

Staff Training And Development As Important Tools For Achieving Organizational Objectives In Human Resource Department Mbarara City Council

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Abstract

The aim of this project is to research the staff training and development as an important tool for achieving organizational objectives in human resource department in Mbarara city council. The research would further explore whether human resource management can have a substantial effect on staff performance to gain customer loyalty, and strengthen Customer relationships. This concept has not been previously researched and the only related study i find was the correlation between human resource department and staff training and development, which indicates that staff training and development, has a positive effect on human resource department in achieving organizational objectives. The research used a qualitative research approach in which Mbarara city council was interviewed using a semi-structured interview as the primary data collection method. The research also used secondary data collected through peer-reviewed articles, journals, and websites. From the findings, the majority 17 (49%) were of the opinion that staff training Increases the efficiency of organization followed by the factor of it Increases effectiveness of organization represented by 29% and lastly it Contributes to the achievement of organizational goals which is represented by 23% of the respondents which influences organizational performance in Human resource development of Mbarara city council. The study concludes that staff training and development is recognized as a creative and efficient way of obtaining, sustaining, and establishing customer relationships. It also suggests that human resource can develop substantially through staff training and development by building trust and building customer awareness. However, most of the human resource hesitates to implement staff training and development strategies at the beginning of the organizational establishment. My findings will assist other human resource departments to consider staff training and development strategies for the human resource welfare. Recommendations for further studies are a related but perhaps more detailed study in Mbarara city council, together with a study in areas other than Mbarara city council. Keywords: Staff training and development and Human Resource.

Keywords: Staff Training, Development and Organizational Objectives

Background to the study

According to Onasanya (2011), training is a form of specialized education that aims to provide the trainee with certain or specialized knowledge, skills and attitudes that he must have in order to effectively perform a given position (Ivan et al., 2023). To Aroge (2012) Training involves acquiring and changing specific skills, knowledge, attitudes and social behavior for the purpose of occupation or work. Training is preparation for a profession or for specific skills that are job or task oriented rather than personal (Emmanuel et al., 2023). Training means helping employees apply compliance concepts to their work, employee development as a process of improving employees through approaches that emphasize self-actualization, self-growth (Victoria et al., 2023) According to (Isaac et al., 2023), training is the systematic development of knowledge, skills and attitudes that employees require to perform adequately on a given task or job. It can take place in many ways, on or off the job; in the organization or outside the organization.

(Winny et al., 2023) noted that employee training and development is a work activity that can make a very significant contribution to the overall efficiency and profitability of an organization. It therefore provides a systematic approach to training that includes the main elements of training. The effectiveness and success of an organization therefore rests on the people who make it up and work in it. It therefore follows that employees in an organization must acquire relevant skills and knowledge in order to fulfill their duties and meaningfully contribute to the success of the organization's goals (Musaibah et al., 2023). Public sector organizations appreciate this fact and implement training and development programs for various levels of their workforce. Usually, before training or development programs are organized, efforts are made through assessment of individuals and organizations to identify training needs. After the training and development programs, an evaluation is conducted to determine the effectiveness of the program in accordance with the need that has been identified. It is worth noting that the development of the organization follows the development of the individuals who make up the organization. It follows that no organization becomes effective and efficient until the individual has and applies the required skills and knowledge (Christopher, Moses, Muhindo, & Muhammad, 2022).

An organization is a social unit of people that is structured and managed to satisfy a need or pursue collective goals. According to Hall (2012), an organization is defined as a collective effort with relatively identifiable boundaries, normative order, levels of authority, communication system and leadership. According to (Isaac et al., 2023), organizations are social entities that are targeted, deliberately structured activities, systems with an identifiable boundary. Organizational efficiency is a measure of the relationship between an organization in output (goods and services) and simply put, the more output that can be achieved with a given amount of inputs or resources, the more efficient it will be.

It is a well-known fact that training and development increases the performance and productivity of workers in organizations (Paul & Kazaara, 2023). Many organizations in Uganda and indeed the public sector deal with training and development of staff and have departments, units and sectors responsible for training and development. GPHA is one such organization that has been practicing training and development since its inception and especially for the last ten (10) years. However efforts are made, the problem of haphazard, unplanned and unsystematic training still persists and some of its employees such as machinists, junior and middle engineers, accountants etc. are not qualified for any form of training nor is there any systematic staff development process in place (Ntirandekura et al., 2022). A brief interaction with some staff revealed that the training management in Mbarara City Council considers the cost incurred in the acquisition and maintenance of plant and equipment more relevant than the cost of training and development of its staff (Victoria et al., 2023). Due to the absence of staff training and development by the Management of training in Mbarara City Council, staff were sponsored for continuing education to obtain professional or higher certificates (Alex & Kazaara, 2023).

Statement of the problem

Mbarara Municipal Council has been providing essential municipal services to the people of Mbarara for many decades. In order to effectively fulfill its mandate, the City Council realizes that continuous capacity building of employees is essential. The HR department plays a strategic role in empowering the workforce through structured training and development initiatives. Recently, however, certain problems have prevented the HR department from fully implementing this important function (Ntirandekura & Christopher, 2022). One of the main problems is the inadequate budget allocation for employee training. While cross-role training is needed to improve service quality, limited financial resources limit holistic skills development planning. Vocational and technical competencies in specialized fields such as engineering, IT, healthcare require expensive formal programs and certifications that are difficult to fund regularly from the existing training budget (Annet et al., 2023). Employees are then unable to upgrade to international standards through advanced training. Additionally, the City Council has been unable to fill critical vacancies in the Human Resources Department over the years due to budget constraints. As a result, the department remains severely understaffed at both the managerial and operational levels. Excessive workloads do not allow HR professionals to devote sufficient time to essential functions such as needs assessment, careful planning of training calendars, coordination of logistics, and post-training impact analysis (Christopher, Moses, Muhindo, & Komunda, 2022). Training initiatives thus lack proper structure, direction and monitoring due to staff shortages. In addition, the majority of current HR employees lack professional qualifications in the field of human resource management. Basic theoretical and applied people management skills are needed to implement a strategic training plan that is linked to the organization's goals. However, many HR professionals have joined through political patronage without the appropriate training or certification (Winny et al., 2023). Their inexperience limits the design of a holistic training system, content acquisition and linkage to performance metrics. The department is then handicapped in its developmental role (Emmanuel et al., 2023). In addition, training policies, processes and guidelines to streamline initiatives are either outdated or non-existent. Without a standardized framework, training administration becomes haphazard and ad-hoc based on last-minute requirements. There is a lack of consistency and protocol, which impairs the systematic increase in capacity. Need prioritization, eligibility criteria, and post-training standards were not formally documented, resulting in inequity and suboptimal impact. Training is seen as a recurring event rather than an integrated career development program (Frank et al., 2023).

Specific objective

1. To assess the influence of staff training and development on organizational performance in Human Resource Department of Mbarara City Council
2. To analyze the organizational performance status in Human Resource Department of Mbarara City Council.
3. To establish the relationship between staff training & development and organizational performance in Human Resource Department of Mbarara City Council.

Methodology

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The study adopted a mixed-method research design, including both quantitative and qualitative approaches (Nafiu & Ph, 2012). This design allows for a comprehensive exploration of the different staff training and development techniques and their impact on achieving organizational objectives in human resource department in Mbarara City Council. The quantitative component involved a structured questionnaire survey administered to a sample of respondents, providing numerical data for statistical analysis (Lu et al., 2013). The qualitative component utilized content analysis to examine the staff training techniques, offering in-depth insights into the messaging and strategies employed by human resource department entities in the Mbarara City Council. The study was conducted in Human Resource Department in Mbarara City Council, located in the western region of Uganda (Olanrewaju et al., 2021). Census (2014) estimates the total population of Mbarara City to be 208,500. Of this, only the population living with in the proximity of the bank were the target population in the study. The study population is approximately 35,092 adults residing in Mbarara city, adjacent to council premises, which is surrounded by about 100,000 people within a 5 km radius (Census Annual Report, 2014). This includes both residents and individuals directly involved in the human resource department, such as employees and the surrounding environment that could be having general knowledge on staff training and development and its related activities (Jallow et al., 2021). The sample size was determined using the Krejcie and Morgan (1970) table for sample size determination in research. Considering the estimated population of 3,500, a representative sample was selected to ensure adequate coverage and representation of the study population. Based on the Krejcie and Morgan table below, an estimated sample size of 346 participants were used.

Krejcie and Morgan table.

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

A structured questionnaire was administered to collect quantitative data from respondents. The questionnaire was designed to elicit information on demographics, awareness and perception of staff training and development techniques, and their impact on achieving organizational objectives in human resource department (Nafiu & Ph, 2012). Quantitative data was analyzed through the use of descriptive statistics where the frequencies and percentages of the responses was established and the results then presented in form of tables/figures. The primary instrument for data collection was a structured questionnaire. This tool was carefully designed to efficiently gather relevant quantitative data regarding demographics, awareness, perception of staff training techniques, and their impact on achieving organizational objectives in human resource department development goals. The questionnaire served as a reliable means of acquiring information from respondents within the study population (Olanrewaju et al., 2021). Data was collected, coded, and entered into a secure electronic database including word, and excel in a computer. Cleaning and

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validation procedures was conducted to identify and rectify any inconsistencies or errors in the dataset. Thematic analysis was employed. After gathering data, common themes were studied from both the qualitative and quantitative data, then key patterns and insights will be identified to address the research objectives effectively. Data was analyzed in form of tables, frequencies and percentages using SPSS & STATA (Nelson et al., 2022).

RESULTS

Table 2. Showing organizational performance status in Human Resource Department of Mbarara City Council.

Organizational performance status in Human Resource Department of Mbarara City Council	Frequency	Percentage
Ability to fulfill the legislative mandate	10	29
Planning and budgeting	14	40
Political and administrative accountability	06	17
Monitoring service delivery	05	14

Source: Primary Data 2023

The results from Table 2 clearly demonstrate how the various respondents indicated their opinions about the different aspects pertaining to the organizational performance status of the Human Resource Department at Mbarara City Council. A close analysis of the data collated from the survey revealed that a large proportion of the participants, specifically 40% of the total respondents, agreed that Planning and budgeting was an important factor impacting the performance of the HR department (Justus, n.d.). It is noteworthy that Planning and budgeting received the highest consent from the respondents, indicating that they perceived this area as vital for ensuring effective functioning and mandate delivery by the department.

However, the next highest level of agreement from the respondents, represented by 29% of them, was for the department's Ability to fulfill the legislative mandate set forth for it according to the laws and statutes governing local administration in Uganda. This signifies that respondents recognized fulfilling the legally defined roles and responsibilities enshrined in relevant legislation as another key determinant of how well the HR department was performing. Following this, Political and administrative accountability emerged as the third most influential aspect of organizational performance as pointed out by 17% of the respondents (Ntirandekura et al., 2022). This underscores the respondents' view that subjecting itself to oversight through accepted governance channels and procedures is important for the department. Lastly, Monitoring service delivery was identified as a crucial performance indicator by 14% of the total respondents participating in the survey according to the statistical data presented in Table 2. This indicates that respondents accorded appropriate significance to the HR department taking proactive measures in screening and administering programs for staff to effectively enhance service standards across various municipal tasks (Winny et al., 2023).

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Table 3: showing staff training programs used in Human Resource Department of Mbarara City Council.

Problems	Agreed	%	Disagree	%	Total
Compliance training	21	60	14	40	35 (100%)
Teamwork training	31	88	4	12	35 (100%)
Soft skills training	25	72	10	29	35 (100%)
On boarding training	23	66	12	34	35 (100%)
Leadership training	25	72	10	29	35 (100%)
Technical training	20	57	15	43	35 (100%)

Source: Primary Data 2023

The findings enumerated in Table 3 distinctly highlight how the respondents reacted to the question regarding the presence of staff training programs within the Human Resource Department of Mbarara City Council. A meticulous examination of the data provided in the table transpires that most of the participants expressed concurrence with several training programs being offered. Specifically, the majority constituting 88% of the total respondents agreed that Compliance training, Teamwork training, Soft skills training, Onboarding training and Leadership training are some of the core training methodologies applied (Emmanuel et al., 2023). It is rather apparent from the distribution of responses that Teamwork training emerged as the staff development program that received the highest approval rate amongst the alternatives listed in the survey. This signifies that the respondents predominantly acknowledged Teamwork training as a curriculum frequently administered to hone cooperative abilities and synergies within project teams. The substantial support for this particular intervention reflects the judgment of those interviewed regarding its importance in enhancing collaborative dynamics crucial for public service delivery.

Table 4: Showing the influence of staff training and development on organizational performance in Human Resource Department of Mbarara City Council

Influence of staff training and development on organizational performance in Human Resource Department of Mbarara City Council	Frequency	Percentage
Increases the efficiency of organization	17	49
Increased effectiveness of organization	10	29
Contributes to the achievement of organizational goals	08	23
Total	35	100

Source: Primary Data 2023

Table 4 above shows that out of the 35 respondents who were interviewed, the majority 17 (49%) were of the opinion that staff training Increases the efficiency of organization followed by the factor of it Increases effectiveness of organization represented by 29% and lastly it Contributes to the achievement of organizational goals which is

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represented by 23% of the respondents which influences organizational performance in Human resource development of Mbarara city council. **Summary of the Findings.**

This research is aimed at providing an insight into the Staff Training and Development as Important Tools for Achieving Organizational Objectives in Human Resource Department Mbarara City Council. On the course of the research work, data was gathered, collected and analyzed.

The research found out that organizational performance status in human resource department of Mbarara city council are in form of Ability to fulfill the legislative mandate, Planning and budgeting, Political and administrative accountability and Monitoring service delivery and this following the results the majority agreed up on Planning and budgeting with 40% of the respondents followed by Ability to fulfill the legislative mandate represented by 29% and then Political and administrative accountability was agreed up by 17% of the respondents and lastly Monitoring service delivery which was represented by 14%. The study found out that there are several staff training programs to enhance their performance and this was agree up on by many respondents who agreed up on different training programs like Compliance training, Teamwork training, Soft skills training, On boarding training, Leadership training and Technical training and the majority agreed up on Teamwork training represented by 88% in table 8. The study found out that there were several ways staff training and development influences organizational performance in human resource department of Mbarara city council. Several respondents had opinion that staff training Increases the efficiency of the organization and this was represented by 49% on table 9, followed by the factor of it Increases effectiveness of organization represented by 29% and lastly it Contributes to the achievement of organizational goals which is represented by 23% of the respondents which influences organizational performance in Human resource department of Mbarara city council.

Conclusion.

Based on the findings, it is concluded that Staff Training and Development positively affect organizational performance and this increases their efficiency and effectiveness. Staff training and development not only improves the effectiveness of the staff but also improves the customer satisfaction in the human resource department of Mbarara city council.

Recommendations.

Based on the foregoing research findings the following recommendations are offered to the human resource department of Mbarara city council;

Employees should embrace the idea of attending the staff training programs in the department in order to increase on their effectiveness.

All organizations should encourage staff to go for further training in order to improve their wrking experience and effectiveness and most of all to improve the services and also to meet their customers' need.

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