

Exploring The Effectiveness of Talent Development Programmes at The Namibia Institute of Pathology (NIP)

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Abstract: Through effective talent development programmes, employees can expand their horizon of skills and knowledge required at work, and by doing so enhance their performance and productivity within an organisation. Therefore, this study explore the effectiveness of talent development programmes and practices at Namibia Institute of Pathology (NIP) as an overarching goal. This study adopted a qualitative, interview-based design for the research and the primary data was gathered from NIP management and non-management employees using a simple convenience sampling technique and semi-structured interview questions. The sample size was 20, which represented 100% of the total population. The major finding of this study revealed that the talent development programmes are not effectively implemented at NIP due to many challenges such lack of adequate funding, lack of management support and poor design of the programmes amongst others. This study adds to the body of knowledge by addressing the challenges and factors that organizations should consider when implementing talent development programmes. The study, thus, recommends that NIP management should invest their time and energy on the design and implementation of talent development programmes and practices. It is through effective human capital development programmes that the employees would be acquainted with the organisational trajectory and be able to determine the interplay between the vision, strategies and approaches to changing attitudes and behaviour.

Key words: Talent development, training & development, implementation, needs analysis

I. INTRODUCTION

In terms of Talent Management, human capital or talent development programmes have become increasingly significant for the enhancement of employee knowledge, abilities and good thinking. In many organisations around the world, these programmes have also become increasingly prominent to establish staff activities and support them in terms of their physical abilities and mind-sets about subject matters and concepts, with the primary objective of enhancing productivity (Anwar and Abdullah, 2021). Thus, the researchers firmly believe that the talent development programmes will contribute greatly to the improvement of an organization's ability to produce good results. In the context of

this study, the human capital or talent development programmes provide incessant advancement in human capabilities and skills, thereby changing their way of thinking and interacting with clients, and thus provides a basis for organisational success (Hameed and Anwar, 2018). Hence, the effective implementation of talent development programmes at the Namibia Institute of Pathology (NIP) will serves as tools for adjusting tasks and jobs to each employee's abilities, skills, and expertise, as well as efforts to improve employee performance as an introduction activity to specific jobs for those involved.

The researchers also put an emphasis on the evaluation of human capital or talent development practices, which plays a vital role in fostering development, cultivation, and advancement of individuals, as well as the improvement of performance and morale. In many other organisations across the world, effective talent development practices have tremendously improved the employee health and changed their perspectives as the employees start to see an organisation as composed of a number of inter connected sub-systems. Any change in one part of the system have an impact on other parts of system and overall performance. Therefore, human capital or talent development programmes have a responsibility to equip employees with the necessary skills to be able to effectively describe, analyse and evaluate these sub-systems to determine how they need to be changed to improve the overall functioning of an organization. It is evident that the vital role and the outcome of the talent development programmes are based on achieving the overall synergy, rather than on optimizing the performance of any one individual part of the system. Therefore, the leadership and management must effectively structure the functions of business in such a way that clearly defined lines of coordination and interdependence, the overall business objectives are aligned with talent development programmes and collectively pursued. Sharma (2018) cited that if a company does not have effective talent development programmes in place, one of the most visible results is that people become less productive because they do not know how

to do their jobs correctly, and reduced productivity leads to loss of earnings.

The most contemporary approach is to treat talent development as part of the talent management process to improve business value and for the achievement of goals. Hence, managing the talent starts with forecasting of human capital required and setting a plan to meet those needs. Talent on the other hand are those people who can add value to the organisation through the application of skills, abilities and knowledge to the strategic direction of the organization. The researchers argue that human capital development could be construed as a link between learning and business success, as it prepares the business to adapt to a changing environment and mould their employees to adapt to these changes through training and development. It is in this context that this research aims to investigate the effectiveness of talent development programmes to improve operational efficiency and productivity within the Namibia Institute of Pathology (NIP).

II. BACKGROUND OF THE STUDY

Namibia Institute of Pathology Limited (NIP) was established as a public enterprise (PE) on 1 December 2000. NIP provides laboratory services across Namibia to both private and state healthcare facilities. Prior to becoming a state-owned enterprise, NIP served as a department under the Ministry of Health and Social Services in Namibia. At present, NIP operates forty (40) laboratories across the country and needs specialised and competent employees to provide medical solutions to individuals, institutions, doctors, and pathology service users. This could be achieved through the implementation of effective talent development programmes.

There is a need for effective or well-functioning talent or human capital development programmes at NIP to provide employees with the necessary knowledge and specialised skills to increase their competency levels in implementation of tasks and job duties as required. Such talent development programmes would ideally provide work related and effective knowledge to the employees to improve performance, modernize managers' skills, prevent managerial shortfalls, provide solutions to organizational challenges, and plan for promotional and managerial succession (Achim et al., 2020). The researchers firmly believe that the success and productivity of the Namibia Institute of Pathology (NIP) is dependent on the people who organize and work therein. As a result, the achievement of the organizational objectives will be dependent on the knowledge and skills of the organization's workers. Hence, the development and successful implementation of human capital or talent development programmes at NIP cannot be overlooked or ignored if the institution wants to grow and increase productivity and improve the quality of work.

It is very important for NIP to develop, enhance, and advance the knowledge and skills of the employees through the design and successful implementation of talent management and

talent development as well as career planning strategies as a response to fluctuating business technologies and constant changes in the business environment (Achim et al., 2020). On the other hand Ramli (2019) argues that just developing knowledge, skills, and abilities (KSAs) may not result in an employee being committed to his or her work, but effective talent management and talent development practices might be essential for the employees to exhibit innovative behaviours.

In this context, an urgent need for the implementation of effective talent development strategies was identified at NIP with specific focus on identifying organisational goals and needs, building partnerships across the company, nurturing a growth mindset, investment in upskilling and reskilling efforts as well as the frequent evaluation and adjustment of tactics as the key strategies.

Statement Of the Problem

In 2020, a survey was conducted at the Namibia Institute of Pathology (NIP) on the importance and effectiveness of talent development and talent management practices for the retention of highly skilled staff members. The top management expressed their concern that NIP finds it difficult to attract and retain skilled and highly talented workforce and they identified poor talent development and career planning activities as the main challenges and possible causes of this problem. The concern was also raised that the company's talent development and talent management programmes are not well-planned and properly organized. In this context, the researchers assume that ignoring these problems at NIP could lead to poor employee performance, high employee turnover and low morale, which will in turn affect the operational efficiency and productivity in the long run. The solution to this problem might probably lies with the adequate investment in talent development programmes, ensuring relevant learning, integrating learning into employees' workday and workspaces, enabling self-directed learning, provision of proper guidance as well as fostering accountability (Adesoye, Olajobi, & Akinsulere, 2021). Therefore, this study aims to investigate and analyse the effectiveness and the use of talent development programmes as an intervention to improve productivity and operational efficiency at NIP.

The Research Questions

Considering the current trends in the organisations, this research intends to analyse the effectiveness and the use of talent development programmes to improve productivity at the Namibia Institute of Pathology (NIP) by soliciting answers on the following questions:

- How effectively are the talent development programmes implemented at NIP?
- What are the key talent development strategies used at NIP to improve productivity?
- What are the major trends in development and implementation of effective human capital development programmes in terms of needs analysis?

- How does the investment in talent development impact the organisational and employee productivity?

III. TRENDS IN THE LITERATURE REVIEW

The essence or significance of human capital or talent development programmes lies in its ability to boost and support existing employee skills and looking at potential employee development. These programmes are represented as a collection of organized activities that occur over time to produce behavioural change and to encourage employees to change. Training and development are essential components of talent development programmes.

The relationship between the concepts of training and development

Through training, the employees learn certain skills to perform a given job and the training requirements are mainly determined by the scarcity of skills (Sanyal, & Hisam, 2018). Whereas, development aims to continuously improve and evolve employees' skills and capacity through verbal and nonverbal learning, with the specifications being the individual's initiatives and ambitions. Training is regarded as a formal education that enables the continuous advancement of human capabilities, altering their way of thinking and dealing with clients (Hameed & Anwar, 2018). Development, on the other hand is concerned with understanding the processes of things and possible issues, rather than just the contemporary process in general. Development pursues potential requirements and occurs over a longer period than training, which is currently taking place and deals with every single designated staff commitment (Anwar & Ghafoor, 2017). Training is the use of methodical and scheduled instruction activities to promote the knowledge process. While development entails training program as well as conventional education, job experiences, work relationships and evaluations of character, skills, knowledge and abilities that assist employees plan for potential jobs or positions.

Significance of talent development programmes for an organisation

Talent or human capital development is being regarded as an essential function in most organizations, as it equips employees with the ability to perform their tasks correctly or to meet the required standards of outstanding performance (Nand, 2020). These programmes are mainly aimed at improving employee performance and increasing productivity, which leads to increased organizational effectiveness. Thus, it is an essential powerful asset to gain knowledge of advanced methods and strategies, which results in improved workforce job performance. With the advancement of technology and innovative methods, the workforce is required to go through the talent development programmes to enrich their competencies, perform their job duties in an organized manner, and contribute to the achievement of organizational goals (Kapur, 2018).

Hariwirawan (2020), believes that by participating in these

programmes, employees become aware of the importance of reinforcing moral and ethical traits and being fully committed to their job duties and that these programmes provide employees with information in the form of modern, scientific, and innovative methods. The significance of human capital development functions within an organization can be comprehended by understanding the dedication of top management; the time and investment consumed on training; the significant responsibility linked with HR or a specialist trainer, and the active participation of line managers (Rama & Shaik, 2012). Therefore, employees understand that by implementing these methods, job duties can be completed in a more time-efficient and effective manner.

Investment in talent development programmes

Investing in both formal and informal learning can improve organizational financial performance through workplace learning outcomes. Rather than focusing on the level of investment in workplace learning, Park and Jacobs (2011) support the idea that HRD programmes can increase financial performance when they are designed to match the needs of organizations. Employee learning is relevant if it leads to expected levels of competence or job performance, which, in turn, can contribute to favourable financial consequences in firms. Furthermore, learning outcomes such as employee competence, labour productivity, and employee enthusiasm were found to be indirectly related to organizational financial performance when investing in workplace learning (Flatt & Jacobs 2018).

Organizations should consider the cost, time and effort involved in training and development activities as an investment rather than a cost (Agarwal, 2021). Investing and spending money on training and development of employees yields profit and is an asset. Employees, therefore, are more likely to stay if they believe their company is investing in their careers (Murali & Raman, 2020). Professional development will benefit both the employee and the organization, regardless of the employee's abilities, role, or level of experience; hence, training is regarded as a long-term investment in the company's ability to attract, retain, and promote talented employees (Sharma, 2018). However, financial constraints and the lack of adequate funds are the major challenges preventing the organizations to effectively implement the talent development programmes and most of the organisations do not also budget for such programmes (Maria & Krithika, 2020).

Measuring the effectiveness of talent development programmes

According to Devi and Shaik (2019), measuring the effectiveness of talent development programmes is critical because it aids in making decisions about training and development continuation, training and development improvements as well as resource allocation for talent development. In contrary Rama and Shaik (2012) cited that effectiveness of talent development programmes is difficult to

assess because the outcomes may not be instantly displayed in employee performance and the contribution of newly acquired knowledge to improved performance levels cannot be judged objectively. Rama and Shaik (2012) stressed that the difficulty in determining results in terms of fiscal significance makes measuring effectiveness of talent development programmes more difficult. It is crucial to assess the training and development needs of the employees, which may be accomplished through organizational analysis, person analysis, or task analysis. However, it requires employees' acceptance of the need of training and development, and the employee must have the motivation and fundamental skills to master the training and development content (Nand, 2020).

Contributions of talent development process towards individual, team and organisational productivity

According to Mzimela & Chikandiwa (2017) effective talent development increases job satisfaction and employee morale, improves employee motivation, improves efficiencies in processes and financial gains, increases the ability to secure technologies, develops innovation in strategies and products, and reduces employee turnover. Sareen (2018) discovered that training and development natured and essentially obtained the highest level of satisfaction for individual employees. When employees attend training as a group, they learn and progress as a unit (Sareen, 2018). Fostering a sense of camaraderie, increasing motivation, and improving commitment to the business can all be accomplished by creating an environment where actual learning can take place (Mazhisham, et al., 2019). Even when team members attend courses with complete strangers, new relationships emerge as a result of the group's shared learning objectives. Murali and Raman, (2020) emphasised that, allowing employees to explore new topics, hone their skills, and broaden their understanding help your teammates feel more connected with one another. They will face new challenges together during these training and development sessions and they can also rely on one another for a variety of learning opportunities by partnering with co-workers who specialize in specific areas (Murali & Raman, 2020). Thus, peer collaboration is their ideal model of learning, learning from one another's strengths not only results in a more diverse workforce, but those bonds can also enhance participation and involvement.

Networking with people who share similar interests allows for continual learning and progress, as well as some friendly competition. Learners frequently engage with one another outside of the classroom to continue exploring the topic and provide support (Mazhisham, et al., 2019). Having somebody to turn to when applying what you have learned in the real world or when challenges arise allows you to make even more progress (Pareek, Mohanty & Mangaraj, 2019). The team will learn to use the same models, concepts, language, acronyms, and technical jargon as they learn together, making them more productive. It also fosters a sense of community and common understanding, boosting the collective sense of being understood. Humans are drawn to persons who are similar to

them by nature, thus, when a group is on the same page, they will like each other more subconsciously and work harder to get along in order to achieve their goals (Mazhisham, et al., 2019).

In this context, the researchers argue that talent development programmes will certainly give a company a competitive advantage in the market thus the organization can benefit significantly from its well-trained and effective staff in smoothing activities. As a result of achieving organizational goals, these employees will have a favourable attitude toward talent development programmes (Kraiger & Ford, 2021). Providing talent development programmes for employees gives the organization a chance to identify its weaknesses regarding talent development programmes while providing a framework to develop the organisation's strength, instil consistency in the workplace, and improve the organization brand and reputation as well as reducing the organization turnover (Mazhisham, et al., 2019).

According to Murali & Raman, (2020), employees are primarily responsible for developing good, reputable brands, therefore, building a good relationship between an organization and its customers will increase its profit, reputation, and long-term viability in the field. The amount of money spent on training programs varies by company, and as a result, they build a good image (Sharma 2018). Murali and Raman, (2020) echoed this view by stating that solid talent development programme is an excellent way to boost your company's brand and reputation.

Significance of talent development policies within an organisation

Human capital development policy can be broadly defined as the policies or administrative procedures that governments and businesses implement to improve the performance of their employees (Asuquo, 2018). Policies are developed to provide guidelines for action and to set limits on decision-making; what should be done in specific circumstances and how specific requirements and issues must be addressed. Hence, talent development policy is regarded as one of the most important determinants of human resource management effectiveness (Gopinath & Ssa, 2016). One of the most important approaches to achieving efficiency in any organization is the effective implementation of a talent development policy (Asuquo, 2018). Therefore, after identifying their needs, the institutions should be able to prescribe a suitable programme to maximize their contribution to the institutions' development and progress. Talent development should be oriented toward achieving the institution's goals as a matter of policy.

Talent development policies are expressions of the organization's development ideology. Christopher (2019) emphasised that when imparting training and development to individuals, it is critical to ensure that training and development policies are appropriately structured and are intended to achieve the desired goals. Lartey (2018) believes

that in order to avoid ambiguity, all major policy statements should be formally expressed in manuals. This enables and facilitates managers, supervisors, and union/association executives to become acquainted with pertinent policies and how they should be interpreted.

Successful implementation of talent development programmes

For an organisation to be successful in the implementation of talent development programmes, training and development must be tailored to the needs of both the organization and the individual. Problems that needing short-term and long-term solutions should be addressed in talent development process and the company reports and records must also provide information about trouble spots within the business (Feleke, 2018). The organisation can implement the talent development programmes effectively if these programmes are based on sound learning theories and they make it a point to evaluate training and development as well as making changes to these programmes as needed (Ranabahu & Almeida, 2019). It is unlikely that task demands will remain stable; rather, jobs will change because of unpredictable technology and market conditions, necessitating changes in the programmes to ensure that employees meet current effectiveness standards (Ranabahu & Almeida, 2019).

It is the responsibility of top management to develop policies on how to plan, organize, and evaluate talent development programmes and the supervisors have the responsibility to implement and apply developmental procedures (Kapur, 2019). The employees who have already completed the talent development programme must provide feedback and make suggestions for corporate educational endeavors (Maria & Krithika, 2020). The occurrence of certain inconsistencies such as inappropriate trainer recruitment, trainees being inefficiently prepared and motivated, and the lack of adequate and effective programme content can affect the implementation processes detrimentally (Kapur, 2019). It is very important that the implementation of the talent development programmes are based on the employees' competencies and aptitudes, age groups, educational qualifications, knowledge, and experiences as well as the interest and motivation in carrying out job duties (Gardi et al., 2020). Hence, adequate knowledge and skills regarding the methods to effectively implementation of talent development programmes are essential and required.

The attitude of top management is one of the most significant obstacles to the successful implementation of the talent development programmes in an organization because their commitment and support to implementation is imperative (Maria & Krithika, 2020).

Importance of conducting talent development needs analysis

Talent development needs analysis is an essential element in assessing the causative factors of technical risks and laying the foundations for creating solutions (Betti, 2021). Identifying talent development needs is a proactive action on

the part of the organisation/institution and its employees to choose the finest development programme, thus the evaluation of development requirements is critical since it provides information on the degree of competence and expertise of the organization's human resources (Rachmat & Hady, 2017). Ludwikowska (2018) stated that a talent development requirement is a discrepancy between the desired knowledge, skills, and attitudes and those already held by employees.

Many research has shown that a well-executed needs analysis identifies knowledge and performance gaps before they become greater issues, and appropriate strategies not thought of previously are discovered. Wrong decision are also alleviate or eliminated by providing insight to improve the effectiveness of talent development programmes, ensuring that these programmes are focused on the right areas, prioritizing development requirements, and providing standardised solutions to talent development (Betti, 2021). As a very important step to needs analysis, each aspect of the operational area of the job must be examined so that the concepts and attitudes of human elements can be found that would specify a significant association and adequate support for the needs analysis (Rahmana & Sukaya, 2020).

During the process of talent development needs analysis, it is necessary to first classify the gap between the current level and the considered necessary skill set, knowledge, and efficiency. It is also necessary to identify potential issues that can only be addressed through talent development process. Individual and organizational assessments are frequently used to identify the development needs before organized efforts from the development programmers (Ismael et al., 2021). There are some crucial aspects to be considered as part of needs analysis such as skills needed to contribute towards organisational objectives, determination and categorisation of business objectives, determination of the best possible outcomes, examination of the contemporary performance results and the identification of gaps, and finally the establishment and prioritization of a solution.

IV. ETHICAL CONSIDERATIONS

Ethical considerations were considered during exploration of secondary data collection as well as analysis and interpretation, given its sensitivity. The participation process was voluntary and participants could withdraw at any stage. This voluntary process did not infringe on the rights of any respondents. Ethical subjects are essential for any research study because they are needed during the planning phase. According to Clark-Kazak (2017), ethics refer to behavioural principles that govern what is reasonable within a profession. Respect for people, beneficence, and justice are three essential ethical principles emphasized by Recker (2021) as the foundation for research involving human subjects. Clark-Kazak (2017) emphasizes these ethical guidelines by suggesting that a researcher should ensure the well-being of respondents and that studies must be based on trust between the two parties. In this study, the participants were informed

in the consent letter about their rights to participate. The participants were informed that the study was permitted by the human capital department of the company and that should not hesitate to as any further questions associated with the research.

V. METHODOLOGY

Research design and approaches

The purpose of this study is to explore the effectiveness of talent development programmes at NIP to enhance productivity. Hence, an in-depth examination of one specific case (scenario or subject) was done to gain a thorough understanding of the issues under consideration. The data was gathered using a case study method, which was more appropriate in this context to assist the researchers in the collection, analysis, and interpretation of data. The use of case studies is a popular type of research strategy, which includes a thorough examination of an institution or even the entire community, and it studies in depth rather than breadth. Therefore, this study is qualitative in nature to allow the researchers to get an in-depth experience of employees regarding the effectiveness and application of talent development programmes at NIP. Interviews were used to collect the data from the participations to discover how individuals feel or what they assume about the talent development programmes at NIP. Interviews have a better response rate than mailed questionnaires and they make it easier for the interviewer to judge the non-verbal behaviour of the respondents (Gill & Baillie, 2018). Semi-structured interview questions were prepared for the respondents, which also provided an opportunity for the researchers to probe answers that lacks clarity (Gruber et al., 2021).

The targeted population for this study was eighty (80) people employed at NIP in Windhoek in the Khomas Region and the sample was drawn from the entire population. The study adopted a convenience sampling method, which is a non-probability sampling in the selection of participants. Thus, the sample size for this study was twenty (20) employees at management (8) and non-management (12) level who were interviewed to provide answers on seven close and open-ended questions about the effectiveness of talent development programmes at NIP. This convenience sampling is a kind of non-probability sampling where members of the targeted population are chosen for the study if they meet specific pragmatic standards, such as geographical closeness, readiness at a certain time, easy accessibility, or the willingness to take part (Davis, 2015). Hence, the data was collected from a sample of twenty employees who are close and accessible to the researchers. This is a manageable size relative to studying the entire population due to time, cost, and accessibility.

Data collection procedures

A letter of permission to conduct interviews for data collection was issued and sent to the Research Department at

NIP. The researchers explained the nature of the research project and the purpose of the study before conducting the interviews. Semi-structured face-to-face interviews were conducted with twenty (20) participants employed at NIP participants. Each interview lasted for about 15-20 minutes. In order to avoid participation bias, an audio recorder was used with the permission of respondents and the interviews were reordered. However, some sensitive and confidential matters regarding the organisation were not recorded on the audio. This data was recorded by writing down the participants' responses on piece of paper.

Before the interviews, the researchers gave the participants a consent form to be completed as proof that they agreed to participate in the data collection process of this study. The researchers also gave the interviewees clear instructions and explained the significance of using the digital voice recorder. Data obtained from interviews was frequently recorded and transcribed to provide clear themes. In order to provide reliable information, recordings are made using audio techniques that can be listened to afterwards during data analysis process. As a result, before beginning to record the interview, the researchers explained the significance of using the digital tool, stating that the recording will be used for recollection of responses only as well as to obtain and present correct and reliable results for the research. The researchers convinced the interviewees about the confidentiality of the interview responses and data collected by noting that everything said will be kept confidential and anonymous and that their personal information will not be shared. The data was collected from eight (8) management staff members and twelve (12) non-management staff members.

Data analysis

The researchers used a content analysis for classifying verbal or behavioural data to summarize and organise the data. Hence, the content analysis technique was applied with sticky notes for generating themes, sub-themes, and codes based on their similarities. Interview scripts were coded and categorised using labels on sticky notes. The research questions guided the coding of the themes. The content analysis was used because it can expand the boundaries of knowledge by enabling academics to establish a thorough inventory of the previous knowledge. It also allows scholars to investigate subjects where quantitative data is few and challenging to get.

VI. RESEARCH RESULTS AND FINDINGS

The information was gathered from management and non-management employees from various departments throughout the company (NIP). The non-management staff members made up the majority of those who participated in this study, accounting for 60% of all participants, compared to 40% of management staff members. The information has been analysed and presented in the form of tables, pie charts, and bar charts. All twenty (20) selected for data collected responded, which is portraying a 100% response rate.

Effectiveness of training and development policies as part of talent development at NIP

The participants were asked to state if the training and development policies and procedures are effective or not and to elaborate why they think so. Below is the pie chart that shows the responses of the respondents in percentages.

Figure 1: Effectiveness of talent development programmes



Source: Field data, 2021

As indicated from the pie chart above, the analysis shows that 85% of the participants, which is the majority argued that the training practices at NIP are not effective while 15% indicated that the training and development practices are effective. The literature indicated that effective training and development practices improve the morale of the employees, improve employee performance and increase productivity. These lead to increased organizational effectiveness; thus, organizations should view the cost, time, and effort involved in training and development activities as an investment rather than a cost (Agarwal, 2021).

The following are the reasons given by participants why they believe the training and development policies and procedures are ineffective:

Respondent 5: *There are shortcomings in the implementation; while the policy is available; more work should be done to communicate the policy's content to all staff members.*

Respondent 3: *When employees submit their training requirements to the training division, training is rarely provided. In terms of administration, training has been dormant for several years, and the training department is not out there promoting the value of training.*

Respondent 1: *Training and development practices are also ineffective due to funding constraints.*

Respondent 4: *While the training division solicits input from other departments, employees do not know of any training plan implemented. The training plan must be implemented, monitored, and evaluated per the organization's goals.*

Respondent 6: *Training is primarily focused on the technical operations department, possibly because the company must adhere to certain standards, but the supporting departments are also entitled to training.*

There was, however, a small percentage (15%) of respondents who believe and indicated that the training and development procedures and practices at NIP are effective. Below are the participants' reasons.

Respondent 15: *I would say training is effective because the available policy is clear and details all the procedures to be followed when dealing with training and development issues. Employees are also encouraged by the policy to participate in job-related training activities.*

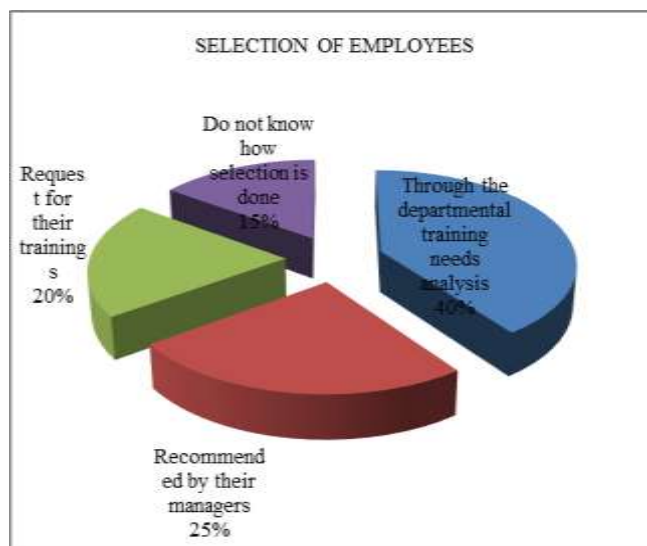
Respondent 7: *Departments are usually asked to allocate a budget for their training needs and depending on whether or not the budget is approved, departments are given opportunities to get staff members through those training activities.*

The study discovered that there are many uncertainties among employees regarding what to do and what is expected of them in terms of training issues.

Selection of employees for talent development programmes

Employee training is perceived to be expensive. As a result, it is critical to carefully select employees based on the needs of the organization. According to Maria and Krithika (2020), choosing respondents through an extremely cautious process of determining training and development needs is thus the best way to start training and development. The researcher was curious about the criteria that NIP employs when selecting employees for training and development opportunities.

Figure 2: Selection of employees



Source: Field data, 2021

Figure 2 shows the information on how employees are selected for talent development programmes and activities at

NIP based on responses from respondents. The responses came from the 20 participants who took part in the survey. A total of 8 respondents, which count up for 40%, indicated that training needs analysis is first done on the departmental level.

The data collected revealed that each department will request its employees to submit their training requirements, which will then be budgeted for by the department's head. Three participants, accounting for 15% of the sample, stated that they have no idea how people are chosen for company training. The study found out that 25% of the participants indicated that the employees' requests for the training activities they want to participate in themselves, apply through their supervisors to the training division for them to be released to attend the training courses they requested for. Up to 20% of the respondents indicated that they are being recommended by their managers to participate in training activities, particularly in the technical operations department. The study found out that this method of selection of employees for training has the highest number of percentages comparing to the other two methods, which NIP uses.

According to the human capital manager's interview, there is a specific training and development program; thus, there are procedures for selecting employees who must go through training and development. As a result, employee training and development are dependent on the organization's policies and procedures. This is in agreement with the statement by (Asuquo, 2018) who stated that one of the most important approaches to achieving efficiency in any organization is the effective implementation of a staff development policy. The data analysis indicated that, training and development practices exist but are not well implemented. This indicates that there is a formal plan in place to compel employees to participate in training and development for the organization's success. However, this formal plan is not well communicated to the organization's employees; thus, dissemination of training policies is required for the organisation's success.

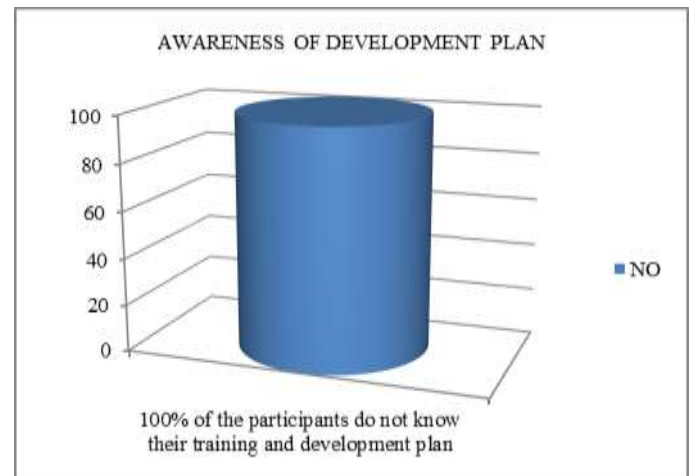
Concerning the determination of talent development needs, the researchers were curious as to how the needs of employees are determined. The study discovered that, the majority of the participants (67%) request and submit their training needs through their supervisor, which most of the time do not materialize because no one comes back to them with information about whether or not their needs will be met. A total of 9% of the respondents stated that supervisors occasionally recommend them to attend specific trainings. It means that if the supervisor notices that the employee lacks a specific skill, such as not knowing how to operate a specific machine, he or she will recommend training. This is mostly done in the technical operations department while 20% stated that they just know that the training needs are usually being determined during the departmental budgeting while the 4% indicated that they do not know or understand how the needs of employees in organizations are determined.

According to Tshukudu (2022) the talent development needs

should be determined by using organisational analysis, task analysis and individual analysis. However, the data collected revealed that the majority of the employees request for their own trainings but the question remains whether their development needs are aligned with the organization's objectives.

Awareness of talent development plan

Figure 3: Awareness of talent development plan



Source: Field data, 2021

Figure 3 illustrates whether the employees are aware of any talent development plan at NIP. It is evident from the data illustrated that none (100%) of the participants are aware of any talent development plan at NIP.

Evaluation of talent development programmes, especially training and development

The results of the study indicates that there is no evaluation tool in place to assess the effectiveness of training and development programmes after it has been attended. A vast majority of respondents (98%) stated that there is no tool in place to assess development programmes, while the remaining 2% indicated that they simply observe how employees perform after training without rating them. The current study has revealed that this is one of the areas that need to be addressed.

Respondent 4: stated that *“There is no follow-up assessment after one had attended the training so this area that needs improvement in NIP”*.

Respondent 6: said *“when people go for training, it is expected that they come back and share or implement what they learned, but in NIP you hardly know what the person got from the training or whether their training was successful because there is no tool in place to measure that”*.

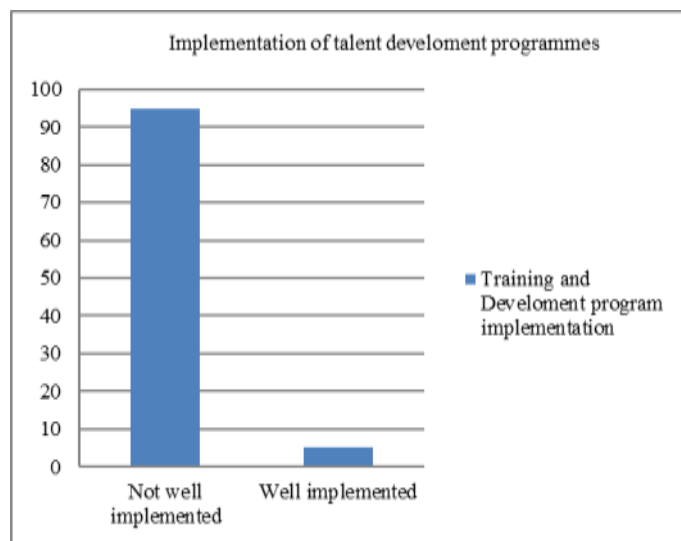
This indicated that NIP does not have the tool to measure the return on investment after the training was done because the majority of the participants indicated as such. Another

concern is some employees manipulate the system by wanting to be sent for training to get the incentives that come with those training or simply to be away from work, which is a behavioural issue. It is critical to have a tool for assessing whether employees are applying the skills they learned because it allows one to determine how effective the training was. According to Devi and Shaik, (2019) the most common problem in most training and development efforts is a lack of evaluation. Devi and Shaik, (2019) believe evaluation of training program effectiveness is crucial, and without documentation of training effectiveness, organizations have no means of confirming whether training funds are being invested wisely. However, it was also found that evaluation of talent development practices are inadequate at NIP as a result, the majority of respondents are dissatisfied with all aspects of the organization's talent development activities. Furthermore, the study discovered that 100% of the participants do not know anything about personal development plans.

Implementation of talent development programmes at NIP

The responses on whether talent development programmes are well implemented at NIP are depicted below in Figure 4. The data collected show that the majority of the respondents (95%) indicated that the talent development programs are not well implemented for a variety of reasons, such as the lack of training activities, policy communication, and so on. The remaining 5% indicated that the programs are well implemented, but that the training division needs to do more to make them more effective.

Figure 4: Implementation talent development programmes



Source: Field data, 2021

According to Kapur (2019), certain factors must be considered when implementing training and development programs. Choosing a location and organizing training and other facilities, scheduling the training program, carrying it out, and monitoring trainee progress are all examples. Kapur (2019)

maintains that one of the most important factors to consider during the implementation of these programmes is that trainees develop interest and motivation in carrying out their job duties.

The challenges associated with employee training and development at NIP

Training and development plan: 100% of the respondents stated that there is no talent development plan in place and it is difficult to succeed without the implementation of an effective talent development plan. They added that talent development programmes are not well coordinated and communicated to all employees. Employees do not know what the training division has to offer and what is expected of them without a plan, which must, of course, be aligned with the organization's objectives. The staff morale is low and they feel that their talent development needs are not addressed as required. Against this background Kapur (2018) stressed the significance or essence of a talent development plan by citing that it ensures the acquisition of subject matter knowledge, bringing about changes in trainees' attitudes and behaviour, promoting effective interaction, augmenting communication skills, increasing problem-solving abilities, promoting critical thinking and rational decision-making skills, and assisting trainees in performing their job duties satisfactorily. The importance of content knowledge cannot be overstated because it contains the ideas and insights that will be passed on to the trainees. Another factor to consider is the timing and duration of the training program, i.e. how long it must be implemented and how much material and equipment must be provided. According to the participants, the training plan is not in place or if it is then not well communicated to the employees.

Internal experts: Majority (about 67%) of the participants indicated that training and development is underfunded, so a backup plan should be in place. Plan B is to use internal experts to continue employee training and development, but this is not happening at NIP. If the training in the organization is idling it means the employees are not improving their skills which can affect their performance.

Funding: In terms of funding, the 100% of the participants have indicated that one of the reasons why talent development initiatives and practices are not effective is, because it is not prioritized and not well funded. Talent development programmes are construed as expensive, however the feeling is that every organization must make an effort to develop its employees for the company to succeed and attain its objectives. Companies may be tempted to cut their talent development budgets in the current economic climate, which is the case at NIP, but it should not be totally ignored and the budget should be based on realistic current expenses rather than an estimate of the previous year's spending.

Low employee participation: A vast majority (89%) of the participants indicated that not all the employees are participating in talent development activities because of poor

coordination and implementation of talent development programmes.

Talent development needs analysis: Most of the respondents indicated that after submitting their training needs through their supervisors to the training department, nothing happens. They also believe that an independent individual should conduct the needs analysis rather than the employees doing it themselves. Most the respondents feel that talent development needs assessments should be conducted before, during, and/or after training programs to determine employees' ability to apply competencies in their daily job operations. The respondents indicated that it is critical to identify training and development needs of employees, which should be carried out only after a thorough examination of job requirements.

Top management support: A vast majority (91%) of the participants mentioned that the top management has a negative attitude towards talent development and that very little support is provided and little effort put in to encourage talent development initiatives at NIP. According to Nadeem and Ahmad (2017), management's ability to provide appropriate emotional and instrumental aid (e.g., empowering employees to participate in training programs, applying open communication, delivering training program knowledge, and caring for employee needs) was a strong component of motivation to implement a task in organizations. Mohamad, Ismail and Nor (2020) also believe that employee learning and motivation will be heavily influenced by management's ability to provide adequate emotional and instrumental support in improving daily job operations.

The study concluded that the coordination and communication of the training and development programmes at all levels is not effective, and it is not given enough energy to improve and develop talent. Individuals are not given enough attention as much as necessary when it comes to training and development. Additionally, when designing the talent development programmes, the participant's personal goals are not considered for the participants' interest and satisfaction to be increased. The findings indicate that majority of training needs analysis is typically performed by employees themselves, sometimes in collaboration with supervisors. There is, however, no feedback to communicate whether the employees' needs will be met after the talent development needs are submitted.

The concluded that employees really want to engage in training because the highest percentage indicated that the employees request for trainings themselves. Whether the employees request for training themselves or they get recommendations from their supervisors, most of the time their training needs are not met and only those that are in the technical operations department are given the priority most of the time.

VII. DISCUSSION OF FINDINGS

The findings of the data collected revealed the significance or

essence of talent development programmes for the improvement of productivity and employee performance in any organisation. These talent development programmes help the employees to learn and acquire necessary knowledge, skills, and abilities that would help them to enhance their current performance. Sharma (2018) also echoed this view and affirmed that a new dimension of an individual's perspective, knowledge, and information that improves his or her behaviour is included in training and development programmes. Hence, the most important talent development programmes are training and development as the training and development programmes assist organizations in achieving their strategic goals and provide them with competitive advantage. In this context, organizations fully train and develop their employees to maximize their effectiveness. Thus, it is not sufficient to simply run a training and development programmes without assessing whether it is effective for the achievement of the desired results and whether it would lead to enhanced productivity and meeting organisational objectives. The study revealed that, despite the existence of training and development policies at NIP, there are challenges such as a lack of management support in talent development activities, poor communication and dissemination of training and development information, and a lack of post-training support.

The findings also revealed that the effectiveness of talent development programmes at NIP is influenced by a variety of factors and problems, which stem from insufficient planning and a lack of coordination of efforts. It was found that the most common problems hindering the effective implementation of talent development programmes at NIP are insufficient funds, lack of proper talent development needs analysis, application of outdated programmes, use of irrelevant methods, and abdicating responsibility for development to staff members. It is evident from the data collected that talent development needs analysis is critical in determination of whether the programmes will suit business needs and to avoid wasting money on new acclimation for personnel. Such analysis mostly focuses on initiatives that will help the company to achieve its objectives and has an impact on employee productivity. Therefore, needs analysis are an important component in the formulation of talent development programmes as it helps to bridge the gap between present skills and what is expected to meet the goals (Ludwikowska, 2018). Poor training evaluation, on the other hand, might lead to ineffective techniques that have little or no influence on the real performance issue (Kapoor, et al., 2015).

The findings revealed that training and development goals include assisting trainees in acquiring subject matter knowledge, bringing about changes in trainee attitudes and behaviour, promoting effective interaction, augmenting communication skills. Ultimately, strengthening the talent development programmes is critical in any organisation for increasing problem-solving abilities, promoting critical thinking and rational decision-making skills, and assisting employees in performing their job duties satisfactorily.

VIII. CONCLUSION

This study explored the effectiveness of talent development programmes at NIP. It is evident from the findings the talent development programmes at NIP are not effectively designed and implemented.

The researchers argue that effective talent development interventions are critical, because it can raise the competency level of employees and enhance productivity within the organization. However, the findings revealed that the implementation of talent development programmes at NIP are not supported by a specific defined criteria, and there are no well-established rules, regulations, and guidelines to measure the effectiveness of such programmes. Talent development programmes make a significant contribution to employee skill development and competency levels. Through these programmes and related activities, the employees can acquire sound and effective communication skills, time management skills, presentation skills, problem-solving skills, analytical skills, critical thinking skills, decision-making skills, personnel skills, professional skills, leadership skills, technical skills, creative skills, and public-speaking skills. These programmes also benefit employees by increasing their knowledge and competencies in resource management and employees can also generate information in terms of methods and procedures for managing human, financial, technical, and material resources.

Hence, talent development programmes do not only benefit individual employees, but also the business by enhancing operational efficiency, and the staff members are seen as the most important assets in propelling the business forward. It is evident that effective talent development programmes have a positive impact on individual, team, and organizational performance. It becomes imperative that the leadership and management of NIP know and apply corresponding approaches to human capital development strategies and consider the nature of environment in which the institution operates.

In conclusion, the researchers argue that in today's competitive and changing business world, keeping employees up to date is essential, because by acquiring new abilities and skills, employees would adapt to the changing business environment and increase their productivity. Effective and successfully implemented talent development programmes are a great way to bring unity and confidence among employees while also instilling enthusiasm in the employees.

IX. RECOMMENDATIONS

Some recommendations emerged from the findings of this study that may provide useful insight on how to strengthen talent development programmes to enhance productivity at the Namibia Institute of Pathology (NIP).

- The most effective human capital development programmes are aligned to the organisational strategy, which includes stream of actions taken to move

towards the vision. Therefore, talent development programmes should also be linked to various envisioning techniques to get different futures and realities to select a most favourable one. Employees could be trained on how to plan, drive, delegate and distribute these actions throughout organisation.

- Talent development programmes and related activities must be designed in such a way to meet the specific needs and objectives of the organization, and serve as stimulants that workers need to improve their performance and capabilities, which increases organizational productivity. The needs of employees must be determined through proper needs assessment and aligned to the strategic objectives of the company.
- Management knowledge and attitude are critical for the success and effectiveness of talent development programmes (Kapur, 2019). As a result, managers at all levels, particularly top management, should make necessary investment and provide genuine support for employee talent development within the organization. Managers should also be committed to participating in the HRD process, which is critical in integrating training and development activities into the strategic process (Dermi, 2020).
- Talent development programmes must also be tailored to the specific needs of the individuals being targeted so that they can learn the required job standards and apply effectively the knowledge and skills acquired. These programmes must have clear, specific, tangible, verifiable, timely and measurable objectives, which should be clearly communicate and disseminate to all the employees.
- Talent development programmes should be planned, scheduled, implemented, and evaluated in a systematic fashion. Therefore, a successful talent development programme must be founded on tried-and-true learning principles and take place in the actual workplace.

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