

HUMAN RESOURCE PLANNING: TRAINING IMPRESSIONS ON EMPLOYEES DEVELOPMENT IN ILALA MUNICIPALITY, TANZANIA

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ABSTRACT

This study aimed to examine the role of Human Resource Planning (HRP), specifically focusing on the training aspects and their impact on employee development within Ilala Municipality. A sample of 163 respondents was selected using the simple random sampling technique. Quantitative information was primarily gathered through a semi-structured questionnaire, while qualitative information was obtained through Key Informant Interviews (KIIs). Descriptive statistics were used to analyze the quantitative data, while content and thematic analyses were employed for the qualitative data. The findings of the study indicated that employees held positive impressions regarding the training initiatives and their relevance to both personal development and organizational performance. The employees acknowledged the positive outcomes resulting from the training programs, including the enhancement of their skills and competences, increased motivation and morale, and improved networking and socialization among colleagues. Based on these findings, the study recommends that Ilala Municipality should prioritize the development of a participatory annual training plan to ensure the improvement of employee impressions and promote their professional growth. Additionally, the Municipality should consider implementing strategies to retain employees who have benefited from the training programs, particularly for long-term initiatives, in order to reduce job turnover and retain talent within the organization. Generally, this study highlights the importance of Human Resource Planning, specifically focusing on training, in fostering employee development within Ilala Municipality. The positive impressions and outcomes observed by employees emphasize the significance of investing in training initiatives to enhance skills, motivation, and networking opportunities. By adopting a participatory approach to HRP and implementing retention strategies, the Municipality can create a conducive work environment that promotes employee growth, satisfaction, and organizational effectiveness.

Keyword: - Human Resource Planning, Training Impression, Training, Employee Development

1. INTRODUCTION

Human resources planning (HRP) has a role of developing employees' skills as well as creating a context that employees can be assured of their future, and in turn organizations can be assured of fulfillment of their goals (Ghazala & Habib, 2012; Noe, Hollenbeck, Gerhart, and Wright, 2019; Armstrong and Taylor, 2019). Organisations which fail to handle human resource planning are likely to fail the organization goals and human resource development will not be realized (Aslam *et al.*, 2013). In the same line, failure of proper HRP results into job dissatisfaction among employees, as the employees feel that their jobs are not respected. In this context, on one hand organizations have to incorporate all necessary human resources planning ingredients particularly training, so as to enhance human resource development and realize the organization goals, but on the other hand the effectiveness of the HRP requires employees to have right impressions on the HRP actions (Engetou, 2017, Moyo, 2015).

In Tanzania, different initiatives have been taken to enhance human resource functions (Kalufya *et al*, 2018). Despite the efforts done by the government to improve human resources services, still performance of human resources in some organisations is not satisfactory. For example there are some LGAs in Tanzania which are not performing well (REPOA, 2008). The LGAs weak performance is caused by a number of factors including staffing problem. Staffing problem can be noticed in terms of shortage of employees, limited skills and low experience (Suta, 2018). In Ilala Municipal Council human resource planning as stipulated in its Strategic Plan (2017/2018 – 2021/2022) has been facing challenges of reconciling individuals employees' goals with that of organization (Ilala Municipal Council, 2017). This situation affects both the employee and performance of the municipal.

As per the Strategic Plan, the Council has 338 employees, out of 724 that are required. The given statistics show a high shortage of manpower which needs a proper human resource planning to avoid the possibility of negative effects on the human resource performance in the Council. Ilala Municipal Council has been availing training opportunities to the employees. However, the employees' impressions of the training offered have not been registered. This study, therefore, was designed to explore impressions of employees on training and its outcome in relation to human resource planning.

2. STUDY METHODOLOGY

The study employed mixed designs. One is a cross-sectional design, whereby data were collected in single point in time. This type of design is very appropriate in describing and inferring observational quantitative data (Zangirolami-Raimundo *et al.*, 2018, Wang and Cheng, 2020; Cvetkovic-Vega *et al.*, 2021). Another is a case study research design, which is used to produce an in-depth, multi-faceted comprehension of a complex issue in its real-life context (Crowe *et al.*, 2011).

The sample for this study was 163 employees randomly sampled from a total of 320 employees using Krejcie and Morgan (1970) table. Multiple methods were used to collect the relevant information from these employees. Quantitative data were collected through individual interviews guided by a semi-structured questionnaire. This is the same as semi structured interview. The use of questionnaires enabled the respondents to remain anonymous and be honest in their responses (Cooper & Schindler, 2008). The choice of the questionnaire was based on the fact that it is easy to analyze the collected data statistically. On the other hand, qualitative information was collected using Key Informants Interviews (KIIs) guided by checklists.

Collected quantitative data were analysed using descriptive statistics such as frequency, percentages, mean and standard deviation. According to Bonne and Bonne (2012), means and standard deviation are appropriate procedures in measuring central tendency and variability when analyzing Likert-scale data with the interest of combining items into a single composite score variable that represents the character. Qualitative data were analyzed using content and thematic analyses.

3. RESULTS AND DISCUSSION

3.1 Characteristics of the Respondents

Out of 163 respondents involved in the study 56% were male, while 44% were female. This composition was fairly represented which, implies that the responses were comprehensive and exhaustive to represent key issues on human resource planning: training impression on employee development. It was also observed that majority of respondents were having middle age and above. So their opinion and ideas helped the researcher to get the required information as they were all matured enough to the extent of being aware of knowing the importance of this study.

Regarding the level of education Table 1 shows that majority of respondents (cumulatively 89%) were holders of diplomas and above. Hence, given such level of education they were able to respond clearly without unnecessary errors to all the questions asked. Their positive support to the researcher symbolized their civilization and matched with their level of education. Further, it was observed that most of the respondents (96%) had a working experience of three years and above, so they had enough experience and hence the provided information to the researcher was valuable and reliable.

Gender	Frequency	Percentage
Male	92	56%

Female	71	44%
Total	163	100%
Age group	Frequency	Percentage
23 - 27 years	5	3%
28 - 37 years	57	35%
38 - 47 years	91	56%
48 – 59 years	10	6%
Total	163	100%
Level of Education	Frequency	Percentage
Certificate	11	7%
Diploma	50	31%
Bachelor	95	58%
Masters and above	7	4%
Total	163	100%
Working Experience	Frequency	Percentage
6 months - 2 years	6	4%
3 years - 5 years	23	14%
6 years - 8 years	65	40%
9 years and above	69	42%
Total	163	100%

Table 1: Respondents' Characteristics (N=163)

3.2 The Training Impression on Employee Development

In analyzing the training impression on employee development, respondents were asked to rate themselves ranging from 1 strongly disagree to 5 strongly agree on ten constructs of training and development, as indicated in Table 2.

Statements	Mean	Std. Deviation	Interpretation
There is an annual plan for the training and development of the human resources	2.7362	1.04721	Moderate
The Municipality trains the human resources in order to increase their knowledge about their jobs.	2.2270	.81877	Low
The Municipality trains the human resources to develop their professional skills.	4.0307	.74056	High
Employees are competent to fulfill the objectives of organization in changing situation.	3.7546	1.00057	High
There is a good environment in the organization that stimulates learning to the employees.	4.1166	.71486	High
The Municipality is working to develop appropriate plans to train all workers.	2.9877	1.01828	Moderate
There is an environment stimulating workers to apply what they learned practically.	4.4969	.91876	Very high
Municipality provides training to the employee concerning job descriptions.	4.4540	1.07842	Very high
Staff has full knowledge about organizational long-term goals.	1.4110	.82947	Very low
Employees are trained basing on their specialized areas	3.1963	.89483	Moderate

Table 2: The Training Impression on Employee Development (N=163)

Table 2 indicates a moderate mean score of 2.7362 and standard deviation of 1.04721 which show that there was a moderate impression for the training and development of the human resources. This finding implies that the majority

of respondents found annual plan for the training and development of the human resources is fairly enough to enable employees participate in the training programs offered by their organization.

Findings on training human resources in order to increase their knowledge about their jobs indicated a low rating with mean of 2.2270 and standard deviation of 0.81877. The results imply that the majority of respondents were not comfortable with the training they received. The findings were similar to those of Kafyeta (2015) in Tanzania, who discovered that the majority of employees were dissatisfied with their occupations. Job satisfaction, employee training and development, working environment, leadership, the level of employee involvement in decision-making, justice and equality of employees in promotion, and managers' leadership are among the criteria identified.

Results on training human resources to develop their professional skills revealed a high rating with mean score of 4.0307 and standard deviation of 0.74056. This implies that most of respondents agreed that the Municipality trains the human resources to develop their professional skills. The findings are in agreement with those of Nasreen (2012) who indicated that that training programs were more instrumental in improving teachers' skills and attitudes in old universities as compared with those in new universities. HRM experts were concerned on sporadic conduct of training programs and they suggested regularizing and evaluating such programs appropriately. Additionally, results concur with those of Johnson and Brown (2004) findings which showed that training employees helped them to improve their working capacity thus tended to develop to a quality workforce so long as there was effective motivation.

Findings on competence to fulfill the objectives of organization in changing situation revealed a high rating with a mean score of 3.7546 and standard deviation of 1.00057. The results imply that respondents were competent to fulfill the objectives of organization in changing situation. These results concur with those of Ellström and Kock (2008) as well as Breevaart, Bakker, Demerouti and Derks (2015) who found that the degree to which companies and organizations offer personal and professional growth opportunities for employees is dictated by the overall work environment. Opportunities to learn new skills, take on new responsibilities, achieve higher compensation and gain new positions can allow employees to set and work towards goals, conveying a sense of personal achievement that boost employee satisfaction.

Findings on good environment in the organization that stimulates learning to the employees indicated a high rating with mean score of 4.1166 and standard deviation 0.71486. The study findings imply that a good environment in the organization stimulates learning to the employees. On another hand, results on working to develop appropriate plans to train all workers revealed a moderate rating with mean score of 2.9877 and standard deviation of 1.01828. These results imply that it was not clearly known whether the Municipality had developed appropriate plans to train all workers.

Findings on whether an environment was stimulating workers to apply what they had learned practically indicated a very high rating with a mean score of 4.4969 and standard deviation of 0.91876. The results imply that there was a conducive environment stimulating workers to apply what they learned practically. These findings agree with those of Nasreem (2012) which revealed that training programs were more important in improving teachers' skills and attitudes in old public universities as compared to the new universities. Again, the results indicated that specialized HRM officers gave expert advice on University human resource management practices.

Results on training employees on job descriptions revealed a very high rating with mean score of 4.4540 and standard deviation of 1.07842. These findings imply that respondents strongly agreed on the Municipality provided training to the employee concerning job descriptions. The findings agree with those of Gifford and Dina (2011), Cascio (2018) and well as Noe, Hollenbeck, Gerhart, and Wright (2017) whose study showed that human resource planning identifies the skill requirements for various levels of jobs. In addition, findings agree with

Results on whether the staff had full knowledge about organizational long-term goals revealed a very low rating with a mean score of 1.4110 and standard deviation of 0.82947. The results imply that staff had little knowledge about organizational long-term goals. Moreover, findings on training based on employees' specialized areas indicated a moderate mean score of 3.1963 and standard deviation of 0.89483. The results imply that it is not always that employees are trained based on their specialized areas. The findings agree with Johnson and Brown (2004) and Smith and Brown (2018) whose study findings showed that on among the roles of HRP facilitation skills, abilities and potential of the workforce through training and development were crucial. The findings further revealed that

training employees help them improve in their working capacity; thus tend to develop to a quality workforce, but under effective motivation.

Generally, results agree with those of Bogdan and Biklen (2012) and Kamoche and Cunliffe (2019) which found that human resource planning is important to cope with the change associated with the external environmental factors. Their study concluded that HRP helps to improve the current human resources through training and development to adapt to changing technological, political, socio-cultural, and economic forces

3.3 Impressions on the Training Outcomes for Employees Development

The participants in one to one interviews and those of key informants were asked to give their views and comments on the impact of employees' trainings on employees' development. Three major outcomes were identified, including; improved skills and competences of the employees, improved employees networking and socialization, as well as improved employees' morale and motivation.

Improved Skills and Competences of Employees

Human resources planning directly contribute towards employee development through provision of training and development focusing on how employees' skills, knowledge and attitudes are enhanced in order to contribute to organizational effectiveness (Moyo, 2015; Guest, 2017). Employees are considered as organization's asset, therefore, effective training programs for employees have become increasingly vital to the success of any organization (Long et al, 2014). Moreover, training and development aims at changing attitudes and values, in the expectation that this will create better understanding and tolerance among people from different societal, cultural and economic backgrounds (Horwitz, 2013; Van Scheers, 2011; Nasreen, 2012; Moyo 2015). During discussion one interviewee said:

"...I highly appreciate training development strategy because it enhanced my work output, also training development allowed me obtain skills that would enable me to seek a promotion and also facilitated my career development". (Interviewee from the Department of Planning and Economy of Ilala Municipality).

This opinion was further echoed by another interviewee:

"...training development for employees increased my opportunities for being employed elsewhere. On one hand training development is essential for the development of any company and its impact for employees not only increases employee potential, but also improves productivity of the company". (Interviewee from the Department of Community Development of Ilala Municipality).

Improved Morale and Motivation

Basically employees have private goals that they would like to achieve. The achievement of these individual goals can be satisfied through prizes and work output (Robbins et al., 2013). Nomination and participation in a capacity building program is one of the prizes that an employee is receiving and can instill sense of being appreciated and hence improve employers' morale. In addition, training can also be used as a tool to control and manage lazy, unfaithful and slippery employees (Samolejova *et al.*, 2015; Saha and Hossain, 2019; Saeed and Rasheed, 2021). The findings are in line with the observations from Ilala Municipal Council as indicated by one of the participants in the KII session:

"To me training outcomes are visible from what I see; my subordinates are settled because it is even harder for other companies to poach employees from this organization. This simply implies the training and development has increased sense of loyalty to these employees" (Interviewee from the Department of Administration and Human Resource of Ilala Municipality)

However, the impressions were not the same across the municipality as one of the interviewee noted that:

"Organizations need to be careful with whom they train because not all employees consider development within the respective company... others just get trained and run away...", *"some individuals take advantage of company development programs for their own personal benefit while some people are not interested in progressing within a company that has done so much for them so employee reliability can also be complex".*(Interviewee from the Department of Agriculture and Livestock of Ilala Municipality).

Improved Networking and Socialization

Training activities in an organization have been noted to improve participants' interaction. These interactions have been proved to increase employees networking and levels of socialization (Mwanje, 2010; Hassan 2010; Gifford 2011; Syed and Chavan, 2018; Asiedu-Addo and Mensah, 2020). The same has been observed in Ilala Municipal, as interviewees were witnessed the contacts and networking that they have established during the capacity building activities. On a similar line, another interviewee said that:

“Training development increased my confidence levels which made me perform better as an employee. Moreover, it enabled me to perform my tasks comfortably and get the required results, but it also encouraged me to stay with the company because I keep thinking that there is no other organization outside that can provide more than this”. (Interviewee from the Department of Health of Ilala Municipality)

4. CONCLUSIONS

This study concludes that employees have positive impressions on training as good for organization performances and their personal development. Employee have registered enhanced skills, confidence, comfortable execution of tasks and strengthened loyalty. These attributes are important for improving organisation performance. The training has several positive outcomes in relation to employee personal development. Trained employee have disclosed that, after having enjoyed the training they are liable for promotion, and their enhanced skills and improved performance makes them marketable and can even get employment in other organisation. This study found that training contributes to improved skills, working competences, morale and motivation, as well as improved employees networking and socialization. Therefore, benefits of training do not end up on enhanced working performance, but may also shape up social status of an employee, and contribute to making a loyal workforce and a satisfied community. This is important for tranquility and development of the organisation.

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BIOGRAPHIES

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