

ABSTRACT

On the job training and development improves the skills and knowledge of an organization's workforce to implement Strategy. Existing studies have singled out employee skill as one of the constraints of strategy implementation. Organizations invest heavily on the on-the job training and development programs to build employee ability to execute strategic initiatives. Despite the huge investment by organizations, no research has been carried out to determine the influence of on-the-job training and development (OJT) programs in strategy implementation. This study therefore sought to fill in the gap by exploring the influence of on-the-job training and development techniques in strategy implementation at UNES Ltd. The specific objectives of the study were: to establish the influence of coaching in strategy implementation in UNES Ltd; to examine the influence of committee assignment in strategy implementation at UNES Ltd and to investigate the influence of employee induction in strategy implementation at UNES Ltd. The study was guided by an adapted conceptual frame work with on-the-job training and development being the Independent Variable and Strategy Implementation as the Dependent Variable. Resource based view of the firm and Social learning theory guided the study. Descriptive design was adopted. This was a census study with a population size of one hundred and twenty (120) employees of UNES Ltd. Ten respondents from the total population were piloted and cronbach alpha coefficient of 0.7 was used to determine the reliability of the instrument. The validity of the research instrument was tested through experts review and feedback. Secondary data was collected through document review. Descriptive statistics was used for data analysis. The findings of this study were presented in tables, charts and graphs. This revealed a positive relationship between coaching and strategy implementation, where the correlation coefficients was 0.391 and a p-value of 0.000, a positive relationship between committee assignments and strategy implementation with correlation coefficients of 0.439 and p-value of 0.002. Further, a positive relationship between employee induction and strategy implementation at UNES Limited with a correlation coefficient of 0.221 and p-value of 0.033. The study will benefit the both the Public and Private Corporations Policy Makers by unveiling more insights on on-the-job training and development and strategy implementation. Academicians interested in carrying out further research may also find the study useful.