

Evaluating Approaches Employed by the Ministry of Finance in Tanzania to Enhance the Effectiveness of On-Job Training Programs

Moses Romward Mwageni¹
Andrew Abia Mushi²

¹moses.romward@yahoo.com

²andrew.mushi@mu.ac.tz

^{1,2}Dar es salaam Campus College Mzumbe University, Tanzania

ABSTRACT

This paper evaluates the approaches employed by the Ministry of Finance in its on-the-job training programs using a qualitative approach. Specifically, the paper intended to; investigate the approaches employed by the Ministry of Finance in the design, implementation, and management of its on-job training initiatives, to assess the extent to which knowledge and skills acquired through OJT programs are successfully applied to employees' daily roles and responsibilities and to examine challenges and barriers faced by the Ministry of Finance in implementing OJT programs. The theory which was adopted in the paper is Human capital theory which suggests that investments in employee training and development can improve their productivity and skills, benefiting both the individual and the organization. The target population for this study was the 550 Ministry of Finance Employees at the headquarter. A case study research design was adopted, with a combination of random and purposive sampling techniques yielding a sample of 55 respondents. Data were collected through questionnaires, interviews, and documentary reviews, and analyzed using both quantitative and content analysis methods. The findings reveal that the Ministry has employed several strategies in designing, implementing, and managing these training programs. These strategies include tailoring training to specific job roles and career paths (90% of respondents), promoting continuous professional development (90% of respondents), offering leadership development programs (85% of respondents), providing performance-based training incentives (85% of respondents), integrating emerging technologies (82% of respondents), fostering cross-departmental collaboration, and promoting diversity and inclusion in training initiatives (75% of respondents). Employees have largely applied the skills and knowledge gained from these trainings; however, their effectiveness is often hindered by challenges such as limited managerial support, lack of time, insufficient feedback and recognition, and inadequate resources. Moreover, the overall effectiveness of the Ministry's on-the-job training implementation is constrained by factors including time constraints, difficulties in identifying skills gaps, resource limitations, resistance to change, and a lack of training infrastructure. In conclusion, while the Ministry of Finance has demonstrated a commitment to implementing on-the-job training programs, the paper recommends that management should focus on ensuring the allocation of adequate financial resources, conducting effective training needs assessments to accurately identify skills gaps, and hiring more qualified and adequate professional trainers to enhance the effectiveness of these programs.

Keywords: Evaluation, On-the-Job Training, Training, Training Needs Assessment

I. INTRODUCTION

In an era marked by rapid technological advancements and global interdependencies, the Ministry of Finance is confronted with a growing array of intricate challenges. As underscored by Hosseini et al. (2021), the stability of a nation's economy is intricately linked to the strength and stability of its financial sector, placing the Ministry of Finance at the forefront of shaping fiscal policies, ensuring economic stability, and overseeing the prudent management of public resources. In response to this evolving landscape, organizations worldwide recognize the imperative of maintaining a workforce committed to continuous learning and skill development, as emphasized by Lim (2023).

Acknowledging the significance of training, the Government of Tanzania initiated a comprehensive civil service reform program in 1989 (Lukumai, 2006). In tandem, the United Nations Development Programme (UNDP) introduced the "Strengthening Management in the Public Sector" project, with a key objective being the reform of the Training Policy for the Tanzanian Public Service. The aim was to equip civil servants with the skills and knowledge necessary to adapt to the ever-evolving global landscape (United Republic of Tanzania [URT], 2013). This reform initiative was prompted by the challenges faced by Tanzania's Public Service, a part of the broader Structural Adjustment Programs (SAPs). These challenges encompassed issues such as overstaffing, declining real wages, non-accountable and opaque government systems, all attributed to a shortage of skills and administrative technologies within the public service (URT, 2013).

Since the late 1990s, the Tanzanian government, in collaboration with its diverse agencies, has been steadfastly working to reform the Public Service Training Policy. This ongoing initiative seeks to effectively tackle the intricate challenges presented by global dynamics. The commitment to revitalize the policy underscores Tanzania's proactive approach to adaptability in the face of evolving global demands. In consonance with these overarching reform endeavors, the Ministry of Finance, alongside other government organizations, has undertaken substantial reforms in their training policies, with a specific focus on on-the-job training (OJT) programs (World Health Organization [WHO], 2020).

The rationale underlying OJT initiatives is underpinned by a host of advantages they offer. Firstly, they are cost-efficient, diminishing the need for external training and seamlessly integrating into employees' daily work routines. Secondly, they are highly relevant, aligning training content with employees' tasks and responsibilities. Thirdly, OJT programs promote experiential learning, enabling employees to promptly apply newly acquired skills to their tasks, consequently augmenting retention and overall effectiveness (Huang, 2019; Sareen, 2018).

1.1 Statement of the Problem

Employees represent a cornerstone of any organization's success. Their active contributions are invaluable, making it essential to equip them with effective on-the-job training (OJT) to enhance job performance. OJT allows employees to gain practical experience and knowledge within their specific roles in our ever-changing world (WHO, 2020). Therefore, OJT plays a pivotal role in not only sustaining but also enhancing the human capital within an organization (Bercu, 2017). However, the research on OJT and its impact remains in its infancy, leaving significant gaps in our understanding, particularly concerning the diverse approaches to OJT employed by different organizations. In the context of government organizations, the Ministry of Finance, tasked with ensuring a nation's financial stability and shaping fiscal policies, operates within a dynamic and challenging environment.

The efficiency of its operations heavily relies on the skills and adaptability of its staff. To address this, the Ministry has implemented OJT programs as a strategic tool to enhance its workforce's expertise. Nevertheless, questions have emerged regarding the effectiveness of these programs. This study aims to illuminate the missing links and gaps in the Ministry of Finance's OJT initiatives.

1.2 Research Objectives

Specific objectives included;

- i. To investigate the strategic approaches employed by the Ministry of Finance in the design, implementation, and management of its on-job training initiatives,
- ii. To assess the extent to which knowledge and skills acquired through OJT programs are successfully applied to employees' daily roles and responsibilities
- iii. To examine challenges and barriers faced by the Ministry of Finance in implementing OJT programs.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Human Capital Theory

This study is guided by the Human Capital Theory, initially advanced by Schultz in 1960 and later developed by Becker in 1993, as a basis for investments in training and development. The theory emphasizes the role of human capital in enhancing individual and community productivity through education, training, and skill development. Human Capital Theory suggests that individuals and communities can allocate resources toward education and training, leading to increased productivity, income potential, and economic outcomes (Olaniyan & Okemakinde, 2008). Becker (1993), highlights education and training as central elements of human capital investment, with better-educated individuals generally earning above-average salaries. The theory also acknowledges the potential challenges in investing in individuals, as they can leave the organization or perform poorly, and it emphasizes the importance of assessing the return on investment in training and development. While the Human Capital Theory offers a valuable framework for understanding the impact of training and development on productivity, it has been criticized for not considering broader structural factors like inequality, discrimination, and access to quality education. Nonetheless, it provides a foundation for evaluating the Ministry of Finance's strategies in enhancing human capital through on-the-job training initiatives.



2.2 Empirical Review

2.2.1 Approaches employed in the design, implementation, and management of its on-job training initiatives

Noe (2016) emphasized the significance of conducting a thorough needs assessment as a foundational step in tailoring training programs to meet specific organizational requirements. Mathias (2013) argued that, training programs not only enhance employees' knowledge, skills, and attitudes but also contribute to improved performance and productivity outcomes. Ramya & Rao (2016) argued that, in order to effectively evaluate strategic approaches to on-the-job training, it is imperative to ensure that workers are equipped with the latest technological and economic advancements.

2.2.2 The extent to which knowledge and skills acquired through OJT programs are successfully applied to employees' daily roles and responsibilities

According to Ahmad & Manzoor (2017), teamwork and empowerment practices have been found to exert a significant and positive influence on employees' performance, thus contributing to a competitive advantage within the organization. Manzoor et al. (2011) further elaborate on this by highlighting the role of rewards and team trust in augmenting the positive impact of teamwork on employee performance. Obeidi (2013) highlights the strong linkage between strategic training practices' implementation and employees' performance, facilitated by training needs assessment. This process establishes a direct connection between organizational goals and training objectives, ensuring alignment and relevance in training program design and delivery. Rwabutaza (2019) underscores the importance of evaluating regular training practices to assess their effectiveness in achieving the desired program objectives. This evaluation process is crucial for ensuring that training initiatives yield tangible outcomes and contribute to organizational goals. Salum et al. (2018) recommend that, management in local authorities prioritize these strategic issues to effectively execute training and development programs. Ghoka (2009) highlights how some employees are overwhelmed with their official responsibilities, further complicating the implementation of training and development initiatives. These employees may struggle to find the time or resources to dedicate to training activities, impeding their ability to fully benefit from training programs.

Onyango (2014), reveals a positive correlation between training practices and several other factors, including compensation, incentives, employee benefits, and overall performance. Diab & Ajlouni (2015), stress the importance of regular training practices in enhancing both employee performance and service quality. Studies by Mia et al. (2009) and Jalal (2010), further support this notion, highlighting the positive effect of training practices on worker productivity and the quality of services rendered. Ali et al. (2018) highlight the benefits of implementing technical training programs, emphasizing their role in enhancing job stability and improving the overall effectiveness of workers in the financial market.

2.2.3 Challenges and barriers in implementing OJT programs

Ghoka (2009) highlights how some employees are overwhelmed with their official responsibilities, further complicating the implementation of training and development initiatives. These employees may struggle to find the time or resources to dedicate to training activities, impeding their ability to fully benefit from training programs. Mbwambo (2009) argued that, an older and experienced employee who may resist training initiatives poses a significant obstacle. These employees may perceive training as unnecessary or may be hesitant to adapt to new methodologies, hindering the overall effectiveness of training programs

III. METHODOLOGY

This research was conducted at the Headquarters of the Ministry of Finance, located in Dodoma City, Tanzania. A case study design was chosen to facilitate an in-depth examination of a specific area, focusing exclusively on the Ministry of Finance Headquarters rather than attempting to cover the entire ministry and its various organs across Tanzania. This approach allowed for a more targeted and meaningful exploration of the impact of strategic approaches on employee performance within this particular subset of the Ministry.

The study population comprised all staff members based at the Ministry's Headquarters. A carefully determined sample size of 55 respondents was selected to strike a balance between statistical robustness and the practical constraints of the study's scope and objectives.

Two sampling techniques were employed: simple random sampling and purposive sampling. Simple random sampling was used to ensure fairness and impartiality in the selection process, promoting diversity within the sample by giving every employee an equal opportunity to participate. This method helped capture a wide range of perspectives across various positions within the Ministry of Finance. Purposive sampling was also utilized to select respondents with specific knowledge of on-the-job training implementation, ensuring that the insights gathered were relevant and informed.

Data collection methods included questionnaires, interviews, and documentary reviews. Questionnaires were distributed to 40 respondents selected through simple random sampling, while interviews were conducted with 15 respondents chosen via purposive sampling.

For data analysis, descriptive statistics were used to examine specific objectives of the study, with tables and graphs displaying the frequencies and percentages of responses. In the qualitative analysis, interview data were transcribed, themes were identified, and findings were presented using quoted statements. Content analysis was applied to interpret the qualitative data.

IV. FINDINGS & DISCUSSIONS

4.1 Approaches Employed by the Ministry of Finance in the Design, Implementation, and Management of its On-Job Training Initiatives

The first objective of the study sought to investigate the strategies adopted by Ministry of Finance in designing, implementing as well as managing on job trainings within the ministry. Different strategic approaches were mentioned and respondents of the study were required to tick on those which are commonly used by the ministry.

Table 1

Common Approaches used by Ministry of Finance to Design, Implement and Manage OJT

| S/N | Strategic approach | Frequency | Percentage (100%) |
|-----|--|-----------|-------------------|
| 1 | Tailoring training programs to different job roles or career paths | 36 | 90 |
| 2 | Continuous professional development | 36 | 90 |
| 3 | Leadership development programs | 34 | 85 |
| 4 | Performance based training incentives | 34 | 85 |
| 5 | Integration of emerging technologies | 33 | 82 |
| 6 | Cross departmental collaboration | 30 | 75 |
| 7 | Promotion of diversity and inclusion in training programs | 24 | 60 |
| 8 | Partnerships with Educational Institutions and Industry experts | 12 | 30 |
| 9 | Actionable Feedback Mechanisms | 10 | 25 |
| 10 | Externship Opportunities | 7 | 17 |

4.1.1 Tailoring training programs to different job roles or career paths

The findings revealed that 36 respondents, representing 90% of the total sample, indicated that tailoring training programs to specific job roles or career paths is a common strategy employed by the Ministry. This suggests that one of the key strategies used by the Ministry is to customize training programs to align with various job roles and career paths.

During the interviews, Participant 5, a director within the institution, stated:

On-the-job training is provided in response to identified skill gaps among employees performing specific tasks. These training programs are designed and implemented to address those gaps, enabling employees to perform their roles more effectively. Each job cadre, with its distinct responsibilities, has employees who receive tailored on-the-job training to meet the specific demands of their roles. (Director Ministry of Finance, February 2024).

Mathias (2013) argued that training programs not only enhance employees' knowledge, skills, and attitudes but also lead to improved performance and productivity. This aligns with the current study, which posits that a primary goal of providing training is to enhance employees' skills. The findings also resonate with those of Noe (2016), who highlights the importance of conducting a thorough needs assessment as a crucial step in tailoring training programs to meet specific organizational requirements.

4.1.2 Continuous Professional Development

The findings revealed that 36 respondents, representing 90% of those who completed the questionnaires, identified continuous professional development as a key strategy. This indicates that continuous professional development is a widely used approach by the Ministry of Finance in designing, implementing, and managing on-the-job training programs. These findings align with the principles of Human Capital Theory, which underscores the importance of education, training, and skill development in enhancing individual and collective productivity.

4.1.3 Leadership Development Programs

The findings showed that 34 respondents, representing 85% of those who completed the questionnaires, identified leadership development programs as a key strategic approach. This suggests that the Ministry of Finance

frequently employs leadership development programs in the design, implementation, and management of on-the-job training. These findings are consistent with the Human Capital Theory, which highlights the critical role of human capital in boosting individual and community productivity through education, training, and skill development. During interviews with ministry directors, Participant 3 remarked:

Everyone has the potential to be a leader and to guide others. One approach to nurturing this potential is through leadership development programs, which are designed to equip employees with the skills necessary to effectively manage their teams and increase their commitment to their work. (Director of Ministry of Finance, February, 2024).

4.1.4 Performance Based Training Incentives

The findings revealed that 34 respondents, representing 85% of those who completed the questionnaires, identified performance-based training incentives as a key strategic approach. This indicates that the Ministry of Finance commonly employs performance-based training programs in the design, implementation, and management of on-the-job training. The implication is that the Ministry uses these programs to enhance employees' skills and knowledge by linking training outcomes to performance. These findings align with Human Capital Theory, which underscores the importance of investing in human capital to improve individual and community productivity through targeted education, training, and skill development.

4.1.5 Integration Of Emerging Technologies

The findings revealed that 33 respondents, representing 82% of those who completed the questionnaires, identified the integration of emerging technologies as a key strategic approach. This indicates that the Ministry of Finance frequently incorporates new technologies into the design, implementation, and management of on-the-job training programs. The implication is that the Ministry adopts and utilizes the latest technologies in its daily operations. These findings align with Ramya & Rao (2016), who argue that effectively evaluating strategic approaches to on-the-job training requires equipping workers with the latest technological and economic advancements. Consequently, the Ministry of Finance recognizes the importance of integrating emerging technologies as a crucial component of its employee training strategies.

4.1.6 Cross-Departmental Collaboration

Additionally, the findings showed that 30 respondents, or 75% of those who completed the questionnaires, identified cross-departmental collaboration as a significant strategic approach. This suggests that the Ministry of Finance actively utilizes cross-departmental collaboration in its on-the-job training programs. This was further supported by interviews with department heads; for instance, Participant 10 remarked:

Variations in skills among employees from different departments are common. One effective approach to addressing these variations is through cross-departmental collaboration. This strategy allows employees to share and exchange knowledge and skills on various work-related matters, facilitating the transfer of expertise and enhancing overall competency within the organization. (Head of Department, Ministry of Finance, February 2024).

The findings support those by Ahmad & Manzoor (2017) who argued that teamwork and empowerment practices have been found to exert a significant and positive influence on employees' performance, thus contributing to a competitive advantage within the organization.

4.1.7 Promotion of Diversity and Inclusion in Training Programs

The findings presented in Table 1 indicate that 24 respondents, or 60% of those who completed the questionnaires, identified the promotion of diversity and inclusion in training programs as a key strategic approach. This suggests that the Ministry of Finance frequently incorporates diversity and inclusion into the design, implementation, and management of its on-the-job training programs. These findings align with Human Capital Theory, which highlights the importance of enhancing individual and community productivity through inclusive education, training, and skill development.

4.2 The Extent to which Knowledge and Skills Acquired through OJT Programs are Successfully Applied to Employees' Daily Roles and Responsibilities

The second objective of the study sought to examine the extent to which knowledge and skills acquired through OJT programs are successfully applied to employees' daily roles and responsibilities. Respondents were required to select any of the provided impacts on whether they result from application of knowledge and skills gained from on job trainings.

Table 2*Impact of Applied Knowledge and Skills on Daily Employees' Roles and Responsibilities*

| S/N | Impacts of applied knowledge and skills | Frequency | Percentage (100%) |
|-----|---|-----------|-------------------|
| 1 | Enhanced Financial Analysis Skills | 35 | 87 |
| 2 | Improved Communication Skills | 34 | 85 |
| 3 | Customer relationship management skills | 32 | 80 |
| 4 | Knowledge of regulatory compliance | 32 | 80 |
| 5 | Strategic planning proficiency | 30 | 75 |
| 6 | Effective project management | 30 | 75 |

4.2.1 Enhanced Financial Analysis Skills

The findings presented in Table 2 indicate that 35 respondents, or 87% of the total, identified enhanced financial analysis skills as a significant outcome of applying the knowledge gained from on-the-job training (OJT) programs. This suggests that OJT programs have been instrumental in improving employees' financial analysis skills in their daily roles and responsibilities at the Ministry of Finance. These findings align with Onyango (2014), who found a positive correlation between training practices and various factors, including compensation, incentives, employee benefits, and overall performance.

4.2.2 Improved Communication Skills

The findings in Table 2 show that 34 respondents representing 85% of all respondents selected improved communication skills. The implication of the findings is that improvement in communication skills is among the outcomes of applicability of skills and knowledge generated from on-job training programs. Therefore, these programs have been crucial to employees of Ministry of Finance given that they have been able to increase their levels of communication skills which are applied in their day to day roles and responsibilities. The findings relate to those by Onyango (2014) who revealed a positive correlation between training practices and several other factors, including compensation, incentives, employee benefits, and overall performance.

4.2.3 Customer Relationship Management

The findings in Table 2 show that 32 respondents representing 80% of all respondents selected customer relationship management. The implication of the findings is that one of the impacts of application of skills and knowledge generated from on job training programs is increased customer relationship management among employees. This is an implication that skills and knowledge generated are applied by employees in the organization in their daily roles and responsibilities.

4.2.4 Knowledge of Regulatory Compliance

The findings in Table 2 show that 32 respondents representing 80% of all respondents selected knowledge of regulatory compliance. The implication of the findings is that one of the impacts of application of skills and knowledge generated from on job training programs is increased knowledge of regulatory compliance among employees. This is an implication that skills and knowledge generated from these trainings are applied by employees in their day to day activities to a large extent. Increased knowledge on regulatory compliance means that most of employees comply with different rules and regulations guiding public service.

4.2.5 Strategic Planning Proficiency

The findings in Table 2 show that 30 respondents representing 75% of all respondents selected strategic planning proficiency. The implication of the findings is that one of the impacts of application of skills and knowledge generated from on job training programs is increased strategic planning proficiency among employees. These findings imply that there is applicability of knowledge and skills generated from OJT to a large extent considering that most of employees in the organization are currently having good knowledge on strategic planning. The findings relate to those by Onyango (2014) who revealed a positive correlation between training practices and several other factors, including compensation, incentives, employee benefits, and overall performance.

4.2.6 Effective Project Management

The findings in Table 2 indicate that 30 respondents, or 75% of those surveyed, identified effective project management as a key outcome of applying skills and knowledge acquired from on-the-job training (OJT) programs. This suggests that OJT programs significantly enhance project management effectiveness among employees. The results imply that employees at the Ministry of Finance are effectively utilizing the skills and knowledge gained from OJT, leading to improved project management capabilities.

4.3 Challenges and Barriers Faced by the Ministry of Finance in Implementing OJT Programs

The final objective of the study sought to examine the challenges faced by the Ministry of Finance in implementing on-the-job training (OJT) programs. Respondents were asked to indicate which of the listed challenges they encounter in the implementation of these training programs. The challenges most frequently selected by respondents were identified as the primary obstacles faced by the Ministry.

Table 3

Challenges and Barriers in Implementing OJT Programs

| S/N | Challenges | Frequency | Percentage (100%) |
|-----|---------------------------------|-----------|-------------------|
| 1 | Time constraints | 35 | 87 |
| 2 | Skill gap identification | 33 | 82 |
| 3 | Resource constraints | 28 | 70 |
| 4 | Resistance to change | 27 | 67 |
| 5 | Lack of training infrastructure | 24 | 60 |

4.3.1 Time Constraints

The findings in Table 3 show that 35 respondents, representing 87% of those surveyed identified time constraints as a significant challenge. This indicates that time constraints are a major obstacle to implementing on-the-job training (OJT) programs at the Ministry of Finance. This challenge was further emphasized by one of the organization's directors during an interview, who stated:

"Departmental schedules often limit the ability to undertake additional activities. Employees are frequently occupied with their daily responsibilities, especially when working to meet deadlines. Mobilizing all employees for training sessions can be difficult, as some training require a substantial time investment" (Director at Ministry of Finance, February 2024).

The implication of these findings is that both employees and trainers face significant time limitations, making it challenging to conduct effective OJT programs. Employees' busy schedules and the need to meet deadlines often prevent them from attending training sessions, while trainers may also lack the time necessary to deliver comprehensive training. This is compounded by the fact that OJT requires sufficient time to be effective. The findings are consistent with Ghoka (2009), who noted that employees overwhelmed with official responsibilities often struggle to engage in training and development initiatives.

4.3.2 Skills Gap Identification

The findings in Table 3 indicate that 33 (82%) respondents identified skills gap identification as a significant challenge. This suggests that one of the key obstacles facing the Ministry of Finance in implementing on-the-job training (OJT) programs is the difficulty in identifying skill gaps among employees.

The implication is that the organization's management may sometimes struggle to accurately identify these gaps, which in turn hampers the initiation and effectiveness of OJT programs. Noe (2016) highlights the importance of conducting a thorough needs assessment as a fundamental step in tailoring training programs to address specific organizational needs. A comprehensive needs assessment is essential for identifying skill gaps effectively. The findings of this study underscore that inadequate skills gap identification is a critical barrier to the successful implementation of OJT programs.

4.3.3 Resource Constraints

The findings in Table 3 indicate that 28 (70%) respondents identified resource constraints as a significant challenge. This suggests that limited resources are a major obstacle to the effective implementation of on-the-job training (OJT) programs at the Ministry of Finance.

The implication is that the Ministry faces challenges due to inadequate resources, which affects its ability to allocate sufficient funds and materials for OJT programs. This issue was further highlighted by Participant 10 during an interview, who stated:

Implementing on-the-job training programs requires adequate resources, including both financial support and qualified trainers. Often, the budget allocated for training is insufficient to meet the needs of various departments. This limitation makes it challenging to offer training to all employees, particularly when the financial resources allocated for the year are exhausted. (Head of department at Ministry of Finance, February 2024).

The findings relate to those in the study by Shio (2004) who highlighted the profound impact of financial constraints and the poor economic status of a country on impeding regular training practices within organizations. He

added that lack of adequate funding for training materials not only hampers the quality of training programs but also contributes to decreased motivation and productivity among both subordinates and managers.

4.3.4 Resistance to Change

The findings in Table 3 show that 27 (67) % respondents identified resistance to change as a significant challenge. This indicates that resistance to change is a notable obstacle to implementing on-the-job training (OJT) programs at the Ministry of Finance.

The implication is that some employees are reluctant to adapt to organizational changes and new training methods. Mbwambo (2009) argues that resistance from older or more experienced employees can be a major barrier, as these individuals may view training initiatives as unnecessary or may be hesitant to embrace new methodologies, thus undermining the effectiveness of training programs. Additionally, Mbwambo (2009) highlights a lack of interest in professional development among employees as a significant constraint, further impeding training effectiveness. This challenge was echoed by Participant 13 during interviews with section heads, who remarked:

There are emerging technologies that need to be integrated into daily activities. However, some employees resist these changes and this reluctance complicates the implementation of on-the-job training. They often exhibit negative attitudes towards new changes and do not engage effectively in training sessions (Head of Section at Ministry of Finance, February 2024).

4.3.5 Inadequate training infrastructure

The findings in Table 3 reveal that 24 (60%) respondents identified a lack of training infrastructure as a significant challenge. This indicates that insufficient training infrastructure is a notable barrier to the effective implementation of on-the-job training (OJT) programs at the Ministry of Finance.

The implication is that various departments within the organization lack adequate infrastructure to support the delivery of OJT programs, particularly those conducted within departments. Salum et al. (2018) emphasize that organizational resources, including training infrastructure, are essential for the effective provision of training. Consequently, the limited infrastructure hampers the effectiveness of OJT program implementation at the Ministry.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusions

This paper concludes that on-the-job training (OJT) programs have been effectively implemented at the Ministry of Finance. The Ministry has utilized various strategies to design, implement, and manage these programs, including tailoring training to specific job roles and career paths, promoting continuous professional development, offering leadership development programs, providing performance-based training incentives, integrating emerging technologies, fostering cross-departmental collaboration, and promoting diversity and inclusion in training programs.

Despite these efforts, the application of skills and knowledge gained from these trainings is limited by several challenges. These include insufficient managerial support, lack of time, inadequate feedback and recognition, and limited resources. Additionally, the overall effectiveness of OJT programs is further hindered by issues such as time constraints, difficulties in identifying skill gaps, resource limitations, resistance to change, and inadequate training infrastructure.

5.2 Recommendations

It is recommended that the Ministry increase funding for OJT programs to ensure broader employee participation and enhance training quality. Hiring more qualified and experienced trainers will also help in providing effective training tailored to employees' specific needs. Furthermore, conducting thorough training needs assessments will enable the accurate identification of skill gaps and the tailoring of training programs to address these gaps effectively. By implementing these recommendations, the Ministry of Finance can improve the effectiveness of its OJT programs and better support employee skill development.

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