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National University of



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FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

RESEARCH PROJECT

**AN EVALUATION OF THE CONTRIBUTION OF TRAINING AND
DEVELOPMENT ON THE OVERALL ORGANISATIONAL
PERFORMANCE. A CASE STUDY OF DELTA BEVERAGES SOUTHERN
REGION.**

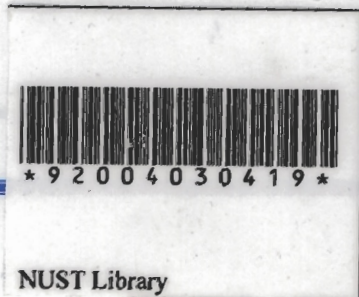
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Degree in Management offered by the National University of Science and Technology (NUST)*

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ABSTRACT

The study aimed at exploring and evaluating the contribution of training and development on the overall organisational performance, a case study of Delta Beverages Southern Region. The Southern Region is comprised of Bulawayo Belmont Plant as the Regional Head Office and Masvingo Operations. The researcher was inspired to carry out this research after making observations and taking part in the organisation's training and development programs when he was attached to the company's HR Department. There was no clear cut training evaluation; training administration was biased, poor training recording keeping and filing, and the "value for money for training was not clear.

The study then had the following research objectives; evaluating whether training and development has a positive contribution on organisational performance; assessing the contribution made by training and development on employee personal development; examining the benefits and challenges faced by Delta Beverages in training and development and coming up with possible ways of addressing them; examining the congruency of training budgets against the contribution sought from it and lastly drawing up training and development evaluation tools which can be used by Delta Beverages.

A literature review analysis was done to highlight what other authors and scholars said and researched on this study. It looked at the training and development process and its proper administration for it to be effective as displayed by various authors and as it is also practiced by other top class organisations across the globe. The findings from the literature review showed that training benefits the organisation and worth investing in it though there are challenges and costs associated with it. The literature was in line with the research study and training increases productivity and results in improved skills and job knowledge, high morale and lower labour turnover.

Delta Beverages has a total headcount of 1220 employees and a stratified sampling technique was used and a sample of 50 respondents was used. The sample included 20 managerial employees and 30 non-managerial employees and an 88% response rate was realized where 44 of the 50 questionnaires administered were returned. The data was then analysed and presented in form of tables, graphs and charts and summary of conclusions and recommendations were made based on the findings in the analysis. What came from respondents clearly shows that training and development increases organisational effectiveness as also discussed in literature review. Training was done both on-the-job and off-the-job and employees cited benefits of improved skills, high morale and motivation and chances for promotion. However, the following challenges were faced by Delta; poor training administration, inadequate need analysis and training evaluation and little cooperation and commitment.

Recommendations were finally done on the areas which the study had proved lacking. There is need to improve need analysis, commitment of all training parties, more record keeping and filing, improving allocation of more money, time and people that the evaluation process be objective. There is also need for team development to enhance cooperation among departments and top management support to encourage more participation. Overly, the research indeed, proved that training and development improves organisational effectiveness as it increases efficiency of operations, high morale, low absenteeism, low turnover and a highly motivated task force as the organisation continues in task force development, training and coaching and team development.