the importance of training, or a focus on short - term financial goals over long - term employee development. Furthermore, limited resources for training and development programs can result in inadequate training materials, outdated technology, or insufficient training staff. This can lead to suboptimal training experiences, lower engagement from participants, and reduced effectiveness of the training initiatives.

These results were supported by a respondent in an interview who pointed the following: -

It is worth noting that the allocation of resources for training and development programs can vary across different organizations, industries, and regions.

Another respondent's pointed the following.

There may be a lack of awareness about the importance of training among decision - makers within the organization. This can result in a lower priority given to training and development programs and inadequate resource allocation. . . The focus on short - term gains or cost - saving measures may overshadow the potential long - term benefits of a well - implemented training and development program.

3.4 Training and Development Programs are always Effectively Communicated

Table 4: Training and Development Programs are Always Effectively Communicated

Details	Frequency	Percentage (%)
Agree	18	24%
Neutral	10	13.3%
Disagree	47	62.7%
Total	75	100

Source: Field Data (2023)

Results in Table 4 shows that, 18 respondents (24%) agreed that training and development programs are effectively communicated, 10 respondents (13.3%) were neutral while 47 respondents (62.7%) disagreed. These results indicate that, training and development programs are not always effectively communicated to employees in organizations.

These results imply that, despite effective communication of training and development programs being crucial for employee engagement and participation, the study found that organizations often face difficulties in communicating the purpose, content, and benefits of training and development programs to employees.

These results concur with study by Longenecker, Sims, and Gioia (1987) who found that organizations often fail to effectively communicate training and development programs due to insufficient use of multiple communication channels, lack of clarity in messaging, and limited involvement of supervisors and managers in the communication process.

3.5 Training and Development Programs are Regularly Evaluated for their Effectiveness

Table 5: Training and Development Programs are Regularly Evaluated for their Effectiveness

Details	Frequency	Percentage (%)
Agree	25	33.3%
Neutral	9	12.0%
Disagree	41	54.7%
Total	75	100

Source: Field Data (2023)

Results in Table 5 shows that, 25 respondents (33.3%) agreed that training and development programs are not regularly evaluated for their effectiveness, 9 respondents (12%) were neutral while 41 respondents (54.7%) disagreed. These results indicate that, training and development

programs are not regularly evaluated for their effectiveness in all cases.

These results imply that, while evaluation of training and development programs is recommended and necessary to ensure their effectiveness, the practice of regular evaluation is not always implemented in all organizations. It is important for organizations to recognize the value of evaluation and allocate appropriate resources and efforts to assess the impact of their training and development programs effectively.

These results concur with the study by Kraiger et al. (2017) who pointed that, despite the recognized importance of evaluation, the reality is that not all organizations consistently conduct evaluations of their training and development programs. Factors such as limited resources, time constraints, lack of expertise, or a lack of emphasis on evaluation within the organizational culture can contribute to the infrequent or absence of evaluation practices.

4. Conclusion and Recommendations

The findings of the study highlight the importance of aligning training and development programs with the needs of the organization and ensuring clear definition of training and development program objectives. However, the effectiveness of training and development programs can be hindered by inadequate allocation of resources, poor communication to employees, and a lack of regular evaluation.

The study recommends that, it is essential to allocate adequate resources, including budget, time, and personnel, to support the implementation of training and development programs. This ensures that employees receive the necessary training and development opportunities. Furthermore, effective communication is crucial to ensure that employees are aware of and understand the training and development programs available to them.

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