

Role of employees' development programs in talent enhancement at the institute of judicial administration, Tanzania

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ABSTRACT

The purpose of this study was to assess the role of employees' development programs in talent enhancement. Specifically, this study was featured by three specific objectives, which were to identify types of development programs available for enhancing talents at the Institute of Judicial Administration (IJA), to find out the impacts of employees' development programs in talent enhancement, and to determine the challenges facing IJA in implementing available employees' development programs. This study followed interpretivism philosophy using a qualitative paradigm and a case study as the design of this study. Theoretically, this study was informed by human capital theory, which is based on the development of human resources in the organization. The study gathered primary data through in-depth interviews with five (5) participants and through focus group discussion (FGD) with forty-five (45) participants. But also, this study used secondary data, which was obtained through documentary review, to enhance the findings. For analysis and presentation of data, this study used a thematic approach to analyze the findings and present the results. The results of the findings revealed that employees' development programs, such as training programs, workshop programs, job rotation programs, delegation programs, and seminar programs, which are available at IJA, enhance talents. But also, it was found that the implementation of these programs has been revealed to have the following impacts: helping employees to get new ideas of performing their tasks in a better way, increasing innovation, increasing employees' satisfaction, helping to prepare talented individuals for future roles in the organization, and boosting employees' performance. However, despite enhancing talent, these development programs face challenges like financial constraints, poor employee engagement, and top-level leaders' preferences. This study recommended that for effective implementation of development programs, IJA should allocate more funds to development programs during the budget preparation, IJA should involve employees at all stages of planning about development programs to avoid low engagement of individuals, and it was recommended that IJA management should follow the development plan and policies when implementing development programs instead of relying on individual preferences.

Keywords: Development Programs, Judicial Administration, Talent, Talent Enhancement

I. INTRODUCTION

Employee development programs are initiatives designed to enhance the skills, knowledge, and competencies of employees in an organization (Aguinis & Kraiger, 2009). These programs are crucial for talent management, as they equip employees with the tools and skills necessary to meet evolving industry demands and prepare them for future organizational roles (Noe & Kodwani, 2017). Talent enhancement refers to the process of advancing employees' abilities to ensure that their growth aligns with the strategic goals of the organization. It is expressed that effective employee development programs are essential for fostering a culture of continuous professional development, which in turn leads to increased job satisfaction, higher productivity, and improved employee retention rates (Hang et al., 2024).

Globally, employee development programs have become a cornerstone for organizations worldwide, aiming to enhance employee skills and competencies to remain competitive in a rapidly changing business environment. The International Labour Organization (ILO) provides that the global labor market has seen a shift towards continuous learning and skill development to address structural challenges and improve workforce productivity (ILO, 2025). The United Nations Development Programme (UNDP) emphasizes the importance of these programs in achieving the Sustainable Development Goals, highlighting their role in reducing inequalities and building resilience (UNDP, 2025). Additionally, the Future of Global Employment report identifies remote and global work as key trends, necessitating agile and adaptive employee development strategies (Express Global Employment, 2025). Several organizations have implemented successful employee development programs. For example, Abbott Laboratories has introduced cultural classes and language lessons to help employees work effectively in international teams. Their Cultural Navigator and Speak to the World programs have enabled employees to gain valuable skills for international assignments, resulting in over 150 employees currently on international assignments (Great Place to Work, 2022). Infosys Limited in the USA has launched the "I am the Future" program to groom women for leadership roles, addressing the shortage of women in

upper management (Great Place to Work, 2022). These initiatives have led to increased employee engagement and retention. Despite these successes, organizations still face several challenges in implementing employee development programs effectively. One major challenge is the lack of leadership support and decentralized structures, which hinders the standardization of learning journeys (Santos, 2024). Budget constraints and limited resources are reported as significant barriers, particularly in regions like Latin America and Africa, where organizations struggle to invest in comprehensive training programs (Diard, 2024). Additionally, the rise of remote and hybrid work models has complicated the delivery of relevant learning opportunities for globally dispersed teams (Witt, 2024).

In Africa, employee development programs are crucial for addressing the continent's unique challenges and opportunities. The African Development Bank's Skills for Employability and Productivity in Africa (SEPA) Action Plan underscores the need for targeted skill development initiatives to boost employability and productivity across the continent (African Development Bank Group [AfDB], 2022). For example, the Employment and Skills for Development in Africa (E4D) program, implemented in countries like Ghana, Kenya, Mozambique, South Africa, Tanzania, and Uganda, aims to increase employment and improve work conditions, with a focus on women, youth, and green jobs (Deutsche Gesellschaft für Internationale Zusammenarbeit [GIZ], 2022). The program has supported over 62,100 people into jobs and improved the employment situations of 195,000 people by raising incomes and improving working conditions (GIZ, 2022). Despite these efforts, African organizations face significant challenges in implementing effective employee development programs. A study by Satomi *et al.* (2023) highlights issues like limited financial resources, inadequate infrastructure, and a lack of skilled trainers as some of the primary obstacles. Also, a study by Nnko and Tieng'o (2023) asserts that there is often a disconnect between the training provided and the actual needs of the workforce, leading to underutilized talent and hindered career progression. Addressing these challenges requires a comprehensive approach that includes increased investment in training infrastructure, better alignment of training programs with industry needs, and the development of skilled trainers.

In Tanzania, particularly where this study was undertaken, the concept of employee development programs is still growing and slowly receiving acceptance in organizations. This can be revealed in the National Five-Year Development Plan of 2025, which emphasizes the importance of human capital development to achieve industrialization and economic growth (National Bureau of Statistics [NBS], 2021). The plan lists strategies to enhance employee skills and competencies, aligning with the country's vision for a competitive and industrial economy. Again, the Annual Development Plan 2024/25 outlines the need for improved coordination and monitoring of employee development initiatives to ensure their success (Planning Commission, 2024). Along with that, the training policy of Tanzania also directs employers to establish employee development programs to enhance skills and boost the performance of their employees (United Republic of Tanzania [URT], 2013). This means that the country needs to see that its employees are well trained and developed for sustainable organization in the current time and future. There have been notable successes in implementing employee development programs in Tanzania. For example, the Tanzania Revenue Authority (TRA) has implemented comprehensive training programs that have significantly improved employee performance and productivity (Kisasilla & Mutarubukwa, 2024). Similarly, career development initiatives at the Ministry of Works have been shown to enhance employee retention and job satisfaction (Augossy *et al.*, 2024). However, there is still a need for more targeted and personalized development plans to address the specific needs of the workforce and ensure the alignment of training programs with organizational goals (Mtinda, 2019). Challenges facing the implementation of employee development programs are not left behind. Budget constraints and limited resources hinder the effective implementation of these programs (Planning Commission, 2024). Consequently, challenges like financial constraints and limited resources have been limiting the ability of many organizations to invest in continuous training and development initiatives (Planning Commission, 2024).

Empirical studies (e.g., Hasan & Chowdhury, 2023; Lee, 2023; Parween & Goyal, 2024; Luthra *et al.*, 2024; Chen & Tseng, 2012; Kanuto, 2024; Fegade & Sharma, 2023; Ahn & Huang, 2020) found various development programs, and they have proved to be important in the organization. However, the way these development programs enhance talents in the organization was not given attention. This being the case, this study made a new attempt to investigate the way employees' development programs enhance talents in the organization, specifically by identifying available development programs for enhancing talents, their impacts on talent enhancement, and the difficulties facing the organization in the implementation of available development programs using the Institute of Judicial Administration as a case study.

1.1 Statement of the Problem

Employees' development initiatives are structured organizational efforts designed to improve employees' skills, knowledge, and abilities, ensuring that individuals' growth supports the broader objectives of the organization (Lee, 2023). Employees' development programs should be continuous, strategic, and aligned with both organizational goals and individual career aspirations. But also, these initiatives should be a source of enhancing the available talents in the organization. Employees' development programs are widely acknowledged at various levels from global, regional, and national. These initiatives are considered essential for fostering employees' advancement and organizational progress.

They form the basis for ongoing professional growth, preparing employees to perform effectively in their current roles and to take on future responsibilities (Aguinis & Kraiger, 2009). When implemented successfully, such programs can boost job satisfaction, increase productivity, increase efficiency, and enhance retention rates (Mzava et al., 2023; Augossy *et al.*, 2024; Kisasilla & Mutarubukwa, 2024). Conversely, ineffective execution often leads to underutilized talent and slower employees' development, which can hamper both individual career trajectories and the organization's competitive edge (Al Aina & Atan, 2020).

Despite a body of research on this topic, the specific pathways through which development programs enhance talents in the organization remain insufficiently understood, mainly due to a lack of empirical evidence linking these initiatives to tangible results. Therefore, this study made a new attempt to fill these gaps by exploring the role of employees' development programs in talent enhancement within the Institute of Judicial Administration (IJA), focusing on cataloging existing employees' development initiatives, evaluating their impacts on talent enhancement, and identifying challenges facing implementation of existing employees' development initiatives.

1.2 Research Objectives

- i. To identify the employee development programs available for enhancing talents at IJA
- ii. To find out impacts of employee development programs in enhancing talents at IJA
- iii. To determine challenges facing IJA in implementing employee development programs

II. LITERATURE REVIEW

2.1 Theoretical Review

This study about role of employee development programs in talent enhancement was informed by Human Capital Theory.

2.1.1 Human Capital Theory

Human capital theory explains how people's knowledge, skills, and experience contribute to economic success and productivity. It argues that investing in education, training, and professional development leads to better job performance and greater organizational and national growth. Becker (1964), was one of the key figures who developed this theory, building on earlier ideas by Schultz (1961). Becker explained that individuals and organizations benefit economically when they enhance human capital through learning and skill improvement. The theory was introduced in the 1960s, a time when economists and scholars focused on understanding how education and professional training impact economic development. Schultz (1961), emphasized that people are like assets that improve in value when given proper investment through education and training. Becker (1964), later expanded on this idea, providing a deeper analysis of how skills affect wages and productivity.

Human capital theory aimed to show that education and job training are not just personal achievements but investments that benefit the economy. The theory provides that individuals with higher education and specialized skills earn better wages, contribute more to innovation, and improve overall productivity in organizations and economies. Becker, 1964, demonstrated that knowledge and expertise are forms of capital that, when developed, lead to long-term benefits for both individuals and businesses.

This theory connects closely to talent management by emphasizing the importance of identifying, developing, and retaining skilled individuals. Organizations use talent management strategies such as employee training, leadership development, and career progression to strengthen their workforce. As Becker (1993) noted, companies that invest in their employees' learning and development achieve higher efficiency and competitive advantage. The theory suggests that education, training, and experience directly influence productivity and economic performance. It encourages governments, businesses, and individuals to view skill development as an essential investment rather than a cost. Schultz, 1961, pointed out that countries with strong education systems and workforce training programs tend to have higher economic growth. The theory is based on the idea that human capital is like physical capital, meaning it requires investment to grow. Just as businesses invest in machinery to increase production, they must also invest in employees' skills to boost productivity. Becker (1964) explained that companies and individuals should see education as a long-term investment that improves performance and innovation.

Therefore, the theory proposed that policies should focus on improving education and workforce skills to boost economic growth. Governments and businesses should create programs that support continuous learning and employee development. Becker (1993), emphasized that organizations with strong employee training programs outperform competitors, showing that human capital investment leads to higher returns. Recent studies have applied human capital theory to workforce development and economic growth. Tian and Tóth (2024) explored how informal learning, such as hobbies and social interactions, contributes to human capital development. They argued that traditional education is no longer the sole driver of skill acquisition, and informal learning plays a crucial role in shaping cognitive and non-cognitive abilities. Artess *et al.* (2017) examined how employability skills, such as teamwork and communication,

enhance workplace productivity. Their study emphasized that higher education alone is insufficient for career success; instead, practical skills gained through training and experience significantly impact employability. Krasova (2021) analyzed the evolution of human capital theory and its impact on economic policies. Also, the study highlighted that while investments in human capital have increased, structural challenges in labor markets still hinder the full realization of its benefits.

In designing human capital theory, several assumptions were made. The first assumption is that education increases productivity, as noted by Schultz (1961). This implies that people with more knowledge and training tend to perform better in their jobs and contribute more to their organizations. The second assumption is that higher skills lead to better wages. Becker (1964), argued that employees who invest in learning and specialization are rewarded with higher salaries. The third assumption is that organizations and countries benefit from skilled workers. Romer (1986), explained that nations with educated and trained populations experience faster technological advancements and economic growth. The fourth assumption is that investment in human capital has long-term benefits. Becker, 1993, noted that companies that continuously train employees see sustained productivity improvements and innovation.

2.2 Empirical Review

2.2.1 Employee Development Programs Available for Enhancing Talents

Several studies (such as Hasan & Chowdhury, 2023; Lee, 2023; Parween & Goyal, 2024; Luthra et al., 2024; Chen & Tseng, 2012; Kanuto, 2024; Fegade & Sharma, 2023; and Ahn & Huang, 2020) have investigated the various types of employee development programs that organizations implement to develop the skills of their employees. These studies have been analyzed in depth below. The first one, by Hasan and Chowdhury (2023), investigated various employee development programs utilized by organizations to manage talents. A study used a qualitative research design. They conducted semi-structured interviews with human resource managers from 15 multinational companies in India. The study identified various development programs, including mentoring and coaching, leadership development initiatives, job rotation, and continuous professional education. These programs aim at upskilling employees, preparing employees for leadership roles, and enhancing overall organizational competencies. The researchers concluded that a strategic approach to employee development is crucial for effective talent management, leading to better talent retention and preparing the workforce for future roles within the organization and outside.

Another study is by Ahmad and Manzoor (2017), who examined training programs implemented in the banking sector to enhance employee performance and talents. The study utilized a quantitative approach, conducting surveys with over 200 employees from various banks in Karachi, Pakistan, using structured questionnaires. The study found that banks offered technical skills training, customer service workshops, compliance training, and personal development courses. Employees reported that these programs improved their job skills, knowledge, and confidence. Researchers concluded that comprehensive training programs are vital for talent enhancement in the banking sector, recommending continuous assessment and updates to meet current demands. However, their study differs from this study in approach, whereby their study used quantitative, which is known for its generalization nature, while this study takes a new approach, which is qualitative and known for its ability to explain more about the particular phenomenon.

Lee (2023) conducted a study on the relationship between employee development programs and talent retention in Taiwan's IT industry. The study used a mixed approach; they collected data from 250 IT professionals through questionnaires and conducted in-depth interviews with 20 human resource managers from leading IT firms. The study found key development programs such as on-the-job training, e-learning platforms, certifications, and career development planning. Employees valued opportunities for continuous learning and professional growth, influencing their decision to stay with their employers. Their study concluded that employee development programs play a crucial role in retaining talented employees in the IT industry, with organizations that prioritize development initiatives more likely to maintain a competitive edge by retaining skilled professionals. Parween and Goyal (2024) studied the significance of employee training and development programs in improving workforce efficiency. The study was conducted in India and used a survey approach with 250 employees. Data was analyzed using statistical methods. The study found that structured training programs help employees improve their skills and adapt to workplace changes. The findings mean that organizations should invest in continuous learning to keep employees competitive. The study concluded that training programs are essential for talent development and recommended that companies create customized training plans based on employee needs.

Luthra et al. (2024) examined talent acquisition and development in corporate settings. The study was conducted in a business school in India and used a mixed-method approach with 300 employees. The analysis involved qualitative and quantitative techniques. The study found that onboarding and structured hiring improve employee engagement and productivity. The findings suggest that companies should focus on hiring strategies that align with employee skills. The study concluded that talent acquisition and development programs are crucial for long-term success and recommended standardizing onboarding processes. Chen and Tseng (2012) explored cross-functional training in multinational companies in Taiwan. Their study used a case study approach with five companies and analyzed qualitative data. The study found that job rotation programs helped employees develop diverse skill sets and collaborate effectively across

departments. Huang et al. concluded that cross-functional training fosters teamwork and recommended integrating rotational job assignments into employee development programs.

Ifejika (2017), who examined barriers to manpower training in Nigerian organizations. Ifejika's study found that selection for development programs was often influenced by organizational hierarchy rather than merit, creating inequalities in skill enhancement opportunities. Kanuto (2024) explored the impact of training programs on job satisfaction and employee performance in South Sudan. The study used a quantitative approach with 397 employees and analyzed data using structural equation modeling. The study found that training programs directly improve job satisfaction and performance. The findings mean that employees who receive training feel more valued and perform better. The study concluded that training programs should be a priority for organizations and recommended ongoing investment in employee development. Fegade and Sharma (2023) conducted a systematic review on employee training and development in various industries. The study analyzed multiple research papers and identified key training methods such as leadership programs and technical skill boot camps. The study found that structured training improves productivity by up to 30%. The findings suggest that organizations should align training programs with business goals. Their study concluded that training is a strategic investment and recommended leadership support for training initiatives.

Ahn and Huang (2020) studied training methods in South Korean corporations. Their research included a survey of 10,069 employees across 467 firms and used regression analysis. The study found that workshops and seminars were the most effective training methods for knowledge retention and skill development. Employees who attended workshops showed improved teamwork and communication skills. Ahn and Huang (2020), concluded that interactive learning methods should be prioritized and recommended increasing investment in workshops and seminars.

2.2.2 Impacts of Employee Development Programs in Enhancing Talents

On the impacts of employees' development programs in enhancing talents, several studies (such as Warsame, 2023; Zheng, 2024; Holzer, 2022; Nguyen, 2021; Kanuto, 2024; and Mampuru et al., 2024) and these studies have been analyzed in-depth below; Warsame (2023) investigated the impact of professional development programs on employee performance in Malaysia's manufacturing sector using a survey of 300 employees. Researchers found that employees' development programs significantly improved productivity, work quality, and innovation, concluding that continuous development is essential for organizational success. Chen and Tseng (2012) explored cross-functional training in multinational companies in Taiwan. Their study used a case study approach with five companies and analyzed qualitative data. The study found that job rotation programs helped employees develop diverse skill sets and collaborate effectively across departments. Employees who participated in rotational assignments showed improved problem-solving abilities (Chen & Tseng, 2012). Their study concluded that cross-functional training fosters teamwork and recommended integrating rotational job assignments into employee development programs.

Holzer (2022) conducted a study on the impact of training programs on employee attitudes and work proficiency in the U.S. service industry, using interviews with 50 employees and 10 managers as a sample. Researchers found that training improved job attitudes and task proficiency, enhancing confidence and commitment, and concluded that such programs are vital for organizational effectiveness. Nguyen (2021) studied the effects of training on young employees in Vietnam. The study used a survey approach with 200 employees and analyzed data using statistical methods. The study found that job rotation programs boost job satisfaction and career growth. Employees who rotated across different roles developed diverse skill sets and showed higher engagement. The study concluded that job rotation promotes teamwork and suggested incorporating rotational job assignments into employee development programs.

Kanuto (2024) examined the relationship between training programs and job satisfaction in South Sudan. The study used a quantitative approach with 397 employees and analyzed data using structural equation modeling. The study found that seminars and workshops significantly enhance job satisfaction and performance. Employees who attended seminars reported better workplace relationships and career progression. The study concluded that interactive learning methods should be prioritized and recommended increasing investment in workshops and seminars. Mampuru et al. (2024) studied training programs in academic institutions. The study used a mixed-method approach with 250 employees and analyzed data using qualitative and quantitative techniques. The study found that job rotation and delegation improve employee motivation and performance. Employees who engaged in structured learning programs demonstrated higher workplace commitment. Mampuru *et al.* (2024) concluded that training programs should be modernized and recommended digital learning tools to enhance accessibility.

2.2.3 Challenges Facing Organizations in Implementing Employee Development Programs

Also, challenges facing organizations in implementing employees' development programs have been mentioned by several studies (such as Warsame, 2023; Holzer, 2020; Winterbotham, 2020; Mhlongo & Daya, 2023; Müller & Becker, 2021; Obeng-Tuaah, 2025; Alemu, 2017; and Nwaeke & Onyebuchi, 2017), as analyzed in depth below. Winterbotham *et al.* (2020) conducted a study on barriers to implementing training programs across various UK industries. The study used a mixed-methods approach, including surveys of 100 human resource professionals and interviews with 20 managers. The researchers identified challenges such as budget constraints, lack of management

support, limited employee engagement, and insufficient training resources as hindering implementation of these programs. The researchers concluded that strategic planning, leadership commitment, and effective communication are essential to overcoming these barriers.

Also, a study by Mhlongo and Daya (2023) focused on the challenges faced by small, medium, and micro enterprises in Gauteng with reference to entrepreneurial leadership as an essential tool for success. The study underscores the complex challenges faced by SMMEs in Gauteng, including leadership gaps, financial limitations, infrastructure deficits, and social issues like crime and corruption. These factors highlight the need for tailored strategies, such as targeted government support and collaboration with training institutions, to develop and implement effective development programs that enhance entrepreneurial capabilities and address systemic socio-economic barriers. Furthermore, Mampuru (2024) investigated the impact of organizational culture on training program implementation in German corporations. The study used a quantitative survey that included 250 employees from five different companies. The study found that hierarchical and rigid cultures hindered the effectiveness of development programs. Employees in such environments were less motivated to participate in training due to lack of empowerment and fear of failure. The researchers recommended fostering a supportive and flexible culture, open communication, and employee involvement to enhance the success of development programs.

Obeng-Tuaah (2025) studied barriers to training programs in Ghana. The study used a literature review approach and analyzed multiple research papers. The study found that financial constraints and outdated training content are major challenges. The findings suggest that organizations should allocate more resources to training. The study concluded that training programs need better funding and recommended government support for workforce development. Alemu (2017) examined the problems and challenges of training and development practices. The study was conducted in Ethiopia and used the research has adopted a multi-methods approach. The study found that employee resistance training is effective. The findings mean that organizations should improve training assessment methods. The study concluded that training programs should be redesigned and recommended better communication strategies.

Nwaeke and Onyebuchi (2017) examined the impact of training on organizational productivity. The study used a theoretical review approach and analyzed multiple research papers. The study found that lack of leadership support affects training success. The findings mean that managers should be involved in training initiatives. The study concluded that leadership engagement is crucial and recommended better management involvement.

2.3 Conceptual Framework

Employee Development Programs (EDPs), as the independent variable in this study, consist of types of programs, their impacts, and implementation challenges. Talent enhancement is the dependent variable in this study. When EDPs are effectively implemented, they enhance available talents. But also, the impacts of these development programs can contribute to enhancing talents in the organization. However, any challenges available can hinder effective implementation of development programs available.

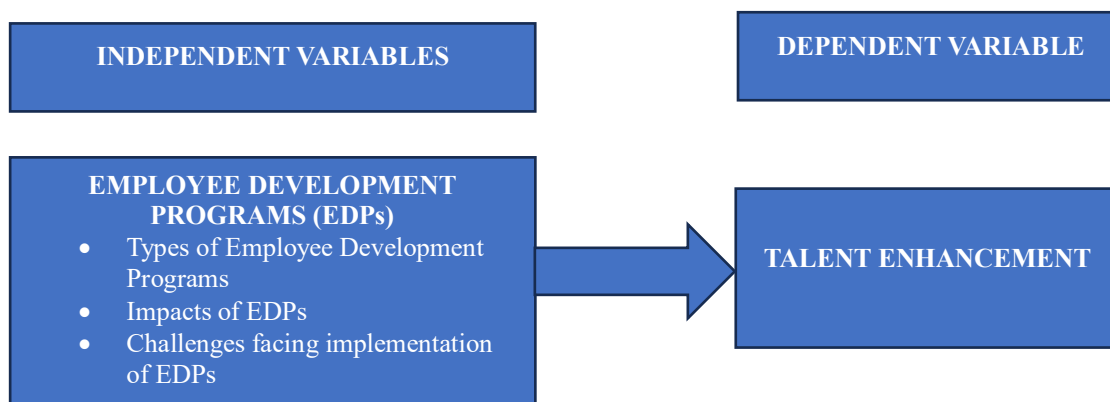


Figure 1
Conceptual Framework

III.METHODOLOGY

This study followed interpretivism philosophy using qualitative paradigm and case study as a design of this study. The study gathered primary data through in-depth interviews with five (5) participants from heads of departments category and through focus group discussion (FGD) with forty-five (45) participants from IJA staff category. But also, this study used secondary data which was obtained through documentary review to enhance the findings. For analysis and presentation of data, a thematic approach was used to analyze the findings and present the results.

IV. FINDINGS & DISCUSSION

4.1 Employees' Development Programs Available at IJA

This was the first specific research objective which intended to find out the types of employees' development programs available for enhancing talents at IJA. Findings on this specific objective come from of both IJA HODs and IJAS. Again, these findings meant to answer the first specific research question which asked "*what are the types of employee's development programs available for talent enhancement at IJA?*". The findings revealed there are different development programs for enhancing talents including training programs (both short courses and long courses), workshop programs, job rotation program, delegation program, and seminars programs. The results for these programs are presented from sub theme one (1) to sub theme five (5) as shown below;

sub theme one: Training Program. This was one of the programs that was mentioned by participants. It was revealed that the organization had training program which was meant to enhance and update skills of employees. This was narrated by participants from IJA HODs category and IJAS category. One of the participants from IJA HODs category narrated that,

"Trainings which include short- and long-term training are mostly used to update and develops employees' skills at our organization" (HOD1, 10th March, 2025).

Also, another participant from IJA HODs category added that;

"We have planned training programs which are there to ensure that employees are equipped with new skills related to their roles. And these trainings have boosted employees' skills that helped increased performance of the organization". (HOD2, 15th March, 2025).

Also, another participant from IJA HOD category added that;

"Training is our most means of developing our subordinates when they need to add knowledge on their area of specialization. Developing employees' skills and abilities through various training programs, talents have been enhanced" (HOD2, 21st March, 2025).

From the results of the findings above, it can be said that many participants agreed that IJA is implementing training program to enhance skills of employees. It is also seen that through developing employees' skills, talents have been enhanced. Participants from IJAS category agreed that the organization has training programs. All discussants agreed that they have been attending training programs at different times. But also, all discussants from IJAS category agreed that these programs have boosted their skills and enhanced confidence. Again, there was a consensus that, training programs have enhanced their talents through attending various relevant trainings. Furthermore, discussants expressed that by attending training programs have helped them feel valued and make them gain new skills, confidence, increased performance, productivity, and increased retention rate.

Therefore, the results of the findings from both categories of this study mean that, IJA is implementing training programs and successfully have enhanced talents by allowing employees to attend those trainings programs planned. But also results of the findings are indicating that training programs have helped employees to feel valued, and made them gain new skills, confidence, increased performance, increase productivity, and increased retention rates. But also, some participants from IJAS category provided that after attaining various training programs have led them to receive high salaries compared to previous time something which show the better results of attending training.

These findings are in line with Ahmad and Manzoor (2020) who identified that, training program as one of the programs which is used to develop employees in the organization. The study went on providing that, training programs have helped to improve employees' skills, knowledge, and confidence. Similarly, the findings of this study collaborate with Kanuto (2024) who provided that training program is one of the development programs which directly improve performance of employees, because they use the skills, they attained for performing their daily roles. His study also provided that employees who receive training feel more valued and perform better. In this study also was found that when employees participate in trainings feel values. This can help employees stay motivated and committed in their roles.

Also, a study by Lee (2023) correlate with the findings of this study. Their study found that training is type of development programs and when they are effective, they influence employees to stay with their employers. This means that training programs have important role in enhancing retention rate. This happens when employees feel valued through given training that boost their skills. On theoretical standing point, human capital theory supports the findings of this study. The theory provides that, training influences productivity. This is because when employees get developed through training programs, they gain skills that help them to perform better at the end the productivity increases. Also, human capital theory provides that, employees who invest in training are rewarded high salaries. The results of this study found that employees' salaries are increased after gaining training. This means that once an employee completes a certain training program an organization considers to increase salary to that employee as recognition.

Sub theme two: Workshops Programs. This is another development program mentioned by participants of this study. It was revealed that IJA has workshop programs that intend to facilitate in-depth discussions, idea exchange, and get more experiences with different experts. Also, it was revealed that workshop programs have demonstrated success

because they have helped employees get more experiences on their profession, increased innovation abilities, and get new ideas on how to implement their activities. These findings are evidenced by participants from IJA HODs category and IJAS category. One participant from IJA HODs category provided that;

"We are implementing workshops at our organization so as employees can exchange ideas with various practitioners, and get more experience on their areas of professional. And after workshops we have been seeing contribution of new perspectives in the organization. The way they enhance talents is through interacting with various experts to exchange ideas and experience" (HOD3, 15th March, 2025)

Another participant from IJA HOD category added that;

"IJA is implementing Workshops and these workshops have proven to be a valuable tool because of fostering creativity and collaboration among our employees. They create an environment where ideas flow freely, leading to innovative solutions. But also, they enhance talents by strengthening problem-solving and creative thinking from interaction with various experts." (HOD5, 21st March, 2025)

Also, participants from IJAS category had a consensus that IJA is implementing workshops. Participants agreed that they are attending workshops programs at different times and they have helped them to have new perspectives, gain practical experience, and get new ways of doing things particularly on their roles. And through gaining practical experience and new ways of doing things have been the ways of enhancing them hence becoming better when doing their daily businesses at the organization. Therefore, results of the findings from participants of both categories of this study imply that IJA is implementing workshops programs as a means of developing employees. And successful they have helped employees get more practical experience and get new skills of doing their roles. But also results of findings mean that workshop programs are important as they equip employees with new skills, news means of making decision, and acts as hub of creative thinking which in turn can help employees perform better within the organization and increase productivity.

The results of these findings are in line with Huang and Lee (2024), who found that workshops are implemented in multinational companies and they have helped employees develop diverse skills and collaborate effectively. Similarly, Hasan and Chowdhury (2023) also found that workshops improved employees' confidence and ability to handle tasks more efficiently, which directly resonates with the results of this study. From a theoretical perspective, Human Capital Theory supports the idea of this study, that workshops create learning opportunities that improve employee performance and contribute to innovation.

Sub theme three: Job rotation program. It was revealed that IJA is implementing job rotation which means to give employees experience in different roles at different departments within the organization. Along with that the study found that implementation of job rotation program has helped an organization to uncover employees' hidden talents. But also, it was found that job rotation helped an organization to place employees in the right roles that match with their ability, skills, and interests. The study found that job rotation program enhances talents by exposing individuals to diverse roles, enabling them to develop a broad skill set, uncover hidden strengths, and foster adaptability. These results of findings were evidenced by participants from IJA HODs category and participants from IJAS category. One participant from IJA HODs category shared that,

"IJA is implementing job rotation program to identify where one fits most" (HOD1, 10th March, 2025).

But also, another participant from IJA HODs category added that;

"To enhance the available talents, we place employees at different departments so as they can continue to gain new skills, gain new perspectives, and to foster deeper understanding of the roles related to their professions" (HOD5, 29th March, 2025).

Also, from the same category of IJA HODs another participant narrated that,

"Job rotation is one our development programs implemented at our institute. And its implementation has shown positive results because it allows employees learn new things, but also it helps to enhance talented individuals by giving them opportunities to learn and perform different activities related to their area of profession" (HOD2, 19th March, 2025).

But also, participants from IJAS category had a consensus that it is true that job rotation is well implemented at the organization. Also, participants from IJAS category added that, job rotation has helped them to enhance their skills and capacity of doing work by allowing them apply their skills and strengths at different departments. From the findings above, it is apparent that job rotation program is implemented at IJA. And it was revealed that job rotation enhances talents by allowing employees to apply their skills and strengths at different departments. This means that employees are given opportunities to showcase their abilities beyond their usual tasks something which makes easier to identify hidden talents within the organization. Furthermore, it was revealed that the output of job rotation is to enhance employees' skills and prepare them for future roles.

The results of the findings of this study corroborate with Al-Yafei (2024) who found that job rotation programs allowed employees to expand their skill sets. *Sub theme four: Delegation Program.* This is one of the development programs which was mentioned by participants. It was shown that IJA has delegation program which means to give employees the opportunity to learn on new responsibilities and be prepared for future roles. Also, it was provided that

delegation program is done to employees who seem to be committed and who are ready to show up their skills and competence. These findings were evidenced from participants of IJA HODs category and participants from IJAS category. One participant from IJA HODs category narrated that,

“We use delegation mechanism to develop our subordinates for future roles. And this is done to those who perform better and committed to their roles” (HOD3, 15th February, 2025)

Another participant from IJA HODs category shared that

“In developing our employees delegation is the most one which helps to assign roles to those talented individuals. The purpose is to make them experience other roles of their interest (HOD1, 10th February, 2025).

Also, another participant commented that, *“delegation has been nurturing individuals for future roles”*

Also, participants from IJAS category agreed that HODs give them opportunity to apply their strengths through delegation. Also, there was a consensus that delegation is implemented at IJA and it has been helping them to get enough experience that will help them in performing the same activities in future. Also, there was a consensus that delegation has increased motivation employees because they feel that they are involved in leadership roles. In this aspect and from the results of the findings above, it can be demonstrated that delegation is implemented at IJA. But also results of the findings show that delegation enhances talents by allowing subordinates to perform activities which are performed by their supervisors. It was also revealed that delegation program has proved positive impacts because it helps individuals gain confidence and preparing individuals for future roles. This means that when individuals are delegated with some duties make them be confident enough and be prepared to take the same roles in future.

The findings of this study are in line with Mampuru *et al.* (2024), who found that delegation program is implemented in organization and it improves employee motivation and commitment to organizational success. Warsame (2023) also reported that employees who are given responsibilities through delegation experience improved confidence. In theoretical standing point, Human Capital Theory supports the idea that delegation strengthens employees' abilities by giving them hands-on experience in decision-making and management tasks. So, this means that allowing employees to take on new challenges, organization invests in its long-term development.

Sub theme five: Seminar Programs. This was one of the of the development programs that was mentioned by participants of this study. The results of the findings revealed that IJA has seminar programs that have been used to update employees' skills with new ways of doing things. It was revealed that; seminar programs enhance talents by giving them chances to equip themselves with new or emerging skills and knowledge on the area of their professions so as they can stay current and continue to perform better in their roles. But also, it was revealed that attending to seminars has been a source of innovation because individuals get new skills and knowledge that help one to perform innovatively in his or her roles in the organization. These results of findings come from participants of IJA HODs category and participants of IJAS category. One participant from IJA HODs category narrated that,

“We send our employees to attend various seminars so as to gain new knowledge relating to their job roles” (HOD1, 10th February, 2025). Also, another participant from IJA HODs category added that, *“employees get enhanced through seminars because they get chance to get trending skills and knowledge”* (HOD4, 23rd February, 2025).

On the same issue another participant from IJA HODs category commented that;

“Our organization is emphasizing employees to attend seminars so as to get diverse perspectives and new trending skills and knowledge so as they can perform innovatively. So, by giving them chances to attend seminars for learning new knowledge has been a way to enhance our talents” (HOD3, 19th February, 2025)

Also, participants from IJAS category had a consensus that IJA is allowing employees to attend seminars so as they can get new skills which are emerging or trending. Also, participants provided that seminar is a greatest mechanism for enhancing their talents, seminars help them stay to date particularly on their roles they perform at the organization. However, a new issue was raised during the discussion. Participants expressed that the process of selecting individuals for seminar attendance is sometimes unfair. Participants provides that sometimes talented individuals are not taken consideration to attend seminars and those who attend are those who are selected by top level leaders.

The results of the findings above reveal that IJA is implementing seminar programs. These programs seem to provide employees with opportunities to acquire new skills and knowledge something which help them stay current and perform better in their roles. The testimonies from both IJA HODs and IJAS participants affirm that seminar attendance is a key strategy for workplace innovation and professional growth, because it exposes employees to emerging trends and diverse perspectives. This means that IJA values continuous learning as a way to enhance talent and maintain a skilled workforce. And this implies that, seminars are important for continuing to equip employees with trending and emerging skill related to their roles that they are performing in the organization they belong. However, the issue of fairness in the selection process raises concerns about access to learning opportunities. If talented employees are overlooked while seminar participation is determined by top-level leaders rather than the way one performs, the organization may not fully maximize its talent development potential. This implies that a more transparent and inclusive selection process could improve the effectiveness of seminar programs by ensuring that the most deserving individuals

benefit. Also, a fair system would lead to a more motivated workforce, foster innovation, and contribute to overall organizational success.

The results of these findings above align with studies by Hasan and Chowdhury (2023) as well as Warsame (2023) who found that seminars significantly improve employees' knowledge and workplace innovation. This is reinforcing the findings of this study that seminars help employees stay updated in their roles. However, concerns regarding fairness in seminar selection at IJA align with findings from Ifejika (2017). Ifejika's study found that selection for development programs was often influenced by organizational hierarchy rather than merit, creating inequalities in skill enhancement opportunities. This mirrors the complaints raised by IJAS participants, who expressed that seminar attendance is largely determined by top-level leaders rather than employee performance or talent. Nwaeke and Onyebuchi (2017) also identified leadership-driven selection in training programs as a challenge in African organizations, stating that when leadership preferences dictate attendance, organizations fail to maximize their talent development efforts.

4.2 Impacts of Employees' Development Programs in Enhancing Talents

The second specific objective of this study was to find out the impacts of EDPs in talent enhancement. The findings of this objective come from both HODs category and IJAS category. This is to mean that all categories of this study participated in achieving this specific research objective. The reason for collecting data from both categories is that, the researcher wanted to get diverse opinions from leadership standing point and employees themselves on if these EDPs have any impacts in enhancing talents. Also, these data aimed to answer the second specific question which asked *"What are the impacts of employees' development programs in enhancing talents at IJA?"* The findings revealed that, there are various impacts of employees' development programs in talent enhancement including helping employees to get new ideas of performing their tasks in a better way, increase innovation, increase satisfaction, helps employees to show up their strengths, and helps to prepare future leaders. The results of these impacts are presented from sub theme six (6) to sub theme eleven (11).

Sub theme six. Help employees to get new ideas of performing their tasks in a better way. This was one of the impacts of employees' development programs in enhancing talents mentioned by participants of this study. The results of the findings revealed that implementation of available development programs like training programs, workshop programs, job rotation, and seminars has been rooting new ideas that help employees perform better in their task. These findings are evidenced by participants from IJA HODs category and participants from IJAS category. One participant from IJA HODs category narrated that,

"No doubt, implementation of development programs has been a root for new ideas for our employees" (HOD3, 15th February, 2025).

Also, another participant from IJA HODs category shared that;

"Implementation of development programs like training, workshops, seminars, job rotation, and delegation have helped employees to get diverse ideas that have been helping them to perform better" (HOD1, 10th February, 2025).

Also, participants from IJAS had a consensus that for them to participate in available development programs have been helping them gain new ideas. Also, participants provided that new ideas they get from participating in developing programs have been helping them to perform their works in a good way.

Overall, the results of the findings mean that employees' development programs fuel generation of new ideas. New ideas are source of change and innovation. This implies that IJA should continue ensuring that employees participate in development programs so as they can continue to gain new ideas that will encourage changes and work place innovation. The results of the findings above are supported by Warsame (2023), who found that development programs lead to increased workplace efficiency and innovation.

Also, the findings above align with Human Capital Theory, which states that continuous learning contributes to employee development and organizational success. Sub theme seven: Increase innovation. This is another impact of development programs mentioned by participants. Findings indicate that these programs cultivate a culture of innovation by equipping employees with new knowledge and skills. Also, results of the findings revealed that, as employees learn and grow, they apply fresh ideas to enhance their work processes something which leads to improved efficiency and innovation. The results of these findings came from participants of IJA HODs category and participants of IJAS category. One participant from IJA HODs narrated that,

"It is through development programs that the culture of innovation emerges" (HOD4, 23th February, 2025).

Another participant from IJAS added that;

"By allowing employees to participate in development programs helps them to get diverse knowledge that creates innovation practices" (HOD5, 25th February, 2025).

Also, participants from IJAS category collectively agreed that exposure to diverse knowledge and skills through development programs encourages employees to think creatively and refine their work processes innovatively. Also,

many participants from IJAS category demonstrated that innovation is not just an individual effort but efforts in an environment where learning is encouraged.

From the results of findings above, it is apparent that that development programs help create a culture of innovation in the workplace. When employees learn and grow, they apply their new knowledge to improve the way tasks are done in the organization. This indicates that, investing in employee development is a valuable movement for an organization. This is because as employees gain skills, innovation naturally emerges something which allows employees perform their tasks more effectively and efficiently. The results of the findings above are supported by Holzer, (2022) who reported that structured development programs lead to innovation by improving employees' analytical skills. On theoretical standing point, Human Capital Theory supports this perspective by highlighting the importance of investing in employees' abilities to foster workplace innovation. Sub theme eight: Increase Employees' satisfaction. This also is an impact of development programs mentioned by participants of this study. The results of the findings revealed that employees feel better and satisfied when their talents are enhanced through development programs like delegation and job rotation which give them a chance to show up their skills and strengths on various roles. These results of findings are evidenced by participants from IJA HODs category and IJAS category. One participant from IJA HODs category narrated that;

"Employees report that, they feel valued and motivated. Employees have been saying that, the opportunity to grow professionally increases their job satisfaction and commitment to the organization." (HOD3, 19th February, 2025)

Also, another participant from IJA HOD category shared that;

"Employees are saying that being given chance to show their skills and strengths give them a sense of being valued something which make them be satisfied" (HOD2, 19th February, 2025).

Also, participants from IJAS category agreed that, implementation of development programs make them be satisfied. The reason for satisfaction is because through development programs, individuals get chance to learn more and show up their skills through development programs like delegation and job rotation. The findings above highlight that development programs significantly contribute to employees' satisfaction. It was provided that when talented individuals get chance to enhance their skills and be given a chance to show up their talents, it makes them feel valued hence increases satisfaction. Results of the findings mean that, learning opportunities fuel employees' satisfaction at the organization.

The results of the findings above are in line with Hang et al. (2024) who found that development programs directly improve job satisfaction and engagement. Kanuto (2024) similarly reported that employee development programs enhance workplace relationships and satisfaction.

Sub theme nine: Help to prepare talented individuals for future roles in the organization. This is another impact of development programs mentioned by participants of this study. The results of the findings revealed that development programs help to prepare individuals for future roles in different positions in the organization. It was revealed that when supervisors delegate some of the roles to their subordinates, it serves as a valuable opportunity for individuals to build skills and develop leadership. But also, it was expressed that delegation program and training program have been important mechanisms for nurturing individuals for future roles. The results of these findings are evidenced by participants from IJA HODs category and participants from IJAS category. One participant from IJA HODs category narrated that,

"We are implement programs like delegation to talented one so as to prepare them for future tasks of the same kind" (HOD1, 10th February, 2025).

Also, another participant from IJA HODs category provided that,

"Implementing development programs like training and delegation gives us an opportunity to nurture individuals who will perform the same activities in future" (HOD2, 15th February, 2025).

Also, another participant from IJA HODs category provided that;

"Implementation of development programs help to give chance to talented individuals to get direct experience. This helps to give them confidence to tackle the same roles in future when they are required to perform those tasks." (HOD4, 23rd February, 2025).

Also, participants from IJAS category had a consensus over this matter. They provide that development programs have been crucial in preparing them for future roles. Also, they agreed that their leaders have been telling them to participate in these programs effectively so as they can get ready to perform some tasks that they have been delegated and trained. From the findings above it is apparent that development programs help to prepare individuals for future roles. It was expressed that through delegation and training programs individuals get chances to learn and experience the roles they expect to do in future. The results of the findings mean that, development programs are crucial for nurturing individuals to perform the future roles in future without complication. This can help to reduce recruiting or finding other individuals who can do the further roles if the internal ones are taught through development programs like delegation and trainings programs.

The results of the findings above collaborate with Mampuru *et al.* (2024), who argued that training plays a crucial role in preparing employees for managerial positions. Warsame (2023) similarly emphasized that leadership development programs contribute to career advancement. Also, the results of the findings above align with Human Capital Theory, which highlights the long-term benefits of investing in employees' skills. Therefore, it can be demonstrated that implementation of development programs like delegation can help an organization nurture future individuals who will perform the same roles. This can help organization avoid incurring costs for recruiting other individuals who will perform the same tasks that have been delegated to internal talents.

Sub theme ten: Boost employees' performance. This also was one of the impacts of development programs that was mentioned by participants. The results of the findings revealed that when development programs enhance talents one of the outputs is increased employees' performance. It was also revealed that increased performance was because individuals' talents are enhanced through programs like training, workshops, seminars, job rotation, and delegation, so the new skills and knowledge they acquire from these programs help them to perform better hence increase performance in their roles. The results of these findings come from participants of IJA HODs category and IJAS category. One participant from IJA HOD category provided that,

"We have been seeing increased performance after trainings" (HOD1, 10th February, 2025).

Also, another participant from IJA HODs category narrated that,

"Enhancing talents through available development programs have boosted employees' performance" (HOD3, 19th February, 2025). Furthermore, another participant from IJA HODs category narrated that,

"One of the outcomes of enhancing talents is increased performance. It is true that when development programs are implemented to strengthen individuals, it helps to boost their performance in their roles" (HOD4, 23rd February, 2025)

On the same issue, Participants from the IJAS category agreed that improving their talents helps them perform better. They provided that, the skills they gain and the opportunities to showcase their strengths allow them to excel better in their tasks. They also emphasized the importance of development programs, as these programs give them a space to grow and improve their abilities. Furthermore, participants had a consensus that when such programs are put into action, they feel more confident and prepared to perform well, leading to better results in the long run.

The results of the findings above indicate that development programs play an important role in enhancing employees' talents, something which lead to improved performance. Participants from both the IJA HODs and IJAS categories emphasized that initiatives such as training, workshops, seminars, job rotation, and delegation provide individuals with new skills and knowledge that help them perform better in their roles. Several participants shared their observations, noting that they had witnessed increased performance after training sessions. The IJAS participants agreed that development programs offer a space to grow, boost confidence, and strengthen abilities, all of which contribute to better overall performance. The consensus from the findings is clear that, investing in talent development directly benefits employees by increasing their efficiency and readiness something which leads to higher productivity and better results in their tasks.

The results of the findings above are supported by Mampuru *et al.* (2024) who found that training initiatives enhance employees' task proficiency and productivity. Also, the results of the findings above are in correlate with Kanuto (2024) who confirmed that skill development directly boosts employees' performance. Furthermore, Human Capital Theory supports the results of the findings above as it provides that, investing in trainings helps employees perform better hence the performance increases. This is to say that when individuals are enhanced through development programs available tend to boost their performance which is the need of every organization.

4.3 Challenges Facing IJA in Implementing Employees' Development Programs

This was the third and last specific objective of this study. This objective wanted determine challenges that IJA face when implementing employees' development programs. Data for achieving this objective came from one category which is IJA HODs. The reason for collecting these collecting data from this category is because, it was an assumption of the researcher that because HODs are the ones who participate in making decision and approval for these programs and are the ones who allow their subordinates to attend those programs, it was thought that HODs had enough insights regarding the challenges facing the implementation of these programs. Also, all data collected were meant to answer the third specific research question of this study which was asking *"What are the challenges facing implementation of employees' development programs at IJA?"* The findings of this study revealed that, IJA faces various challenges in implementation of EDPs including financial constraints, poor management support, and top-level preferences. The results of these challenges are presented from sub theme eleven (11) to sub theme thirteen (13).

Sub theme eleven: Financial constraints. One of the challenges facing IJA in implementing employees' development programs as highlighted by participants in this study, is the lack of sufficient funding. It was mentioned that development programs do not receive enough budget allocation to ensure employees attend necessary development programs to improve their skills. However, the results of the findings revealed that other activities in the organization are given higher priority when planning expenditure and leave development programs underfunded. Something which

have made it difficult for some individuals fail to be strengthen in terms funding them for various programs like training, seminars, workshops and other related. Results of these findings are evidenced by participants' comments from IJA HODs category.

"Our biggest challenge is lack of enough funds to enhance all talents" (HOD1, 10th February, 2025).

Also, another participant narrated that,

"Few funds is a challenge implementation development programs and this challenge makes difficult to enhance some talents" (HOD3, 19th February, 2025)

Also, on the same challenge another participant from IJA HODs commented that;

"Development programs have been receiving low attention when it comes the issue of allocating enough money for implementation. You may find that some activities which are not critical are given enough funds leaving development programs having no enough funds something which limit enhancement of some talents sometimes and reduced productivity as well as reduced employees' growth" (HOD5, 24th February, 2025).

From the findings above, it can be demonstrated that absence of enough funds for implementing development programs is the challenge. The findings suggest that financial constraints significantly hinder the successful implementation of employee development programs at IJA. It is seen that lack of sufficient budget allocation results in limited training opportunities, workshops, and attending to seminars something which seem to affects employees' growth and productivity. But also, there was a concern that development programs are not receiving high consideration in allocation of enough budget for proper implementation. This implies that talent enhancement is not seen as a crucial investment, despite its potential benefits to overall institutional performance and individuals themselves. It is the view of this study that, if financial constraints remain unaddressed, it may lead to stagnation in employees' competencies, reduced efficiency, and diminished organizational progress.

The results of the findings above are supported by Winterbotham *et al.* (2020), who identified that budget constraints hinder the successful implementation of training programs across industries. Similarly, Obeng-Tuaah (2025) identified financial limitations as a major challenge affecting workforce training, this reinforces the results of this study. Ifejika (2017) also reported that inadequate funding restricts employees' participation in development programs something which leads to skill gaps and reduced productivity. The support from literature shows that financial constraints is one of the major challenges which can continue to limit effective implementation of available development programs in the organization.

From a theoretical view point, Human Capital Theory argues that training and education are long-term investments that yield higher productivity and economic benefits. Organizations that invest in employee development tend to experience improved efficiency and innovation. The theory encourages that governments, businesses, and individuals should view skill development as an essential investment rather than a cost. The results of these findings above are suggesting that without adequate financial resources, IJA may struggle to fully realize the benefits of its employee development programs. This implies that for effective implementation of development programs, organization needs to allocate more funds that will accommodate enhancement of available talents.

Sub theme twelve: Top level leaders' preferences. This also was found as a challenge facing implementation of development programs for enhancing talents as mentioned by participants. The results of the findings revealed that for sometimes the development programs to be implemented depends on preferences of top-level officials despite the presence of development plan and policies in the organization. Furthermore, it was revealed that this kind of informal culture has been limiting enhancement of some talents in the organization. The results of these findings are evidenced by comments of participants from IJA HODs category. One participant from IJA HODs category narrated that;

"Sometimes development programs are not implemented due to informal instructions from top level leaders" (HOD1, 10th February, 2025).

Another participant from IJA HODs category narrated that,

"We are genuinely committed to enhancing talents, but sometimes we struggle because the implementation of development programs largely depends on the instructions and priorities set by top leaders within the institution, despite the existing policies and guidelines for employee development" (HOD5, 24th February, 2025).

Also, another participant from IJA HOD added that,

"We face informal instructions from our top-level leaders whose preferences influence or not influence implementation of development programs to our talented ones. This informal culture has been making difficult to develop some of our subordinates something which makes employees think that we are not valuing their talents." (HOD2, 15th February, 2025)

Analysis of the above findings indicate that the implementation of employee development programs at IJA is significantly influenced by the preferences of top-level leaders instead of being guided by established development plans and policies. This study suggests a lack of consistency in decision-making, where leadership preferences override structured plans can lead to delayed or reduced focus on talent enhancement. Because if development programs are not properly implemented as planned, enhancement of talents will be slow or delayed.

The informal nature of decision-making seems to undermine the effectiveness of workforce development, something which is limiting opportunities for employees to acquire new skills, grow professionally, and show up their strengths in some roles. But also, this kind of leadership approach contribute to frustration among employees who feel that their talents are not a priority in the organization at the end it can reduce their working morale and productivity.

The results of the findings above collaborate with Alemu (2017) whose study found that informal leadership preferences negatively impact manpower training programs something which is reducing access to development opportunities for qualified employees. Nwaeke and Onyebuchi (2017) similarly reported that leadership-driven selection often results in talent underutilization, as skilled employees miss out on relevant training due to biased decision-making.

Sub theme thirteen: Poor employees' engagement. This was one of the challenges mentioned by participants which is hindering implementation of employees' development programs. The results of the findings revealed that it has been so difficult to effectively implement development programs to some talents due to their low engagement in those programs. It was revealed that the reasons to why they are not engaging in development programs are because they are not involved preparation stages of development programs like budget preparation and preparation of development programs to be attended by employees. These results of these findings are evidenced by comments of the participants from IJA HODs category.

One participant from IJA HODs category narrated that,

"Development programs are there but sometimes employees are not ready to participate. They give reason that they are not involved in all preparations including the time of budget preparations and development of development programs themselves" (HOD5, 24th February, 2025).

Also, another participant from IJA HODs category shared that,

"Some employees who are talented do not like to engage in development programs like training and seminars because they think that they are not effective since the preparations did not include them. (HOD3, 15th February, 2025)

Furthermore, another participant shared that;

"We sometime seen low application for trainings from employees, low attendance to seminars and workshops programs" (HOD4, 23rd February, 2025).

The results of the findings above show that poor employee engagement is a major challenge in implementing development programs at IJA. The reason behind is because they are not involved in key decisions, such as budget planning and program design. This means that, employees feel disconnected from these programs that is why they are not engaging. This lack of participation seems to make employee view the programs as ineffective or irrelevant to their needs something which lead to low requests for training sessions, and low attendance to seminars, and workshops. The implication of this issue is that, talents may remain underdeveloped hence reducing overall productivity and limiting career growth opportunities. It is a view of this study that, if employees continue to feel excluded, it may also lead to frustration and dissatisfaction in the workplace.

The results of the findings are supported by Dubihlela and Sandada (2014), who found that poor employee involvement in decision-making processes reduces participation in training programs. Their study emphasized that when employees feel excluded from planning, they are less likely to engage in development activities. This implies that at all planning stages about development programs, employees should be involved so as they can provide their perspectives. This will help to avoid resistance and reduce low engagement of employees in development programs.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

Employees' development programs, such as training programs, workshop programs, job rotation programs, delegation programs, and seminar programs, which are available at IJA, enhance talents. But also, it was found that implementation of these programs has revealed the following impacts, such as helping employees to get new ideas of performing their tasks in a better way, increasing innovation, increasing employees' satisfaction, helping to prepare talented individuals for future roles in the organization, and boosting employees' performance. However, despite enhancing talent, these development programs face challenges like financial constraints, poor employee 'engagement, and top-level leaders' preferences. These challenges seemed to limit the effectiveness of available employees' development programs in enhancing talents in IJA.

5.2 Recommendations

This section provides recommendations based on the findings of this study. Specifically, the recommendations of this study are made for the management of IJA and further studies. The study has found that development programs like training programs, workshop programs, job rotation programs, delegation programs, and seminar programs enhance talents. This study therefore recommends that the management of IJA should ensure that these programs become a

forefront strategy in the organization. This will help to maintain a culture of talent enhancement and learning; hence, individuals will feel valued.

Also, because this study has found that implementation of available development programs is facing challenges like financial constraints, poor employee 'engagement, and top-level leaders' preferences, this study recommends IJA do the following: One is to allocate enough funds for proper implementation of development programs. It was seen that during the allocation of funds to organizational activities, development programs receive low attention, something that leads other talents to be left unenhanced. Therefore, because it is only through implementing development programs that talents get enhanced for boosting their skills and performance, enough funds for effective implementation are recommended. This approach will facilitate the development of numerous talents within the organization. But also, it is recommended that IJA should ensure high involvement of employees in the planning of development programs. The findings of this study revealed that implementation of development programs becomes difficult because some employees feel that development programs are not effective because they were not involved in planning stages. This challenge has been shown to fuel low engagement of employees in the implementation of development programs. So, at all planning stages, like preparation of programs and development programs to be attended by employees and during the setting of budgets for accommodating the programs, employees have to be involved effectively. This will increase employees' engagement, and more talents will be enhanced.

Furthermore, it is recommended that IJA should follow the development plan and policies available in the implementation of employees' development programs. The study found that decisions on the implementation of development programs often depend on leaders' preferences rather than set guidelines, something that is causing delays in talent enhancement. Therefore, to ensure fairness and transparency, development programs should be implemented based on established development plans and policies, not individual choices. This will reduce bias and improve the effectiveness of talent development through the available development programs. This study made an attempt to investigate the role of employees' development programs in talent enhancement. The future study can take another attempt, which is to investigate the direct contribution of employees' development programs to organizational performance.

Conflict of Interest

The author declares that, there is no any conflict of interest.

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