Factors Influencing Implementation of Training Programme in Public Organizations in Tanzania: The Study of Temeke Municipal Council

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Abstract

This study investigated factors affecting municipal councils in Tanzania on implementing training programmes. The Objectives were: to examine factors that influence implementation of training programmes in Temeke Municipal Councils in Tanzania (TMC); to assess the existence of training programme at TMC; the criteria used in selecting suitable staff for training, identify factors that promote training programme implementation at TMC, if the employees of the council are aware of the existence of Training Programme, and the attitude of employees concerning training programme succession. The study was a survey; method of data collection was questionnaire. It was found that at Temeke Municipals there is an existence of training programme prepared yearly. The major factors that affects the implementation of the training are availability of funds, awareness of the presence of training programme to the employees, opportunity and ability of employees to attend training. Insufficiency of funds, inadequate time, lack of commitment and irrelevant trainings for employees ware another factor that made training programme not to be implemented accordingly.

Keywords: Training Implementations, Temeke Municipal, Tanzania, Factors

1. Introduction

Training is the process in which people acquire knowledge; skills, experience and attitude that they need to perform jobs well for the achievement of their organisation's goals and perform [1; 2]. Training may also mean improving what employees knows, how they work, their attitude towards or their interaction with their co-workers or supervisors. However the usual missing link to many companies is that sound stumbling block to staff effectiveness that explains how training have not given sufficient attention [3]. Previous study [4] shows that, the absence of specific unit or department to oversee or co-ordinate staff development and trainings is another stumbling block in the country. He concluded that the multiplicity of human resource training authorities in Dar es Salaam City council,(TMC inclusive) made planning and coordination of staff training function a nightmare.

Training programme implementation is one of the basic and important activities in any organization which desires to achieve its goals and objectives and better performance of individual employees. Training programme implementation also motivates the employees to work hard for the organization concern. However on contrary, many district councils in Tanzania fail to implement training programmes according to what they have arranged in their strategic plan.

2. The Concept of Training Programme Implementation

Six boxes Approach Points out that: Many organizations conduct training programme, only observe small or diminishing returns on investment in those programmes. The results of using The Six Boxes Approach for training programme include a shared understanding among managers and Human resource development professionals of how training fits into the overall mix of the performance system, and significant improvement in business results flowing from the integration of training and non-training programmes and processes.

Agarwala[5] Contend that, "Training and Development (TD) activities are designed to help the organization to achieve its overall goals". Through enhancing individual employee skills, TD results in improved individual and organizational performance. Training increases the confidence, motivation and commitment of staff, enhances responsibility and the possibility of increased pay and promotion. Training widens the chance for carrier development as the employees are able to develop and master their fields of professional. It helps to improve the availability and quality of staff, through creation of better sources of internal recruitment, [6]. Training can be

used as a succession planning technique within the organization. There are number of factors/elements which influence training programme in public organizations. Gupta (2006:9.5) identified a number of factors as: job requirements, technological change, organization viability, internal mobility and globalization.

3. Literature Review

Despite of well-designed training programme, the findings established that inadequate and poor allocation of training funds [7;8], unclear criteria for trainees' selection and inability to determine type of training needed by trainee's [9;10], were considered as problems of implementing training programme within the Public Service Management Office. Kallarakkal [11] contend that inadequate funds and lack of top management support including internal politics, favoritism undermines training and development programmes in Non-Governmental Organizations (NGOs). Literature highlights that most studies examining factors hindering effectiveness of trainings in Public Sector Employees in Tanzania have been conducted mostly at top level category. Therefore many employees did not believe that the selection of employees for training was based on fairness; employees in lower cadre did not believe that they were being treated equally as their senior counterparts. [12].

It is evident that these studies showed that there is a gap in training programme implementation in public organizations in Tanzania. For instance, Khamis [13] established that one of the factors which limited the employees to undergo training was the age limit; these employees thought that they could not attend training because they were approaching the retirement age and therefore it was not important for them to go for training. Employee's awareness [14], lack of clear training programmes [15] attributed to their readiness for the training opportunities. Educational level was another obstacle [16;17].
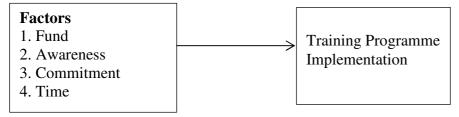
The theories used in this study was that for the training to be effective it must have emanated from a systematic training plan that is effectiveness of training plan implementation depends on systematic training plan. Also, the researcher used the theory of training as being a contributing factor towards reaching the organizational objectives.

3. Objective of the Study

The overall objective of the study was to examine the factors that influence implementation of training programmes in Temeke, Municipal Council. Municipals. The specific obejectives were to:

(i) To find out the criteria used in selecting suitable staff for training

(ii)To identify factors that promote training programme implementation at TMC

(iii) To assess if the employees of TMC are aware of the existence of Training Programme

(iv) To assess attitude of employees concerning training programme succession

4. Conceptual Model and Hypothesis

| **Factors** 1. Fund 2. Awareness 3. Commitment 4. Time | → | Training Programme Implementation |

The general form of the model was as follows:

$$TPI = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where, TPI = Training Programme

X_1 = Fund

X_2 = Awareness

X_3 = Commitment

X_4 = Time

And α is constant and β_1, β_2, β_3, β_4 and β_5 are coefficient to estimate, and e is the error term.

Research Question:

Is there significant impact of funds, awareness, commitment and time to the implementation of the training programme?

Hypotheses:

H1: Funds and Training programme implementation are positively related to each other.

H2: Awareness and Training Programme implementation are positively related to each other.

H3: Commitment and Training Programme implementation are positively related to each other.

H4: Time and Training Programme implementation are positively related to each other.

5. Methodology

To fulfill the objectives of this study, total 120 employee (N= 120) were chosen from Temeke municipal councils in Dar es Salaam City. Data were obtained through a structured survey questionnaire. Total twenty questions under the head of human resource management department and four questions for training programme are included in the survey questionnaire. For the purpose of the study, respondents were asked to give tick marks on right side of different statements. Dependent and all of the independent variables were measured on five point Likert scale. The response scales for each statement in the survey questionnaire were as: 1= strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree.

6. Data Analysis

Data were analyzed by using software SPSS- 17 version. Cronbach's alpha, Descriptive statistics and correlation (Table I) and linear regression (Table II) were applied to analyze the data. According to Nunnally, J. (1978) Cronbach's α with larger α values (greater than 0.70) indicating higher internal consistency in the measured dimension and hence greater reliability. Guielford,J.P (1965) believed that a Cronbach's α value greater than 0.70 indicates a high level of reliability, and when the value is lower than 0.35, the data is seen as lacking reliability and should be excluded. In this study the entire variables Cronbach's alpha is (0.811) which is greater than 0.70. So, it is clear that the questionnaire used in this study had strong internal reliability and it could be used with confidence for the application of next statistical analysis and interpretation.

6.1 Descriptive statistics and Correlation analysis

Table II represents descriptive statistics and correlation between each variable. If the mean scores of independent variables are observed then it is clear that Fund has higher value 4.26 than the rest of the order is as follows: Awareness (4.03), Commitment (3.93), and Time (3.90). The mean score of the TPI is 4.13 means most of the employee are aware. Range of correlation among variables is between 0 .178 to 0 .805. Therefore, all the variables are positively related to each other (Table I).

6.2 Regression analysis

In order to check the impact of each independent variables on dependent variable and linear regression analysis was applied to test the hypothesis developed. Results of linear regression analysis are shown in Table II.

6.2.1 Hypothesis 1

Hypothesis postulates that fund has significant effect on Training Programme Implementation

H1: Fund and TPI are positively related to each other.

21.4% variance in TPI is explained by fund, which is evident by the value ; pof R = 0.214, F = 5.665 at P = 0.019 explains the model's goodness of fit. The value of t = 2.380 is the evident of significant positive relationship between independent and dependent variable. Therefore, on the basis of these results it can be inferred with confidence that H1 is accepted.

6.2.2 Hypothesis 2

Hypothesis postulates that awareness has significant effect on TPI.

H2: Awareness and Training Programme implementation are positively related to each other.

33.6% variance in TPI is explained by awareness, which is evident by the value of R = 0.336, F = 15.019 at P = 0.000 explains the model's goodness of fit. The value of t = 3.875 is the evident of significant relationship between independent and dependent variable. Therefore, on the basis of these results it can be inferred with confidence that H2 is accepted.

6.2.3 Hypothesis 3

Hypothesis postulates that Commitment has significant effect on TPI.

H3: Commitment and Training Programme implementation are positively related to each other.

38.9% variance in TPI is explained by awareness, which is evident by the value of R = 0.389, F = 21.089 at P = 0.000 explains the model's goodness of fit. The value of t = 4.592 is the evident of significant positive relationship between independent and dependent variable. Therefore, on the basis of these results it can be inferred with confidence that H3 is accepted.

6.2.4 Hypothesis 4

Hypothesis postulates that Time has significant effect on TPI.

H4: Time and Training Programme implementation are positively related to each other.

63.0% variance in TPI is explained by Time, which is evident by the value of R = 0.630, F = 77.635 at P = 0.000 explains the model's goodness of fit. The value of t = 8.811 is the evident of significant positive relationship between independent and dependent variable. Therefore, on the basis of these results it can be inferred with confidence that H4 is accepted.

7. Discussion

If we observed the mean scores of the factors we found that all of the independent variables have significant relationships with TPI. The findings also prove that 'Fund' has the most significant relationship with TPI. That is, the availability and allocation of fund in the public organizations play significant role to training programme implementations. 'Awareness' is the second most significant factor that this study reveals. Most of the employees are satisfied about the training programmes provided in their organization. The third most influencing variable is 'Commitment' which have significant relationship with TPI. The fourth most influencing variables is 'Time' which have significant relationship with TPI. Finally, the mean score of TPI is explained overall satisfaction of the employees toward the Training programme of the public organization.

Table I : Descriptive statistics and correlation

	M	SD	1	2	3	4	5	6
Fund	3.9000	1.04841	1					
Awareness	3.9333	.77496	.405**	1				
Commitment	4.0333	.83950	.348**	.675**	1			
Time	3.9000	1.01584	.211*	.333**	.556**	1		
TPI	4.1333	.80891	.214*	.336**	.389**	.630**	.544**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table II: Regression Analysis

Variable	R	t-value	coefficient	F-value	P-value
1.Fund	0.214	2.380	0.214 (0.165)	5.665	0.019
2. Awareness	0.336	3.875	0.336 (0.351)	15.019	0.000
3. Commitment	0.389	4.592	0.389 (.375)	21.089	0.000
4. Time	0.630	8.811	0.630 (0.502)	77.635	0.000

Conclusion

Type of training focused in this study was mainly formal training specifically in-service training as being clarified in the Public Service Standing orders of 1994 and its amendments of 2009. Every financial year, Municipals prepared training programme as well as budget to cater for the training. Based on the findings we are now concluding that the major positive factor that influence implementable training programme in Municipal councils in Tanzania is adequate fund, staff awareness of the existence of training programme, opportunity and ability to attend training programme. Other factors were freedom from bias, and freedom from unnecessary bureaucracy. It was found that to a great extent almost all employees of Municipal were aware of the existence of Training programme at Municipal only few employees were not aware of its existence. However the unavailability of enough funds, some of the staff was provided with irrelevant training which did not suit their careers, scarcity time, and somehow lack of commitment from the top management.

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