

**THE CONTRIBUTION OF EMPLOYEE'S TRAINING AND DEVELOPMENT IN  
HIGHER EDUCATION INSTITUTIONS TOWARDS ENHANCING ORGANIZATION  
PERFORMANCE IN TANZANIA**

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<http://doi.org/10.35409/IJBMER.2021.3325>

**ABSTRACT**

This study examined the contribution of training and development of employees toward enhancing the institution performance at Mbeya University of Science and Technology as higher education institution. The study used cross-section design to collect data from 234 respondents where questionnaire and interviews were adopted as data collection tools. Results of the findings indicated that, the employees have a great awareness on the fundamental paramount of training and development in higher education institutions toward ensuring better education provision to the students. The issues of increasing knowledge, skills, competences as well as job satisfaction were marked as essential aspects which the higher education institutions should consider effectively in training and development of the workforce. Also, the findings fore mentioned that despite the paramount important of training and developments toward promoting organization performance, the factors such as scarcity of financial resource, mismatch of training which comply with infrastructure of working environment were mentioned as the setback towards ensuring that there is effective training and development in enhancing organization performance. The study recommends that, the institutions should ensure that there is effective strategies for determining training need assessment which comply with the organization vision as well as ensuring that there is sufficient fund which will guarantee the acquiring of the appropriate skills, knowledge and competence to manpower which match with the current technology and the requirement of the institutions.

**Keyword:** Higher Education Training, Career development Tanzania, Institution Performance.

**1. INTRODUCTION**

The importance of training and developing employees has been recognized through out the world as initiatives to enhance capabilities of performance to employees. The intention of training and development programs is to improve both employee capabilities and organizational capabilities, when the organization invest in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development are very essential tool for sustainable development of company or organization, the organization to make sure it meet the organization goals and objectives it should have a good strategies in the training and development of employees within the firm.(Karim and Latif, 2019).

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Training and development programs may be focused on individual performance or team performance, the creation and implementation of training and development programs should be based on training and development needs identified by the training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization. Training and developing employees in the organization it involves number of factors, normally many organization fail to deliver it due to various reason such as unclear training needs, lack of fund, ability of trainer to impart appropriate knowledge or skills as well as inappropriate scheme to assess the training program (Salah, 2016; Karim and Latif, 2019; and Kavitha and Bharthvajan 2019).

The intention of training and development programs is to improve both employee capabilities and organizational capabilities. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance (Kavitha and Bharthvajan 2019). The creation and implementation of training and development programs should be based on needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization.

According to the study of Galli (2018) on the effect of training and development on employees performance in public organization revealed that there is a solid linkage between training worker performance, however knowledge, skills and competencies are essential criteria for the workers to be productive in the organization, he continued stressing that training and development are significant to minimize incapacities of workers in the organization, therefore the absence of capabilities and essential information likely to occur poor performance to the organization or to the field of work, he suggested that the betterment performance of workers should rely to variety of training in the organization and that situation will empower the employees toward job performance.

### **1.1 Statement of Problem**

Training and development of employees has been recognized globally as well as to Tanzania contexts, where many organizations in this contemporary era are facing challenges in service delivery have developed training strategy as the vital tool toward ensuring there is sufficient knowledge and skills to the employees so as to enhance performance in the organization. Training and development of workers has been a matter of great concern particularly in most parts of the developing world, the association between employee training and service delivery. Trained and developed employees are likely to increase their effort toward achieving the organization goals set by their organizations because they will be happy to contribute their best in an organization that cares about their needs. The training and development play a paramount role to increase morale and commitment to employees hence it fosters positive atmosphere in handling roles to employees through by confidence, discipline and willingness, employees morale is instrumental in creating a unified and functional work environment and it influences the beliefs and actions of an individual or group, as well as dictates the atmosphere of the employee to perform assigned tasks.

In Tanzania the need of training and development of employees is bounded by national policy of

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Public Services Training Policy of 2003 (URT,2003). The policy it demand every public institution to make sure it practices training programs to enhance better performance of workers, futhermore the government of Tanzania has invested a huge amount of fund to train employees in public sector in order to make sure it achieve the country goals(Tanzania National Development Vision of 2025) shortlty known as (TNDV2025) as drawn from the millennial goal.

Despite the initiatitves done by Tanzania government by enacting public service trining policy towards ensuring there is practices of trainng in public institution still there is many complaints and grievances are thrown to public employees for their ineffiecnly as well as ineffectiveness toward performing their responsiblities regardless the numerous effort which governmet has taken of emphasizing the training and developing the employees still the pace of complaints and grievances towards performance of the employees is increasing now days. Therefore this study seek to examine the contribution of training and development of employees performance.

## **2. THEORETICAL FRAMEWORK**

The study was guided by **Constructivism Theory** /model the model was developed by Lev Vygotsky (1978) the model it relies on the idea that people normally construct or create their own knowledge and skills basing to the previous learning experiences as a learner. It focus on the beliefs of improving knowledge and skills of person in individual thinking, solving problems, learning and development.

The model stipulated that the requirement training should be aligned with the focus of the organization, so the application of training and development in organization it should involves appropriate methods. By doing so the organization will be capable to spot and pinpoint the gaps which hinder the employees to perform as intended , hence the strategies of training and development will be drawn on that ground for the sake of enhancing knowledge and skills based to the previous knowledge which comply with the insight of constructivism model.

The model provide platform for the organization to ensure it practices training programs to promote employees engagement hence quality performance, the training and developing employees are the basis for any organization (Salah,2016). Therefore it worth for the organization to evaluate the area of training requirement to the employees for intention of coming with appropriate measure of training practices which will ensure the attainment of the organization goals as intended.

## **3. LITERATURE REVIEW**

The study conducted in Pakistan banks by Imram (2015), investigate the Impact of Training & Development on Employees' Performance. The study revealed that most of the employees agreed to the statements by making it clear that training and development had a positive impact on their Job knowledge, work quality & quantity, functional skills, and their motivation & loyalty and these are all linked to their performance either strongly or moderately but in a supporting direction. However the researcher has intricate the technique and nature of training that need to be conducted so as to attain the high impact of the training and development programs at an organization level. According to Rodrigues and Waters (2017) conducted the study on the importance of training and development in employees performance and evaluation in their study observed that employees

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training and development assist the organization and employees towards attaining diverse goals where the study noticed that the training it increases the morale of employees, ensure employees engagement and it is marked as the sense of security since the organization value the workforce in the organization hence it guarantee the employees to work for their best toward the accomplishing of the organization goals.

The study conducted in India by Bhartiya (2014), assessed the impact of training and development on employee performance in selected public sector organizations, the study revealed that training is fundamental if an organization wants to be productive. Despite the positive results the study came out with, but some respondents still does not answer the pertinent questions like what factors need to be considered for training to bring forth the positive outcomes.

Obi-Anike and Ekwe (2014) conducted a study on the impact of training and development on organizational effectiveness a case study conducted in Enugu-Nigeria. The findings discovered that effective training is an outlay in the human resources of an organization, with both instant and long range returns. Although Obi-Anike and Ekwe study differs with this study on the sense that it put much emphasis on lifting training and organization effectiveness while the current study will consider contribution of employee's training and development in organization performance.

The research on effect of on the Job Training on Employee Performance conducted by Tukunimulongo (2016) in Kakamega –Kenya, The results concluded that, on-the-job training programs that are more likely to enhance employee performance in public organization than in organizations without training. Training and development are often used to close the gap between current performances and expected future performance. This research differs for the current study because it has only mentioned the availability of training programs that can enhance employee performance and it has failed show the contribution of those training.

Hassan et al (2011) conduct a research on the Impact of Training and Development on the Performance of Administrative Staff in The Public Sector organizations the study was conducted in Tanzania. The main objective of the study was to investigate the impact of training and development function on the administrative staff perforce in the second Vice President's Office. Case study research design was used to collect the essential data for analysis. The result of this study shows that there is strong positive relationship between training and employee development. However the study has not critically analysed what factors should be present in an organization so as to make training to be of positive impact. However the study of *Sakwa and Kwasira,(2016)* on the influence of training and development practices on employee performance of Kakamega country government at Kenya which the findings witnessed that the organization should ensure that there is effective strategy which abide training in the organization by doing so will foster better performance of the organization.

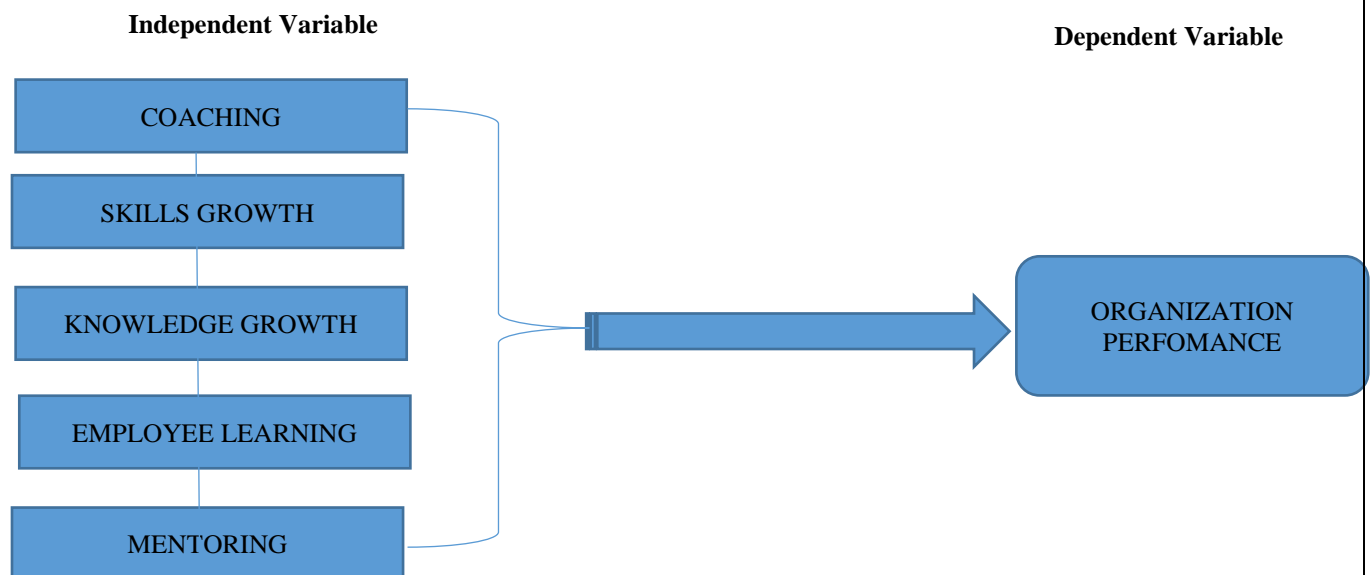
Mallya (2013) on his study on training and development pinpoint that human resource as the most asset which determine the organization to achieve its goals he stressed that the role of organization is to prepare the conducive environment which will leads the employees to performs their job at satisfactory level of proficiency so the study outlined the fundamental of training and developing employees as the essential factor which increase the efficient and job satisfaction to the employee in the organization. The study of Aman (2018) who conducted a study on the effectiveness of training programs in shaping workers performance in primary schools in Tanzania where Njombe District Council were used as the case, the ultimate goal of the study was to examine the role of the training and dvelopment.The findings obtained from the study revealed that the absence of

training to teachers has contributed poor performance to primary teachers and this have been accelerated with the frequently change of teaching syllabus without engaging the primary teachers in training and developing by doing so has caused a poor pefromance of students since the teachers are not equipped with the appropriate training relating to the changes which have been occuring frequently hence fail to comply with the requirement of the new syllabus .Furthermore the study discoverd the mutual relationship which exist between the training and the worker performance,however the issue of knowledge ,skills and competencies are key factor for the betterment performance of employee.

### 3.1 CONCEPTUAL FRAME WORK

Demonstrate the relation between the existing the variables, which show the connection of independent variables, and dependent variable. According to Dawson (2007) conceptual framework offer platform for obtaining exactly data to expected study .The study focuses to evaluate the role of training and development to employees in line with attainment of the organization goals and objective in public sector. The conceptual framework shows the way that independent variables disturb directly to dependent variables as shown to the figure below;

*Conceptual frame work for employees training and development in organization performance*



**Figure 1:** Demonstrate the Relationship between Study Variables

### 4. METHODOLOGY

The study engaged a cross sectional survey type research design which fostered the collection of a huge amount of data at one point in time at minimum cost and time. The data were gathered from two hundred thirty four (234) respondents at Mbeya University of Science and Technology, in Tanzania. The study in collection of data used questionnaires which were supplemented with interview guides. Basing in sample selection the study opted to use simple random as well as

purposive sampling techniques were used obtain key information from management. The use of simple random sampling in study provides fair and equal opportunity for each member to be sampled in the study hence minimize the issue of bias (Dawson, 2007). Finally the extracted data from the study were analyzed and presented through using tables which integrated with means and frequencies.

**5. RESULTS AND DISCUSSION**

**5.1 Benefits of training and development of workforce to organization performance**

The first objective of study investigated the extent to which employee training and development benefits the organization performance so the study adopted likert scale where a five likert scale was used to confine the benefits of training and development toward organization performance. In this scale, one (1) represented strongly disagrees while five (5) represented strongly agree. The scrutinized findings /data were presented through the use of mean response score.

Besides the strongly disagree and agree response were presented by mean response score ranging from 1 - 2 on the likert scale ( $1 \leq$  strongly disagree to Disagree  $\leq 2$ ).The neutral response range ( $2.5 \leq$  Neutral  $\leq 3.5$ ) on likert scale. The agree and strongly agree response comprises the mean score which range of 3.6 - 5( $3.6 \leq$ agree too strongly

**Table 5.1: Benefits of training and development at MUST**

SN	Benefits of training and development at MUST	Mean response	Percent (%)
1.	Promote skills & knowledge growth	4.90	98
2.	It increase job satisfaction	4.85	97
3.	Promote employee engagement	4.78	95
4.	Lower turnover	4.80	96
5.	Increase efficiency and productivity	4.90	98
	<b>Grand mean</b>	<b>4.8</b>	<b>96</b>
<b>Key response: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5 = Strongly Agree.</b>			

Source: Research Data, (2021).

The grand mean of 4.8 demonstrate that employees they appreciate the paramount important of training and development to enhance organization performance particularly at Mbeya University of Science and Technology. The findings from the variables on benefits of training and development skills growth is great where (Mean score response 4.90 = 98%), job satisfaction mean score 4.85= 97%, employee engagement mean score 4.78(95%), Lower turnover mean score 4.80(96%), Increase efficiency 4.90(98%) this importance justify the fundamental significance of training and development.

The findings revealed that the practices of training and development of workforce in the organization have numerous advantage to the organization as well as to the employees, the variable which were presented in likert scale through the grand mean of 4.8 demonstrate that employees



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they appreciate the paramount important of training and development to enhance organization performance particularly at Mbeya University of Science and Technology. The findings from the variables on benefits of training and development skills growth is great where (Mean score response 4.90 = 98%), job satisfaction mean score 4.85= 97%, employee engagement mean score 4.78(95%), Lower turnover mean score 4.80(96%), Increase efficiency 4.90(98%) this importance justify the fundamental significance of training and development so the sustainable development of any organization to meet competitive advantage it depend on how it invest in training and development the workforce in the organization by doing so it ensure that the organization it have equipped workforce with skills and knowledge hence better attainment of the organization goals.

### **5.1.1 Promote skills and knowledge growth to employees**

The presence of schedule for training and development in organization whether a short course or long term it imparts the vital knowledge and skills which foster the workforce in the organization to perform better their responsibility, the responses obtained from field depicts that 98 % agreed on importance of training advancing the knowledge and skills of employees in the organization so basing on that stance the investment in training to the workforce offer the paramount advantage to the organization in service delivery it should not ignored to the organization which seek the meet competitive advantage in global market. However the findings in consistency with current findings, of Ninan, et al (2019) on their study on the training the workforce for industry stressed that the provision of training to employees is essential since it enhance the workforce in their career progress as well as it help the organization in meeting the quality standard in service delivery.

### **5.1.2 Increase job satisfaction**

The presence of training it foster the spirit of job satisfaction to the employees in the organization since it demonstrate that the organization it care the workforce by provide training which enhance the workforce to overcome many issues which relating to performance, the findings revealed that the employees increases job satisfaction through the training by scored 98 % which respondents provided remarks that the training to workforce in organization it is vital since it foster in shaping skills and knowledge to workforce so by doing so it retains the employees in the organization. The findings comply with study of Mallya (2013) on his study on training and development pinpoint that human resource as the most asset which determine the organization to achieve its goals he stressed that the role of organization is to prepare the conducive environment which will leads the employees to performs their job at satisfactory level of proficiency so the study outlined the fundamental of training and developing employees as the essential factor which increase the efficient and job satisfaction to the employee in the organization.

### **5.1.3 Lower turn over**

The practices of training it decrease the rate of absence to the employees at workplace since the workforce are being trained to tackle different issue relating to roles their perform by doing so it solve the issue of role ambiguity, hence it guarantee the organization in attracting new talent in the organization, response from the field shows that 96 % accept that the practices of training in the organization it reduce the absence of the employees at workplace so the investment in training it ensure reliable supply of the workforce in the institution which foster better performance hence attainment of the organization goals as intended. The findings concur with the study of Mchihiyo

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(2014) on the impact of training and development on organization performance the study findings outlines that the training have been a potential to employees as well as to the organization so the culture of training employees within organization it attract new employees in the organization hence it reduce absenteeism in the organization since the employees are comfortable with working environment.

#### **5.1.4 Helps the workforce to adapt new technology**

The finding obtained from the field validate the significance of training and development in the organization as important aspects since it help the workforce to cope with various innovation in technology particularly in teaching through using ICT infrastructure to the lectures as well as to staff in integrating record keeping through the application of ICT devices, so through the platform of training the employees have benefited to cope with that technology through short course and long term course where in the response the employees have demonstrated the fundamental importance of the training where the response findings ascertains that 95 % accepted the potentiality of the training towards ensuring the workforce adapt new technology, However the findings is in line with the study Karia et al (2016) on the importance training and development it stress that the training strategy, it help the organization to cope with numerous changes in technologies as well as to overcome various chaallenges which hinder better performance in the organization.

#### **5.1.5 Increase efficiency and productivity**

The organization performance is determined on how the organization invest in training through the findings observed to the field authenticate that the workforce admit on the fundamental significance of training where 98 % of the respondents agreed on the importance toward enhancing performance to the organization. So for the organization to ensure sustainable service delivery it should ensure that it invest in the training and development of its workforce by doing so it will reduce wastage of time and foster production in the organization. The findings is in line with the study conducted by Tukunimulongo (2016) in Kakamega - Kenya, the results concluded that, training programs that are more likely to enhance employee performance in public organization than in organizations without training and development the organization is likely to fail to deliver the better service and meeting competitive advantage in the global market so the training it foster efficiency in the organization since the employees are well equip with skills and technology.

Furthermore through the interview guide one key informant from Mbeya University of Science and Technology provided remarks on the benefits of training as follows;

*“Training offer fundamental advantage in our institution since it equip the workforce with the skills and knowledge which help the employees to cope with advancement of technology in this era of innovations so the practices of training is important for our institution for sustainable service delivery”*

The remarks from the interview guide cement the potentiality of training and development of workforce since it boosts the employees to cope with the high wave of technology innovation particularly to this era of science and technology through training the organization can survival sustainably without losing its reputation so it viable for the organization to consider that training



as the hub to ensure that the organization have well equip workforce all time to meet all changes which occurs all the organization.

## 5.2 Challenges of employee training and development toward improving institution performance

The second objectives intended to examine the challenges of employee training and development toward improving organization performance, the finding shows that challenges facing Mbeya University of Science and Technology through the likert scale where respondents were guided to highlight to the response key on the factor which is in line with likert which hinder the practices of employees training and development in the organization as indicated in the table 5.2

**Table 5. 2: showing challenges facing employee training and development at MUST**

SN	Factors hinder effective training and development	Mean response	Percent
1.	Scarcity of funds	4.8	96
2.	Non learning culture	4.6	92
3.	Shortage of workforce	4.9	98
4.	Inadequate time	4.6	92
5.	Poor delivery style (mismatch)	4.9	98
<b>Grand mean (%)</b>		<b>4.76</b>	<b>95.2</b>
<b>Mean response key: 1= Strongly Disagree; 2=Disagree; 3=Neutral; 4= Agree; 5= Strongly agree.</b>			

Source: Field Data (2021).

Table 5.2 disclose that all respondents concur that all factors mention in the table above are the setbacks toward enhancing better training and development of the workforce in the organization the grand mean response 4.76 which agree on the factors cited on the response as well as in the percentage of (95.2%) also observe the similar stance

The second objectives intended to examine the challenges of employee training and development toward improving organization performance. Despite the paramount important of the training and development of the workforce on the organization still the organization face challenges is implementing the training and development programmes to the employees the finding shows that challenges facing Mbeya University of Science and Technology through the likert scale where respondents through the grand mean response 4.76 which agree on the factors cited on the response as well as in the percentage of (95.2%) also observe the similar stance the respondents cites the issue of scarcity fiscal resource, non-learning culture, shortage of workforce, in adequate time, and poor delivery style to those who attend training which the contents of training which are provided do not comply with working place hence became impediment towards ensuring the training and development are attained as required. The successful in training and development it can be attained if the employees will have willing to acquire the new skills and knowledge as well as to ensure that there is reliable budget which foster the organization to schedule the training programmes to the employees despite the challenges the organization should opt the better way to overcome all challenges which act as the setback towards ensuring the training and developing strategies are

well attained in order to ensure that the organization goal is attained as intended rather than sticking on the challenges.

### **5.2.1 Scarcity of fiscal resource**

The study findings ascertain that the issue of financial resource were marked as impediment toward ensuring effective training to the workforce in the organization by so the organization have failed many times to provide financial support to the workforce due to an unreliable fund for training in the organization, so the training budget normally it won't comply with the requirement of the employees who need to go for training. The findings integrate with study of Kosgei (2015) on challenges facing staff development and training which limit teachers participation in training and development the findings revealed that the issue of lack of funds, lack of time and commitment were marked as impediment toward ensuring there is smooth implementation of training to the staff. The information which extracted from the field imply that the financial disbursement to the institution particularly in training are not sufficient to meet the requirement of training to all employees basing to short course and long-term training since the estimation budget for training which disbursed to the organization was less compared to the requirement.

### **5.2.2 Shortage of workforce**

The response from the field witness the presence of few workers in the organization hard fostered other employees fail to attend various training since the organization their service in fulfilling their duties so once expelled to their position for training some service stop functioning in the organization, so the presence of insufficient workforce is the setbacks toward ensuring the employees attending to the training since their absence to the working station will stop the institution in delivering some services. The findings correspond with the study of Mchihiyo (2014) who investigated on the impact of training and development on organization performance the study findings outlines that the shortage of manpower within the organization have been a set back toward ensuring that there effective training in the organization since that the presence employees once integrated in the training whether short term or long term likely the service to the particular section or department is about to stop.

### **5.2.3 Non learning culture**

On other hand the issue of non-learning culture were marked as the challenges towards ensuring the employees attend the training so the culture of neglecting to go for further training were noticed some employees who seems are not interested to attend for further training particularly to non-academicians staffs in the organization however the issue of non-learning hinder the spirit of innovation and creativity in organization, but to pull up on this notions the organization should ensure that there mechanism which force the employees to attend training. The study findings confirmed with the study of Mchihiyo (2014) on the impact of training and development on organization performance where the study witnessed that despite the effective strategy for training to employees the issue personal growth in career development is challenge to some employees since their not willing to go for further training despite the conducive environment which foster training and development within the organization.

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#### **5.2.4 Poor delivery style (Mismatch)**

Despite the initiatives of ensuring the workforce participate in the training but there is mismatch to some occasion you may find that during training session you have used modern technology compare to the working contextual which that technology used in the training it won't comply with infrastructure of your institution , other issue in this aspect the respondents said that some trainer fail to organize appropriate contents which comply with key function of the organization where trainees comes as well as are not aware how to delivery training to the adult in line with using appropriate mode of communication with the adult which will enhance the workforce fail to practice what their have absorbed on the training session.

#### **5.2.5 Inadequate time**

The extracted information from the study pinpoint that normally the training session to some course are not sufficient since it hinder the employees to capture many things which have been taught, hence mastering of all contents which taught in training become a nightmare to many employees, for example one respondents said that he attended one week training which based on technical issue of 'Motor Rewiring' in Arusha which the time is not sufficient for trainee to absorb such huge contents so the issue of sufficient time in short course seems to be impediments to employees towards attaining better skills and knowledge which will foster the better performance in the organization. The findings integrate with study of Kosgei (2015) on challenges facing staff development and training which limit teachers participation in training and development the findings revealed that the issue of lack of funds and inadequate time and commitment were marked as impediment toward ensuring there is smooth implementation of training to the staff so the training programs should consider reliable time.

Additionally through the interview guide one key informant from Mbeya University of Science and Technology provided remarks on the challenges facing the training and development of employees on enhancing performance in the organization;

*“Despite the presence of training platform to the employees in the organization occasionally we have been facing the issue of mismatch between the training and the organization working infrastructure towards supporting effectiveness of applying of what the employees attained from the training “*

The finding from the interview imply that despite the initiatives done by the organization in promoting the training and development to the employees progress sometimes the working infrastructures become the impediment to the employees towards embracing the skills and knowledge which the employees acquired from the training since the working environment is not friendly to embrace the skills which attained from the training.

### **6. CONCLUSION**

The findings of the study provide statistical evidence that, the respondents have great understanding on the significance of training to the organization. It has evidenced that, the organization have taken initiatives toward implementing the training and development to its employees though the scope has been limited.

The study highlights that the training and development of employees offer a number of advantages

to the organization as well as to employees such as skills growth, job satisfaction, employee engagement, lower turnover, as well as increase in efficiency. All these factors justify the fundamental significance of training and development to employees toward the better prosperity of the organization to attain intended goals.

The findings also evident that, despite the huge advantage of training and development of the workforce it ascertains that there are challenges which hinder the process to be delivered as intended. The challenges include; scarcity of fiscal resource, non-learning culture, shortage of workforce within some working units, inadequate time as well as poor delivery style (mismatch of contextual training and practice). These were marked as the setbacks towards ensuring effective training and development programs to the workforce in the organization.

## **7. RECOMENDATIONS**

The study recommends that to ensure effective and efficiency in the organization performance the management should observe the following;

Training and development programs are well planned and coordinated through the department of human resource management should make sure the training programs which comply with the vision and mission of the organization.

Careful determination of training needs assessment, the organization should ensure it pin points the existing problems and expected challenges which will be covered within the scope of training and development programs through the mutual integration of HR office and head of departments by ensuring the training schedules are aligned with the business needs.

Invest in training the workforce, it is worth for the organization to invest in this area since it provides better foundation for offering better education service to the students since the employees particularly academicians are updated with skills knowledge which comply with the contemporary eras in delivering the education hence the ultimate goals of the institution to provide quality education is attained. Ensure presence of friendly working environment which grant opportunities for training and development, the environment needs to comply with the recent changes that will foster better service delivery to organizational stakeholders as well as gaining competitive advantage.

Develop open training policy and sufficient fund (through allocating adequate budget) so these should be considered as the viable strategies toward ensuring the organization it accommodate the effective training and development of workforce in the organization.

## **8. AREA FOR FURTHER STUDIES**

The study outcomes discovered the emerging gap which can be marked as the cornerstone for further research in training and development the workforce in the organization during the study I observed that determining the training needs in public organization which comply mutually with the infrastructure of working environment is something questionable so basing on that stance the further study should incorporate on assessing the effective way of promoting the training and development programs to the public organization towards enhancing better performance of the organization. Furthermore this study was carried out at Mbeya University of Science and Technology which is higher education institution, basing on that ground the findings of this study cannot be generalized to other higher education institution as regards to the nature of the study area. It is therefore recommended that, further studies to be carried out in other universities and

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higher education institution in Tanzania. Also, further studies should be carried out on the contribution of employee's training and development towards enhancing better organization performance.

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