

**EVALUATING THE EFFECT OF CONTINUOUS TRAINING AS A WAY OF
ENHANCING EMPLOYEE PERFORMANCE USING A RATING SYSTEM THAT
REWARDS SUPERIOR PERFORMANCE AND INITIATIVE: A CASE STUDY OF
ZAMBIA AIRPORTS CORPORATION LIMITED**

BY

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**A Dissertation submitted to the University of Zambia in partial fulfilment of the
requirements for the award of Degree of Master of Business Administration in General.**

THE UNIVERSITY OF ZAMBIA

LUSAKA

2023

DECLARATION

I, **Mable Misozi Chirambo**, do hereby declare that this work is my original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other Universities. All sources of data used and literature on related works previously done other, used in the production of this Dissertation have been dully acknowledged. If any omission has been made, it is not by choice but by error.

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APPROVAL

This Dissertation by Mable Misozi Chirambo has been approved as a fulfilment of the requirement for the award of the Degree of Master of Business Administration in General.

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ABSTRACT

This study aimed to investigate the effects of continuous training on employee performance through a Performance Management System (PMS) that rewards superior performance and initiative. Data was collected from a sample of 88 employees using both quantitative and qualitative research methods to understand the connections between variables. The study found that challenges faced by employees, such as lack of time, unapproved training needs, and lack of support from departments, were similar to those experienced by aviation professionals in other countries. The study also found that continuous training has positive effects on employee performance at Zambia Airport Corporation Limited, Lusaka. The research concluded that management should prioritize training as it is a major confidence booster for employees and directly improves their overall performance. Management must take a proactive role in motivating and influencing employees to take part in continuous training activities and ensure fair selection reflective of employee needs. Additionally, affiliated organizations should enable members to apply for grants and scholarships to help overcome financial barriers that prohibit participation in continuous training. Continuous training programs are essential in increasing employee performance and overall profitability of the organization. It is recommended that training be conducted regularly to ensure employees have necessary engagement for process change, innovation, better performance, and job enthusiasm. The study suggests that questions focused on employee training engagement, candidate selection, training delivery formats, and training applicability to respondents' jobs can provide in-depth knowledge on this subject. Ensuring that employees who need training have access to it yields improved results in their abilities to carry out required tasks effectively.

Keywords: *employee performance, training, ZACL.*

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DEDICATION

I wish to dedicate my dissertation paper to my mother, spouse, children, relatives and friends who relentlessly encouraged me day and night to keep pushing right through to the end of my studies. Without them, it would have been difficult to successfully complete my studies. The period of my studies was characterised by the Covid-19 pandemic that posed a huge threat to my completion time frame but I thank God that I was not disturbed because the University of Zambia put up intervention measures to see to it that the School calendar was maintained.

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ABBREVIATION

CTD	Continuous Training Development
DANS	Director of Airports Navigation Services
DAS	Director of Airports
FD	Financial Director
HR	Human Resources
HRM	Human Resources Management
SPSS	Statistical Package for Social Sciences
TANESCO	Tanzania Electricity Supply Corporation
ZACL	Zambia Airports Corporation Limited

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Organisations depend on their employees to achieve their objectives and remain competitive in the market. In this regard, it is essential to equip employees with the necessary skills and knowledge to enhance their job performance continuously. One of the core functions of human resource management is continuous training, which plays a crucial role in developing the competencies of employees. Continuous training helps employees stay up to date with the latest developments in their field, enhances their job competencies, and improves the overall performance of the organisation.

The aim of this study is to evaluate the effect of continuous training as a way of enhancing employee performance, using a rating system that rewards superior performance and initiative at Zambia Airports Corporation Limited (ZACL). This chapter presents an overview of the study by highlighting the research problem, the historical background of ZACL, the research objectives, research questions, significance, and scope of the study.

ZACL places significant value on the continuous training and development of its employees to meet the changing organisational requirements. However, despite the increased efforts to train employees, some of them still lack the necessary job competencies, resulting in poor ratings during the Performance Management System (PMS) evaluations. This could lead to the loss of bonuses and contracts for those on contracts. Therefore, there is a need to investigate the effect of continuous training on employee performance using a rating system that rewards superior performance and initiative.

ZACL is a public limited company established under the Companies Act of Zambia. It is responsible for the management, development, and maintenance of four international airports and Provincial Aerodromes in Zambia. The corporation seeks to expand the knowledge base of all its employees and enhance their current competencies to meet the changing organisational requirements. Therefore, it is crucial to evaluate the effectiveness of continuous training in enhancing employee performance at ZACL.

The significance of this study is to provide insights into the effectiveness of continuous training in enhancing employee performance at ZACL. This study will also help in identifying the gaps in the current rating system used to reward superior performance and initiative. The findings of this study will be useful to the management of ZACL in making informed decisions regarding employee training and development.

The scope of this study was limited to ZACL, and the study focuses on the effects of continuous training on employee performance using a rating system that rewards superior performance and initiative. The study used both primary and secondary data sources to gather data. Primary data was collected using questionnaires, while secondary data was obtained from ZACL records and published literature.

1.2 Background

Employees are significant assets of any organisation and play an active role in the company's success which cannot be underestimated. As a result, equipping these unique assets through practical training becomes imperative to maximise job performance. Therefore, organisations need to be more realistically about keeping their human resources up to date. In doing so, managers need to pay special attention to all the core functions of human resource management. This plays an essential role in different organisational, social, and economically related areas, among others, that are influential to the attainment of the organisational goals and, thus the organisation's successful continuation in the market. Therefore, this study goes on to discuss one of the core functions of human resources: continuous training, employee performance, and how the earlier affects the latter.

Organisations are facing increased competition due to globalization, changes in technology, and political and economic environments (Evans, Pucik & Barsoux, 2002) prompting these organisations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is essential not to ignore the prevailing evidence on the growth of knowledge in the corporate business world in the last decade. This growth has not only been brought about by improvements in technology or a combination of factors of production but by increased efforts towards the development of organisational human resources. Therefore,

every organisation is responsible for enhancing the job performance of the employees and indeed implementing training.

1.3 Historical Background of Zambia Airport Corporation limited

ZACL is a parastatal company 100% owned by the government of the republic of Zambia. It was established in 1989 through an amendment of the Aviation act, chapter 444, now repealed by the Civil Aviation act no. 5 of 2016 and is no. 13 of 2018 and incorporated under the companies act, chapter 388 of the laws of Zambia. The Corporation was established to develop, maintain, and manage the four designated International Airports, Provincial and some Strategic Aerodromes, and provide Air Navigation Services throughout the Zambian Airspace. The Corporation is mandated to manage Kenneth Kaunda International Airport, Harry Mwaanga Nkumbula International Airport, Simon Mwansa Kapwepwe International Airport, Mfuwe International Airport, Solwezi Airport, Chipata Airport, Mongu Airport, Kasama Airport, Mansa Airport, Mbala Airport, Choma Airport, South Down Airport, Chinsali Airport and Kasaba Bay Airport. The Corporation's head office is based at Kenneth Kaunda International Airport, located 27 Kilometres east of the central business district of Lusaka, the Capital City of Zambia. The Company is headed by a Managing Director, Deputy Managing Director and assisted by seven (7) Directors, who are the Director of Airport Services (DAS), Director of Air Navigation Services (DANS), Finance Director (FD), Director Human Resources (DHR), Corporation Secretary, Director Corporate Planning and Strategies (DCPS), Commercial Director (CD). (ZACL quality manual, 2020).

ZACL has a Performance Management system with ongoing planning, feedback and review process underpinned by regular communication between employees and Managers. The purpose of an effective Performance Management system is for employees to have a clear understanding of the work expected from them, to receive ongoing feedback regarding how they are performing relative to expectations, to distribute rewards accordingly, to identify development opportunities, and to address performance that does not meet expectations. A comprehensive Performance Management system empowers employees to have a more significant input to their career progression and will enable managers to identify better, recognise, and reward individuals based upon an agreed set of criteria. Performance management policy statement ensures that employees' efforts, actions, and behaviour align with the Corporation's Strategic Direction. It ensures employees and their managers have a common understanding of what is expected throughout the

year and that ongoing communication, coaching and development enable employees to meet those expectations. The Performance Management process is continuous as the Corporation plan, manage, review, and reward performance.

ZACL places great value on the continuous training of all employees and seeks to transform and develop training initiatives that accelerate skills development and improve engagement and retention. The Corporation seeks to expand the knowledge base of all its employees and enhance the current competencies to respond to the changing organisational requirements. Employees equipped with the proper knowledge, skill sets, and competencies will help achieve the corporation's current and future business results. ZACL considers it appropriate to base continuous training opportunities on the requirements of the business. Therefore, decisions about investment in employee continuous training will always be made regarding the needs of the business and the employee's individual needs. The Corporation regularly reviews its level of investment in staff training and development to ensure that adequate resources are being provided and that continuous training activities are delivering a benefit to both the staff member and the business. This policy applies to all permanent employees; and fixed-term employees (minimum term of twelve months). For employees who have been absent for most of the year (maternity, sickness, sabbatical), it may not be appropriate to follow the standard supervision and appraisal procedures. When the employee returns to work, the manager should hold a meeting to discuss what support is needed to reintroduce them to the workplace and agree on objectives. At this time previous objectives should also be considered in the context of what was reasonable for the employee to have achieved whilst they were at work. A formal appraisal will then be held as usual in the performance management cycle. The Corporation is committed to ensuring that employees are empowered to carry out their current jobs and are also developed to perform future roles effectively and efficiently. The Corporation undertakes to create an enabling, equitable, supportive, and stimulating working environment which values and empowers its employees at all levels. Therefore, the Corporation is committed to developing integrated human resources approaches aimed at nurturing staff learning and development across the corporation to achieve its strategic objectives. ZACL learning and development policy in 2020.

1.4 Statement of the problem

The Zambia Airports Corporation Limited (ZACL) places great value on continuous training and development of its employees to ensure they possess the necessary knowledge, skill sets, and competencies to achieve the current and future business results of the Corporation. However, despite increased efforts to train employees, there is still a need for continuous training to improve job competencies and high-performance failure. Poor performance ratings during Performance Management System (PMS) evaluation result in the loss of bonuses and contracts for those on contracts. This indicates that there is a problem with employee performance that needs to be addressed through the implementation of effective continuous training and rating systems.

The need for continuous training as a way of enhancing employee performance has been highlighted in previous research, including studies by Elnaga and Imran (2013) and Neo et al. (2000). Moreover, the Republic of Zambia Report of committee on parastatal Bodies 2017 revealed that some companies, such as Tanzania-Zambia Railways Authority (TAZARA), lack trained manpower, which impedes their ability to achieve their business goals.

Despite the literature supporting need for continuous training, there is a lack of empirical studies exploring the effect of continuous training as a way of enhancing employee performance using a rating system that rewards superior performance and initiative at ZACL. Therefore, the problem exists, and it is important to investigate the effectiveness of continuous training and rating systems at ZACL to address the issue of poor performance and promote overall company performance.

1.5 Objectives of the research

Research Objectives:

- i. To determine the extent to which continuous training impacts employee performance at Zambia Airports Corporation Limited.
- ii. To assess the effectiveness of the rating system in encouraging superior performance and initiative among employees.
- iii. To identify the factors that influence the success or failure of continuous training and the rating system at Zambia Airports Corporation Limited ZACL.

1.6 Research questions

- i. How does continuous training influence employee performance at Zambia Airports Corporation Limited, and what are the specific areas in which it has the greatest impact?
- ii. To what extent does the rating system at Zambia Airports Corporation Limited encourage employees to perform at a superior level and take initiative?
- iii. What factors contribute to the success or failure of continuous training and the rating system at Zambia Airports Corporation Limited, and how can these factors be leveraged to improve performance outcomes?

1.7 Significance of the study

This study is essential in that it will provide additional information to the body of knowledge on the effects of training on employee performance that improves the rating system that rewards superior performance. Initiatives will further provide a base upon which further studies can be conducted on employee performance.

This study will also contribute to professional development in improving job competencies as it will enable them to create a proper monitoring system and implementation systems for submitted training needs through scorecards during PMS evaluation and annual presentation of training needs budget.

1.8 Chapter Summary

This Chapter has introduced the topic under study and the specific objectives that helped answer the overall research question. The study is on the effect of training on employee performance concerning the overall rating system of PMS at ZACL. Therefore, this Chapter (one) provided an overview of the institution regarding its historical background and how this contributes to the statement of the problem, which warrants the study, gives the background of the study, statement of the problem, research objectives, questions, and the significance of the study scope and location.

The rest of this research project is structured as follows. Chapter two reviews empirical and theoretical literature on training on employee performance to improve the rating system that rewards superior performance and initiative. The Chapter also reviewed and used theories; Human

Capital theory, social learning theory and Reinforcement theory to attempt to explain the effect of training on employee performance. From the theoretical framework, a Conceptual framework was developed. It attempted to explain or relate the training to the broader environment that the organisation relates to in one way or another. Definitions of concepts and how this study applies them have been highlighted, including ethical considerations regarding how this study will be conducted. We have identified that for training to be effective, several principles are usually applied: positive Reinforcement, Learner participation, feedback mechanism, and transferability of knowledge to job performance. The last Chapter outlines the proposed research methodology, research design, data collection, and data analysis.

As observed by (beach 1980), training is the core of the training process. The more highly motivated trainees are, the quicker and more effectively they learn. Training must, therefore, be related to trainees' desires and needs such as job recognition, prestige and promotion. (Obisi 2001).

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter presents current literature about training on employee performance to improve the rating system that rewards superior performance and initiative. Literature relevance plays a pivotal role in supporting the researcher's primary research questions and objectives. This chapter focuses on providing an overview of the effect of training on employee performance at the global level, African, and Zambian levels. This will be done through specific studies or empirical literature, thereby identifying gaps in what this study intends to achieve. A chapter summary will also be provided at the end of the chapter. Also in this chapter have shown definitions of key Concepts and the theoretical framework for the study.

2.2. Definition of key Concepts

2.2.1 Training refers to how specific knowledge and skills is necessary to perform a specific job are taught and learnt (Crowford 1984). According to McFarland (1983), training is the term used to describe how organisations build the skills and abilities of non-managerial employees. From the definitions above, training is how managers acquire knowledge and skills for a definite task or purpose (Banjoko 1996) stated that training tends to be connected with non-managerial employees.

2.2.2 Development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organisation up to another performance threshold, often to perform some job or a new role in the future (McNamara 2008). Development usually refers to management staff.

2.2.3 Employee performance is defined as the outcome of the contribution of employees to make them attain goals (Herbert, John & Lee 2000), while performance may be used to define what an organisation has accomplished concerning the process, results, relevance and success Uganda National Development Program (1995). Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improved production, easiness in using the new technology, highly motivated workers.

2.2.4 Human Capital development integrates individual, career and organisation development roles to achieve maximum productivity, quality, opportunity and fulfilment of organisations members as they work to accomplish the organisation's goals (Pace, Smith & Mills 1991, 6).

2.2.5 Performance management system is a process for establishing a shared understanding of what is to be achieved and how it is achieved. It is a continuous process and not a one-time event that involves working together to achieve desired results. Employee performance is defined as the outcome of the contribution of employees to make them attain goals (Herbert, John & Lee 2000), while Performance may be used to define what an organisation has accomplished concerning the process, results, relevance, and success. Uganda national development program (1995). Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improved production, easiness in using the new technology, and highly motivated workers.

2.2.6 Human Resource Management is the way organisations manage their staff and help them to develop (McCourt & Eldridge 2003, 2) to be able to execute organisations' missions and goals successfully. Human Resource Development integrates individual, career and organisation development roles to achieve maximum productivity, quality, opportunity, and fulfilment of organisations members as they work to accomplish the organisation's goals (Pace, Smith & Mills 1991, 6).

2.2.7 A Performance Management System is a process for establishing a shared understanding of what is to be achieved and how it is achieved. It is a continuous process and not a one-time event that involves working together to achieve desired results.

2.3 Theoretical Framework

This study was anchored on the following theories: Human Capital theory, Social Learning theory and expectancy theory.

2.3.1 Human Capital Theory

It was developed by Backer (1993) provided the basis for the perspective that training and development is a worthwhile investment. This theory is important to this study as it explains the

relationship between continuous training. The emphasis of human development or training influences on efficiency and productivity of workers through growing levels of cognitive investing of economically productive human functionality (Olaniyan and Okenmakinde, 2008). Human capital can be defined as knowledge, skills, attitudes, aptitudes, and other acquired traits contributing to production. Investing on human capital, just like investing on physical capital is vital in adding to productivity of individuals in terms of labour. This develops the labour force for both qualitative and quantitative, mainly because a qualified labour force increases productivity and brings investments to entrepreneurship. Becker (1993) recognised the education and training are most important components of human capital investment and that the income of a better education and trained person is normally higher than the average wage rate. Thus, human capital is a means of production, into which additional investment yields additional output. Human capital is substitutable, but not transferable like land, labor, or fixed capital.

2.3.2 Social learning theory

This theory is important to this study as it explains the relationship between continuous training and learning in society. Social learning theory was developed by Bandura (1977) and emphasizes that people learn by observing. Imitating and modelling different peoples (models) whom they believe are credible and knowledgeable. Consequently, top leaders act as models in the course of mentorship and job instruction to other people. Observational training is controlled by processes of attention, retention, and reproduction. From social learning theory, several rules can be derived for optimal training conditions. Social learning theory has been applied to industries through training methods. The theory has been used to teach managers to deal more effectively with human relations problems occurring on the job, and to predict which subordinates will imitate the behavior of their supervisors. Several companies have trained their supervisors to deal more effectively with various interpersonal job problems (motivating the poor performer, overcoming resistance to change, handling a discrimination complaint (Bandura, A. 1977).

2.3.3 Expectancy Theory

Another relevant theory in the theoretical framework for evaluating the effect of continuous training on employee performance is the expectancy theory, which suggests that an individual's motivation to perform is based on their belief that their efforts will lead to high performance, which

will be rewarded with desirable outcomes (Vroom, 1964). In this case study, the desirable outcome is a rating system that rewards superior performance and initiative.

According to the expectancy theory, individuals will be motivated to engage in training activities if they believe that the training will help them acquire the knowledge and skills necessary to perform at a high level, which will in turn lead to superior performance ratings and rewards (Vroom, 1964). This implies that the effectiveness of continuous training in enhancing employee performance depends on the employees' perception of the training as relevant and useful to their job duties.

2.4. Empirical Literature Review

This section provided empirical studies done from other countries as well as from Zambia on the effect of training on employee performance. The literature will look at studies on evaluating the effect of training on employee performance conducted in other countries and the challenges they encounter. In the literature, it will be shown areas of continuous training strategies, improving training programs and effect of training policy on employee performance.

Key Words: *Employee performance, Training, Productivity, Performance Management, ZACL*

2.4.1 Global Perspective

2.4.2 North America

2.4.3. United States of America Related Studies

Popp (2016) globally, the aviation industry supports 58.1 million jobs in related industries, and U.S. airlines alone generates 11.8 million jobs. Airline's performance, productivity and profitability demands on employees. The purpose of this single case study was to explore the strategies that U. S Airlines Leaders use to improve employee performance. The study grounded with the Harvard Model by human resource Management. Stratified purposeful sample of 14 managers and frontlines staff from Florida airline participated in Semi structured individual interviews and a focus group, respectively. The data from these interviews was analysed using Moustake modified van Kaam method. The themes that emerged from analysis included an emphasis on the individual interaction and verbal affirmations between managers and frontlines

staff, additional career development opportunities for employees, not only for performing in their role but improving performance and level of commitment. Individuals have to feel they are contributing to the overall mission and feel valued to be open to feedback and share their motivations and goals. Social changes include improved management and labour relationship within the U.S. Airline Industry, which ultimately benefits the flying public through more excellent stability and better service.

Neo et al. (2000) bemoaned the lack of training and development by employers in the United States when statistics suggest that only 16% of United States employees have never received any training from their employers. Now organisations are beginning to realise the critical role of training and development in enhancing performance, increasing productivity, and ultimately staying in the competition. They reiterated that as a result of this realisation, General Electric, Texas Instruments, and Federal Express have all made a substantial investment in training. They now invest 3% and 5% of their payroll in training. In a study in America, the impact of Human Capital investment such as employer provides training and development. (Black & Lynch, 1996)

Bishop (1994) indicated that employer-provided training and development raises subjective performance measured by almost 16%.

2.5 Asia

2.5.1 Pakistan Related Studies

Imam (2015) analysed the Impact of Training & Development on Employees' Performance in Banks. The study was conducted in Pakistan. Significant findings were that most of the employees agreed to the itemised statements by making it clear that training and development had a positive impact on their Job knowledge, work quality & quantity, functional skills, and their motivation & loyalty and these are all linked to their performance either strongly or moderately but in a supporting direction. However, the author has elaborated the methods and types of training that need to be in place so as to achieve the high impact of the training and development programs at an organisation level.

Bhartiya (2014) reviewed the impact of training and development on employee performance in selected public sector organisations. The study was conducted in India. Results from this study

revealed that training is important if an organisation wants to be gainful. Despite the positive results the study came out with, still does not answer the pertinent question like what factors need to be considered for training to bring forth positive outcome.

Naeem *et al* (2014) examined the employee training and its effect on employees' job motivation and commitment. The study was conducted in Pakistan this study was qualitative in nature and used secondary sources like journals, books and internet web pages to collect different training models. Results revealed that Employee training is the most suitable method to modify and manage workforce skills according to organisation's objectives and to improve the overall organization's performance.

The aim of this study was to explore the impact of training and development on employee performance. This study conducted under the framework of banking sector of Pakistan. Study finding reveal development leads to better employee performance, training and development both increase the employee performance. Organisations need to spend on training and development of its employees for sustainable long term competitive edge. In our study, we had three variables; development, training and employee performance. Development and training were identified as independent variable and employee performance as dependent variable. 500 questionnaires were used as respondents. SPSS-16 was used for the analysis purpose.

Development and employee performance was calculated and it was found "0.540" at 0.01 level of significance, which shows that there is a partial development between development and employee performance. After that the effect of training was checked. Before there is a relationship between training, development and employee performance. From all the study we have reached at a decision that training and development have positive impact on employee performance. Our all hypothesis has resulted as correct. We have proved that training led to better employee performance. Development led to better employee performance and training and development both affect employee performance in a positive sense. Organisations spending a lot of money on training and development have gained a reasonable employee output.

In our study, we had three variables; development, training and employee performance. Development and training were identified as independent variable and employee performance as dependent variable. 500 questionnaires were used as respondents. SPSS-16 was used for the

analysis purpose. Results showed that in development, minimum respondents chose option 1 (strongly disagree) and maximum chose 5 (strongly agree), whereas mean and standard deviation was 3.43 and 0.793, respectively. As far as training is concerned, the minimum chose option 2 (disagree), and the maximum chose option 5 (strongly agree), deviation from the mean were 3.48 and 0.662, respectively. In organisational performance, a minimum number of respondents chose option 2 (disagree), and the maximum chose option 5 (strongly agree). The mean and standard deviation was 3.53 and 0.693, respectively.

There is a relationship between training, development and employee performance. From all the studies, we have concluded that training and development positively impact employee performance. Our all hypothesis has resulted as correct. We have proved that training led to better employee performance (H1). The development led to better employee performance (H2), and training and development both affect employee performance in a positive sense (H3). Organisations spending a lot of money on training and development have gained a reasonable employee output.

2.5.2 Malaysia Studies

Shafiq and Hamza (2017) the primary asset in the organisation is the employee; they have a role to play towards organisational success. The organisations cannot underestimate the success that comes about because of continuous training as it brings about increased employee performance. This study aimed to investigate the effect of training and development on employee performance. The questionnaire was formed based on the empirical literature. This research engaged a convenience sampling technique for selecting the respondents. The independent variable used in this research is on job training, off the job training, job enrichment and job rotation. The dependent variable that has been using in this research is employee performance. A quantitative research approach of the data collection was adopted using a Likert-Scale questionnaire including 25 questions was formed and the number of respondents is 105 employees at Private Company in Malaysia. The research employed descriptive analysis, correlation analysis and regression analysis. This data was collected by this research and was analysed by SPSS. The result shows that all independent variables have an insignificant impact on employee performance except Job enrichment which is reported to have a significant impact on the dependent variable. Future

researchers are recommended to focus on other business sectors and explore employee performance based on training and development.

2.5.3 India Studies

Training affects employee's job performance positively. Training is a motivational factor that enhances the employee's knowledge towards the job by which employees become proficient in their jobs and become able to give better results. In addition, training is seen as a useful means of coping with changes fostered by technological innovation, market competition, and organisational structuring. Most importantly, it plays a key role in enhancing employee performance. This paper analyses the relationship between training and its impact on employee performance in banks. Several measures of performance are analysed, including compensation, performance appraisal, and organisational commitment. Introduction Human resources has become a strategic resource to gain sustainable competitive advantages in this age of globalisation. Human capital is the differentiator between a good company and a great company. Human resource is very important and the backbone of every organisation and it is also the organisation's main resource. Human capital is the differentiator between a good company and a great company. One significant function of Human Resource Management to the effective use of human resources is training and development. Effective training and development are an investment in an organisation's human resources, with both immediate and long-range returns. Training is a key element for improved performance; it can increase the level of individual and organisational competency. Training holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. Training programs helps in making acquaintance of employees with more advanced technology and attain robust competencies and skills to handle the functions and basics of newly introduced technical equipment. Training facilitates the updating of skills and lead to increase commitment, well – being, and sense of belonging, thus directly strengthening the organisation's competitiveness (Acton and Golden, 2002; Karia and Ah-mad, 2000; Karia, 1999). Training has a distinct role in achieving an organisational goal by incorporating the interests of the organisation and the workforce (Stone R J. Human Resource Management, 2002). There is no doubt that training is important in all aspect for an organisation. Training has traditionally been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behavior (Robbins and DeCenzo, 1998). The primary role of training is to improve the employees' skill for

current and future duties and responsibilities. Training helps them to change with aspects like technology and competition (Dessler 2000). Now a days training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organisation. Training is important to enhance the capabilities of employees. Recent researches reveal that training enables most organisations meet their goals and objectives. In doing so employees are able to learn new work concepts, refresh their skills, improve their work attitude and boost productivity (Cole 2002). On the one hand, most of the employees need training to perform their job duties or at least to increase the quality and quantity of their work; on the other hand, skilled and efficient manpower is the most important success factor in achieving the goal of organisations. Training facilitates the updating of skills and leads to increase commitment, well – being, and sense of belonging, thus directly strengthening the organisation’s competitiveness (Acton and Golden, 2002; Karia and Ahmad, 2000; Karia, 1999). Training has been an important variable in increasing organisational productivity. Most of researches including Colombo and Stanca (2008), Sepulveda (2005) and Konings & Vanormelingen, (2009), showed that training is a fundamental and effectual instrument in successful accomplishment of the firm’s goals and objectives, resulting in higher performance and productivity of the organisation. Training is a tool to fill the gap and the firms should use it wisely to improve employee productivity. Armstrong (2000) contends that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. In addition, employees who receive regular training are more likely to accept change and come up with new ideas. Training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. Past researches provide the evidence regarding the positive affect of training programs on both employee and organisational performance. Training has direct relationship with the employees’ performance. A significant relationship was found between the employees training and their resultant performance in accomplishing different tasks. By the help of training employees become proficient in their jobs and they become able to give better results.

2.6 East Africa Perspective

2.6.1 Kenya Related Studies

Amadi (2014) researched Safaricom Telecommunication Company in Kenya with two customer services, namely the customer care retail centre and the call centre for customers who did not have a care centre in their area. Total numbers of staff in retail centre 850 staff while call centre was 1400 staff, forming the largest number of all departments in the company. The quality assessing team does see the quality of service delivered by each agent to our customers. From their assessment the training was identified and addressed by team leaders. Each agent's performance is managed this way as there are set objectives done half yearly and from these performance levels are determines against the set key performance indices (KPIs), these are further used to determine the salary increase to be awarded, bonuses and in extreme cases dismissals

Musili (2010) research on the perceived effectiveness of training and development on the performance of In-flight attendant in Kenya Airways found out that there are other factors affecting employee performance in Kenya Airways other than training. The employee wanted to be involved in decision making especially regarding personal development.

Gakum (2006) researched on the relationship between training practices and performance, his was a survey of companies listed on the NSE, he considered the organisation in general, and he found that training practices have results then non-systematic training.

Nyuka (2006) researched on staff training and development practices in state of corporation in Kenya. She found that employee acquiring better skills, knowledge and attitude towards their work yielded better performance.

Musili (2010) reveals that is the only study on training and development on employee's performance of inflight attendants in Kenya airways limited. Thus, this constitutes gap that the present study seeks to fill the purpose of the study therefore, it is to establish the relationship between training and development, and employee performance in the call centre.

It was concluded that Safaricom company has a well-established policy to invest in realised the need for change of attitude and want to develop themselves through formal education in order to be abreast with modern technological advances sponsored have themselves to acquire these skill

Tukunimulongo (2016), observed the Effect of on-the-Job Training on Employee Performance. The study was conducted in Kakamega –Kenya. The research adopted a descriptive research design. The results concluded that there are on-the-job-training programs that are more likely to enhance employee performance in public organisations than in organisations without. This is because training and development are often used to close the gap between current performances and expected future performance. This research differs from the current study because it has only mentioned the availability of training programs that can enhance employee performance. It has failed to show the impact of those training.

2.6.2 Uganda Related Studies

Mwesigwa (2010) researched on the impact of training on employee performance behavior among secondary schools. The study was carried out using a self-administered questionnaire, observation. Checklists and interview guide. Secondary and primary data collection methods were used. The results of the study were analysed quantitatively, percentages and frequencies for comparison of option were generated. The study was informed by Human capital theory. This study revealed that training has a positive impact on teachers' work behavior, hence improving performance. This impact is more significant in boarding schools where such training is supported by the current schooling system, structures, and facilitation.

It was revealed that training resulted improve teacher-student relationship due to change in attitude to students. Some teachers practiced open door policy. Therefore, good academic performance of a school demands on how teachers and students are committed to that aim and commitments enhanced by change of attitude that is gained through training.

Also, the study revealed that these are complaints like lack of promotion after training, lack of provision for allowances while in training if any, lack of facilitation, denial of study leaves for teachers who sponsor themselves, lack of Government sponsorship, training is in most cases provided is negative because the training initiative are not designed properly at all and there is no value attached to those who have trained. The study recommends the making of a clear training policy for teachers and the current methods/criteria for selection of teacher need reviews.

2.6.4 Tanzania Related Studies

Licombe L.C (2018) the aim of the study was to examine the impacts of training and development on the employee's performance in the public sector, specifically at TTCL Head Quarters. The study employed a cross-sectional design to measure the specific entity of interest. A purposive sampling technique was employed, whereby data were collected through self-administered questionnaires, in order to gather all the information as it suited the purpose of this study. The study revealed that staffs at the TTCL are periodically have been attending training and development programs that have contributed to the improvement of the skills and hence increase in performance. Further, the results have shown that periodic training and development programs to staff has a positive contribution to increased motivational level and hence foster teamwork spirit which has a direct contribution to increased productivity. Moreover, the results show that training bridges the gap between the job requirements and skills needed to perform the duties outlined in the job requirements and hence increase performance. Generally, the findings of the study indicate the role training and development can have to improve employee's performance through skills development that is necessary for employees to execute their duties.

Mndeme (2010), Conducted a study on the factors limiting effective implementation of training programs in parastatal organisations in Tanzania. The study was conducted in the Tanzania Electric Supply Company Limited (TANESCO). Methodology used was a case study design. The findings revealed that regardless of different training programs that are being prepared and implemented by different organisations still most of them have experienced failures either at programme designing or at the stage of implementation. Yet, this study as well, appears to be different from the current study as it has indicated that training programs fail while this study intends to look into the impacts of training.

Hassa, (2011) investigated the Impact of Training and Development on the Performance of Administrative Staff in The Public Sector organisations. The objective of the study was to find out the impact of training and development function of administrative staff performance in the second Vice president's office.

The researcher used case study research design to collect the required data for analysis. The findings of this study revealed that there is a strong positive relationship between training and employee development. However, the study has not critically analysed what factors should be present in an organisation so as to make training to be of positive impact.

Mlingi et al (2012) examined existing relationship between on-the-job training and employee's performance, the study was conducted in Dar es Salaam-Tanzania. Results revealed that the on-the-job training to a big extent leads to an improved employee's performance but still it is not the sole factor that leads to good performance rather it is a combination of factors and the rest of the factors are those that were suggested. Never the less, this study differs from the current study because it has only generally highlighted that training leads to good performance, and has said nothing on the specific skill development that may lead into improved performance.

Kihongo (2011) explored the factors inhibiting effective staff training; the study was conducted in Temeke Municipal and Kisarawe District Council. The results of this study helped to identify various factors which undermine staff training in Tanzania's local authorities. These stumbling blocks include lack of funds due to inadequate budgets set aside for staff training, malpractices such as favoritism, poor top management support because some managers did not treat staff training as a matter of priority, the absence of viable training policies and training programs initiated by the local authorities , and the fragmented nature of the staff training differs from researcher of this study concentrated much in the factors that inhibit training of the staff in the public sector.

Sharma and Upneja (2005) investigated the factors influencing financial performance of small hotels in Tanzania. The study was conducted in Arusha-Tanzania. Methodology used was qualitative whereby financial ratio analysis on business performance was used and data was collected from small hotels in Tanzania through face-to-face interviews. The results revealed that, lack of employee training was among the factors that causes low profitability in an organisation. Again, this study has failed to explain what strategies on training and development an organisation should adopt to achieve the impacts of continuous training.

2.7 North Africa

2.7.1 Nigeria Related studies

Obi-Anika and Ekwa (2014) investigated and conducted a study in Enugu Nigeria with an objective of study was to assess the impact of training and development on organisational effectiveness in Public Sector. Survey method was used to collect data. Findings revealed that effective training is an investment in human capital of an organisation, with both immediate and long-term returns. Nevertheless, this study differs with this study on the sense that it put much effort on relating training and effectiveness which the current study will consider skills development have an impact on organisations performance.

Nnanna (2020) researched on effect of training on employee performance on Airtel Network Limited. The survey research methodology using a questionnaire was employed in this study to enable researcher to successfully gain insight on the subject. The findings of this study show that for organisations to see improvement in employee performance, her is need to develop training programs and ensure employees who are of course the most vital assets of an organisation are consistently trained. This study concludes that the selection procedure, training design, and training delivery style affects the outcomes of training programs and ultimately the performance of employees. Robust training of employees will enable organisations to maintain the right set of workers with the necessary skills, knowledge, and attitude. It will also ensure that plans are put to meet the challenges of skills deficiency, for industries in the future.

2.7.2 Somalia Related Studies

Angela (2014) the purpose of this study was to explore the effects of training on employee performance among the international civil servants. The study was guided by the following research questions; what is the role of training on employee engagement? What is the role of training on employee motivation? What is the role of training on employee job satisfaction?

A survey research design was used for this study. The survey design was appropriate for this study because it allowed investigation of possible relationships between variables as well as data collection from broader category and comparisons between variables. The study population was 144 staff of the United Nations Support Office for the African Mission in Somalia. A sample of

45 was drawn using random stratified sampling approach from a list of sample frame provided by the employee register at UNSOA. The data was collected by use of a questionnaire. The data analysis involved frequencies, means, percentages, analysis of variance and bivariate analysis in form of cross tabulations. The findings were presented using Tables and figures.

On the role of training on employee engagement the study showed that in general training enhances employee engagement in change processes. As a measure of engaging in change process, the top-level management and non-management management staff were more likely to be induced in taking new tasks after undergoing training compared to those in the middle level management. Similarly training most likely motivates the top level to be committed to taking initiatives in helping other employees. This case may not apply for the middle level management and the non-management staff. Secondly the study also showed that training enhances employee engagement in innovation. Thirdly, the study showed that training enhances better performance among employee and lastly the study showed that training enhances employee enthusiasm to work.

2.8 SADC Countries Perspectives

2.8.1 South Africa Related Studies

Kum *et al* (2014) studied the Impact of Training and Development on Employee Performance. The study was conducted in South Africa. Results concluded that companies whose investment perspective is on human resource management view training as an opportunity to increase long term productivity. Investing in training and development is imperative for any organisations, which will certainly have a return on its investment in training and development its worker. Workers are essentially assets to an organisation and should therefore be treated as human capital. The more that is invested them the more that is expected from them in terms of performance behavior which can give the organisation its competitive edge. Nonetheless, this study is different from the current study for it has only mentioned how training can improve performance, but has not described how performance training can be used to improve performance

2.8.2 Zambia Related Studies

Public Service Training and development policy statement indicated the Government of the republic of Zambia (GRZ) recognises the primary of human resources in achieving sustainable

socio-economic development of the country. It further stresses the needs for institutional and human capacity building interventions to support its goals of efficiency and effectiveness of public services. In view of the above, the Government is committed to providing public officers with opportunities to develop their knowledge, skills and attitudes that lead to more effective job performance and encourage development and continuous learning. (Republic of Zambia Public Service Training and Development policy, 1994)

There is need to continuously train and develop the workforce to achieve competitive advantage. Training will ensure that the employee's develop the right skills, attitudes and knowledge that will enable them to perform their jobs effectively and efficiently. Zambia has to invest a lot in education and training have to draw lessons from the success of Japan and Germany which have relied so much on the development of skills, aptitudes and efforts of their people. (Thecra Miiambo,2001)

Malubila (2015) researched on the impact of training and development on employee performance in context of Shoprite Solwezi in Zambia. The research is based on a questionnaire where 100 respondents are taken as sample size. Each variable Employee performance (Dependent variable) and training and development (Independent Variable) comprises of 10 questions. The data was tested on SPSS 17.0 to analyse the relationship between two variables and Descriptive Statistics, correlation; Regression and ANOVA were used to evaluate the results of respondents. The regression analysis results signify that there is a positive and significant relationship between training and development and employee performance in the context of Shoprite stores in Solwezi, Matero and Kabwe stores of Zambia. The study emphasises on a transparent process for employee performance evaluation. Also, the training and development process should be quantitative and effective.

Tolopa (2017) in an attempt to improve employee performance, organisations implement training and development programs that aim at improving an employees' skill and understanding of their tasks thus increasing their performance. This is a qualitative study of the influence of training and development on employee performance; a case study of family legacy missions Zambia. This study seeks to establish the benefits of training and development on both the organisation and employees, identify factors that influence employees to improve performance, strategies that an organisation to motivate employees to improve performance after training and training evaluations influence on employee performance. The study used an interview guide to collect data from 10 respondents.

The data was analysed using Microsoft excel 2016 software and a content analysis was conducted to determine whether training and development programs have influenced employee performance at the organisation under study. The study reviewed that training and development programs had a huge influence on employee performance as most the employees who attended the training and development program displayed an improvement in performance and achievement of organisational and work goals. The study further indicated that that family legacy did not have an effective performance monitoring program, employee rewards and employee recognition program

2.9 Political impact arising from change in government that brings a new management board whose priority might just not be employee productivity.

According to Hitt et al. (2018), changes in the government and leadership can have significant impacts on the priorities and strategies of organizations. In the case of Zambia Airports Corporation Limited, a change in the management board could potentially result in a shift in priorities away from employee productivity and towards other objectives. This could negatively impact the implementation and effectiveness of continuous training programs aimed at enhancing employee performance.

Furthermore, research by Lepak and Gowan (2010) suggests that HR initiatives, such as continuous training, can be influenced by political and economic factors. If the new government prioritizes cost-cutting measures or reduces funding for employee development programs, this could also hinder the success of the continuous training program at Zambia Airports Corporation Limited.

Therefore, it is important for the organization to closely monitor any political changes that could impact the implementation of the continuous training program and develop strategies to address potential challenges.

2.10 Research Gap

Several types of research were conducted by different researchers in relation to effects of training on employees' performance, impacts training and development on employees' job performance, effects of training and compensation on employees' job performance and son on. However, there are a number of gaps left by different reviewed literature in terms of geographical areas at global, African and Zambian level, methodological and the nature of organisation studied. The literatures

and studies done on training and development show some elements of training and development practice without going into deep analysis to the impact of training and development on employee's performance, all the studies referred to were undertaken some years ago so there is a possibility that the findings they produced are outdated in the current environment. The cited gaps in studies done as cited above have motivated the researcher to conduct a detailed study effect of training on employee performance to improve rating system and rewarding superior performance and initiative at Kenneth Kaunda international Airport (ZACL) in Lusaka, Zambia.

While the literature reviewed in this study provides insights into the impact of continuous training and performance-based rating systems on employee performance, there is a gap in identifying and analysing issues currently affecting the Zambia Airports Corporation Limited's (ZACL) employee productivity. Therefore, potential areas for future research that could help address this gap include:

1. Employee engagement: Exploring the level of employee engagement at ZACL, including the factors that contribute to or hinder engagement, such as job satisfaction, work-life balance, and employee motivation. This research could involve surveying employees to understand their attitudes towards their work, the organization, and its culture. It could also explore how ZACL can foster a culture of engagement and motivation to improve employee productivity.
2. Leadership style and employee productivity: Investigating the impact of leadership style on employee productivity at ZACL. This research could involve analysing the leadership styles of managers and supervisors and how they affect employee motivation and performance. It could also explore how ZACL can train and develop its leaders to improve employee productivity.
3. Workforce diversity: Exploring the role of workforce diversity on employee productivity at ZACL. This research could involve analysing the demographics of the organization's workforce, including gender, age, ethnicity, and cultural background. It could also explore how ZACL can create an inclusive work environment that values diversity and promotes employee productivity.

2.11 Chapter Summary

This chapter examines human and social training, concept of employee performance, training and development. Types of training have been broadly pointed out that included on-the-job training and off-the-job training. The chapter has also provided training and development methods, showed effects of training on employee's performance through setting performance expectations and goals for individuals and groups to channel their efforts towards achieving organisational objectives, and the benefits of training and development were pointed out. Lastly the study discussed the empirical studies whereby different studies done across the world were reviewed. The study's final section covered empirical investigations, where a variety of international studies were reviewed and Zambia inclusive. The study also reviewed literature on how continuous training improve employee performance, if organizations implement continuous training programs that it aims at improving an employees' skill and understanding of their tasks thus increasing their performance.

CHAPTER 3

CONCEPTUAL FRAMEWORK AND THEORETICAL FRAMEWORK

3.1 Introduction

Chapter three of this dissertation presents the conceptual framework of the study. It also highlights both independent variables and dependent variables guiding the study. The Conceptual frameworks explain the path of a research and grounds it firmly in theoretical constructs. The overall aim of the two frameworks is to make research findings more meaningful, acceptable to the theoretical constructs in the research field and ensures generalizability. This study was focused on the following theories: Human Capital theory, Social Learning theory and expectancy theory.

3.2 Theoretical Framework

This study was grounded in three theories: Human Capital theory, Social Learning theory, and Expectancy theory.

3.2.1 Human Capital theory

This theory posits that investing in employee training and development will enhance their skills, knowledge, and abilities, leading to higher employee performance and productivity. This theory guided the study in determining how continuous training can contribute to the development of human capital and consequently enhance employee performance.

3.2.2 Social Learning theory

It suggests that individuals learn by observing and imitating the behavior of others. In the context of this study, the theory was used to examine how continuous training can create a learning culture within an organization, where employees can learn from one another, leading to improved performance.

3.2.3 Expectancy theory

This theory argues that individuals are motivated to perform well when they believe that their efforts will lead to desired outcomes. This theory was used to investigate how a rating system that

rewards superior performance and initiative can motivate employees to engage in continuous training and improve their performance.

3.3 Conceptual Framework

The conceptual framework provides a clear understanding of the study's independent and dependent variables. The dependent variable for this study will be employee performance, while the independent variable will be continuous training. The research will measure how the independent variable influences the dependent variable.

3.3.1 Types of Training: how the choice of training method has an impact on the employee performance. Basing on the literature cited, not a single training type is superior to the other for every type of training fit into the organisation continuous training need of a particular organisation. (Kohlrausch & Rasner 2014).

3.3.2 Method of Training: the method used to deliver training will have a part to play in delivering the expected results. According to Raheja (2015), two methods of training are on the job training and off the job training. The researcher will develop questions to explore theof the respondents on how the method of training improves employee performance.

3.3.3 Effects of Continuous Training: organization growth is dependent on several factors, training of employee influences the overall organization performance (Anasazi, 2013). Continuous training has advantages of increasing employee morale and job satisfaction which in return increase performance; furthermore, a good trained employee is more acquainted with job hence less supervision (Ouyang & fanglike, 2014). In addition, training bridges the gap of knowledge of deficiencies brought by about change in technology and working conditions (Gidey, 2016).

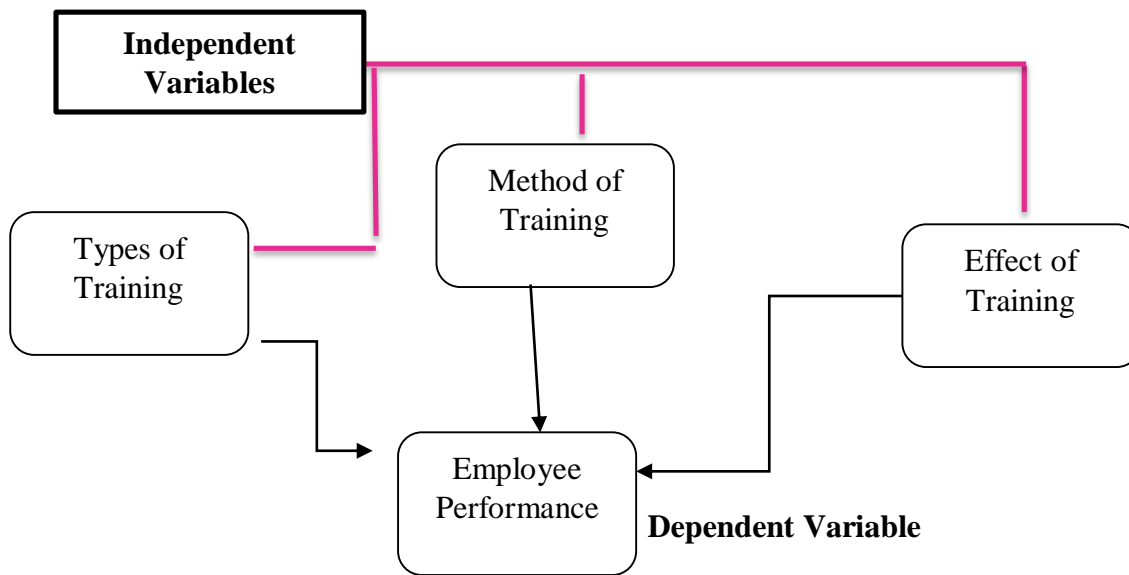


Figure 3.1: Conceptual framework

Source: author, 2022

3.3 Independent and Dependent Variables

The dependent variable for this study was employee performance, while the independent variable will be types of training, method of training and effects of continuous training. Researcher own construct, (2022)

3.4 Chapter Summary

The Chapter also provided continuous training methods, demonstrated the impact of training on workers' performance through the establishment of performance expectations and goals that would direct both individuals and groups' efforts toward achieving organizational goals, and highlighted the advantages of continuous training. The study also reviewed literature on how continuous training improve employee performance, if organizations implement continuous training programs that it aims at improving an employees' skill and understanding of their tasks thus increasing their performance.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

This Chapter presents the research design, study area, unit of inquiry (population), sampling procedures/techniques, sample size, data collection techniques, data analysis, data validity, and ethical consideration.

4.2 Research Design

The mixed method approached was used both qualitative and quantitative data was obtained. The qualitative method helped to obtain in-depth information whilst the quantitative helped to generalise the results. The use of both qualitative and quantitative method complemented each other in order to validate the method that was used to realize the objectives of the study.

The qualitative method involved conducting semi-structured interviews with employees to gather in-depth information about their experiences with continuous training and the rating system. Meanwhile, the quantitative method involved distributing a survey to a sample of employees to measure their perceived effectiveness of continuous training and the rating system in enhancing their performance.

To ensure the validity and reliability of the study, various measures were taken, such as selecting a diverse sample of employees to participate in the study, using a structured approach to data collection and analysis, and ensuring confidentiality and anonymity of participants.

Overall, the research design of this study aimed to gather both objective and subjective data to generate a comprehensive understanding of the effectiveness of continuous training and the rating system in enhancing employee performance at Zambia Airports Corporation Limited. The use of a mixed-methods approach allowed for the collection of both qualitative and quantitative data, which complemented each other to validate the findings.

4.3 Area of the Study

The study was carried out at ZACL in Lusaka, Zambia. KKIA was purposively selected as one of the major Airports in Zambia. Therefore, it is expected that training policies are being implemented

here at a large scale. The results from this study gave concussive evidence of the effect of training on employee performance to improve the rating system that rewards superior performance.

4.4 Population of the Study

Population refers to a full set of cases from which the sample for the study will be selected. For this study the population was the employees for ZACL at KKIA Airport in Lusaka. According to Saunders et al (2009). (put the figure that is the total population)

4.5 Sampling Design

Non-probability sampling was used for this study since it does not require a complete survey frame, it is a fast, easy and inexpensive way of obtaining data (Saunders et al.2009).

4.6 Sampling Procedure

Purposive sampling was used for employees at KKIA and served with a self-administered questionnaire. This made respondents respond to questions freely without researcher influence.

4.7 Sample Size

The sampling population for this study was the Airport staff that were present at the time of the study according to Kothari & Garg, (2014), sample size is the number of items to be selected from the universe to constitute a sample. Campbell's (2005) suggested that using Slovin's formula a suitable sample size of 64 employees was arrived at, applying a confidence level of 90% (error margin of 10%) on the population of 766 and the response distribution of 50%, the sample size in the study is calculated using the formula as follows:

$$N = n / (1 + ne^2)$$

Where n = sample size,

N = total population

E = error tolerance; or $766 / (1 + (766 * .01))$

= **88 employees**

4.7.1 Sampling Frame

According to Kothari & Garg (2014), the sampling frame is a list of sampling units. It contains the name of all items of a universe. Saunders a (2009) adds that a sampling frame is a complete list of all the cases in the population from which a sample will be drawn.

4.7.2 Data Source and Data Collection Techniques

The researcher used primary data directly from the respondents who are employees at KKIA in Lusaka and secondary data will be used for data collection for a research project. Self – administered questionnaires will be distributed to respondents. This provided respondents with a chance to fill the questionnaire at their own convenient time. Kothari (2009)

The researcher used interviews and questionnaires as primary data collection instruments.

For the sake of consistence and completeness of data collection, the questionnaires were semi-structured which included both open ended and closed ended questions (Lancaster (2002).

4.7.3 Data Analysis

Data analysis, as defined by Agarwal (2009) is the processing the observed data and transforming it to a form most suitable for decision making. The following steps (processes) was taken when analyzing the data, daily editing was done after collecting data to maintain accuracy and completeness. The collected data will be entered into the SPSS statistical software. The data was analyzed using simple descriptive statistical methods in terms of number and percentages and frequencies. The findings were presented infrequencies, mean, pie charts, bar graphs, reliability and validity. Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested (Kothari 2009).

4.7.4 Reliability

Kothari (2009) provides a definition of reliability as the degree to which an instrument measures what it is supposed to measure. In order to ensure that the results are reliable, the same sets of questions will be asked. Therefore, since all informants will be interviewed separately, subject bias will be controlled to a large extent. Cronbach’s alpha was used to measure reliability.

4.7.5 Validity

Kothari (2009) adds that, validity is the degree to which an instrument measures what it is supposed to measure. An expansion of the meaning validity has given by Kombo and Tromp (2006) as the accuracy or meaningfulness and technical soundness of the research. It is a measure of how well a test measures what is supposed to be to be measured. In order to test validity of data collection instrument, the researcher should conduct a pilot study, the aim of the study will be to get information from the informants that enable the researcher to modify and improve the research instruments.

4.7.6 Ethical consideration

Data was collected from ZACL with respondents signing a consent form as part of ethical requirements in the conduct of the study respondents were duly informed of the fact that the study is for academic purpose and that they were under no compulsion to respond to the questionnaire. The respondents were asked to participate voluntarily whilst assuring them of privacy on the information given. In order to avoid plagiarism, all sources of information were duly acknowledged. The research ensured that all the ethical issues are not violated both during the data collection and reporting. The researcher obtained clearance from the University of Zambia Ethics Committee.

4.8 Chapter Summary

This chapter presented the research design, data collection, data analysis and sampling methods that were used in this study. The chapter went further to discuss that SPSS shall be used for data analysis purposes include and ethical clearance shall be obtained from the directorate of research and graduate studies (DRGS), Ethics Committee at the University of Zambia before the study commences. Aspects of research methodology for this study, including research designs, data collection methods, and data analysis. As respectively indicated by sections, this study was a combination of descriptive and explanatory research. The random sampling technique was used to draw a sample of respondents located at Kenneth Kaunda International Airport which is under ZACL in Lusaka for data collection via questionnaire and personal interview. Self-structured interview and questionnaires will be providing information on the subject matter of study. In

addition, secondary data was used to derive comparable sources. Data collected was transformed into more suitable format for analysis by utilising excel software. After data processing, the statistic package for social science (SPSS) was utilised for data analysis. Statistical techniques used in this study included descriptive. Descriptive statistics such as means, frequency, tabulation, and cross-tabulation was used to summarise and describe effect of training on employee performance to improve rating system and rewarding superior performance and initiative.

CHAPTER 5

FINDINGS AND DATA ANALYSIS

5.1 Introduction

The information derived from the data that was collected through the administration of the questionnaires and interviews are described and analyzed in this chapter. The study used descriptive statistics displayed in frequency distribution tables and pie charts with absolute and relative values to present the results using determined and appropriate data analysis tools. This study achieved around 70 per cent response rate attributed to Covid – 19 restrictions and airport security regulations. The findings were displayed using tables, charts, and graphs. This chapter presents the findings of the research from the analysis that was undertaken. The output of SPSS excel and Stata are shown in figures and tabular formats to enhance understanding of the findings. The tables and figures offer the reader an insight into the statistical descriptions and inferences that were selected and used in the data analysis.

5.2 Demographic Data

The participant's gender, marital status, age group, the greatest degree of education, and kind of work are all included in the demographic data. The demographic data is shown in table 2 below based on frequency distributions and percentages. 50 (78%) of the 64 participants in this study are men, and 14 (22%) are women. The respondents' computed mean age was 37.5 years, with the bulk falling between the ages of 31 and 40 (67.3 percent). 29.5 percent of people were single, compared to 57.6 percent who were married. The age range of 41 to 50 years had the highest percentage of responders (35.6%), followed by that of 31 to 40 years (34.1%), 21 to 30 years (18.9%), 51 to 60 years (7.6%), less than 21 years (2.3%), and over 60 years (1.5 percent).

Figure 5.1: Gender

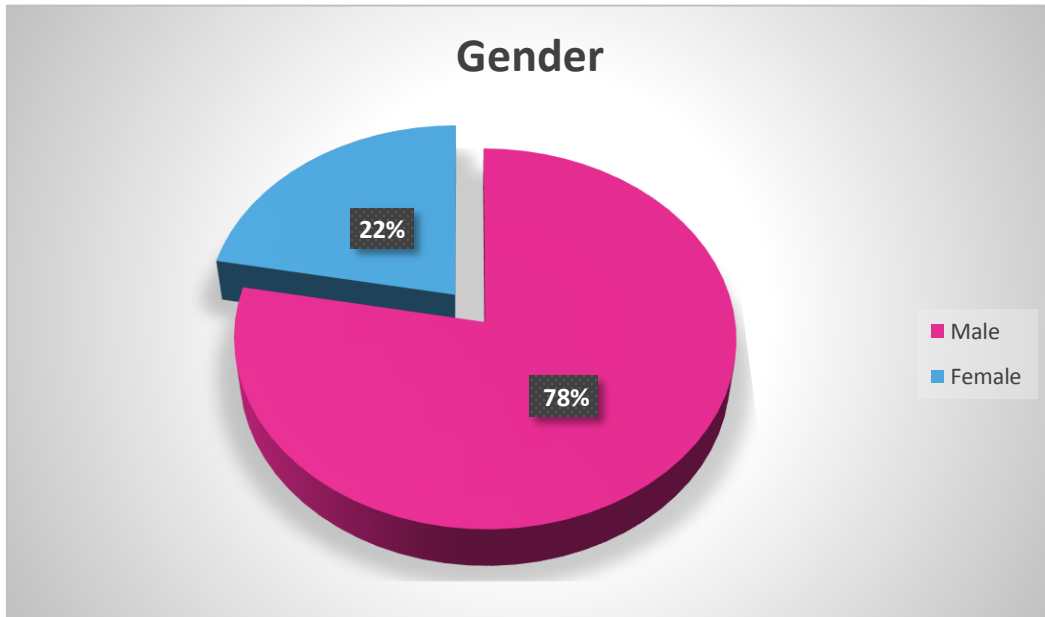
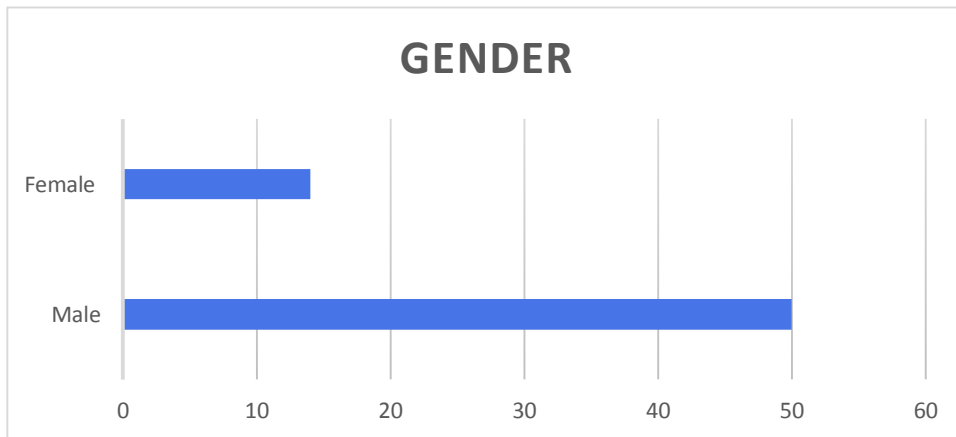


Figure 5.2: Gender



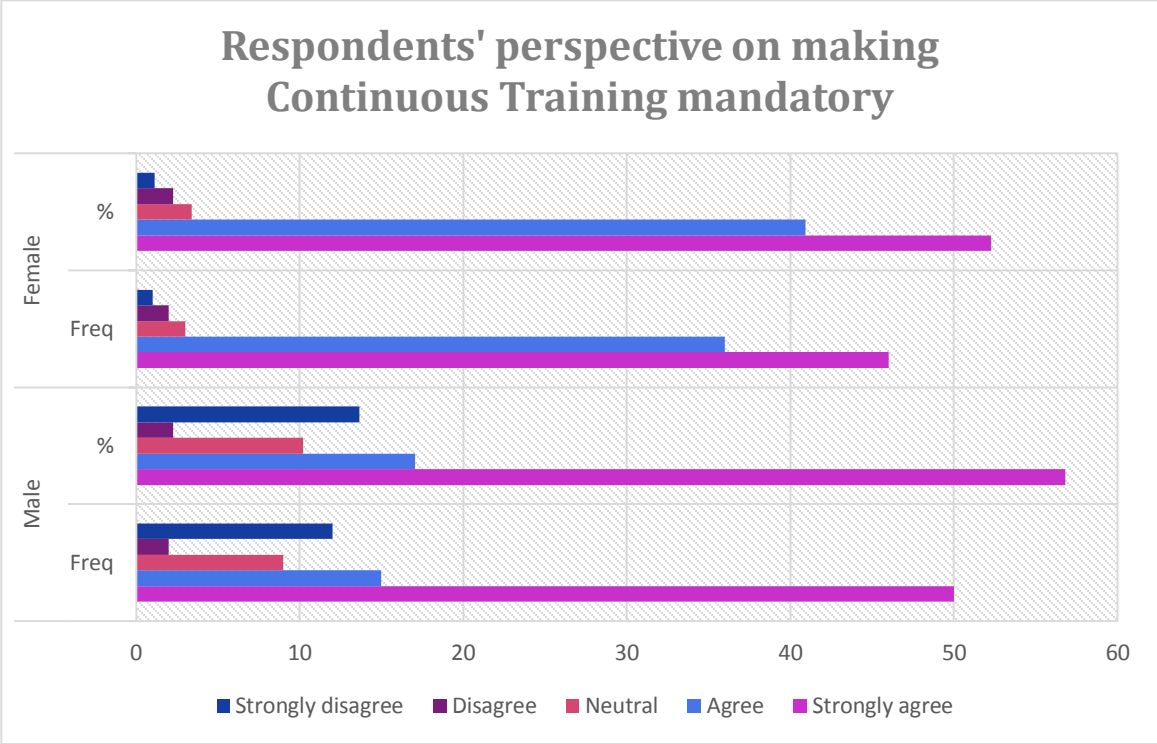
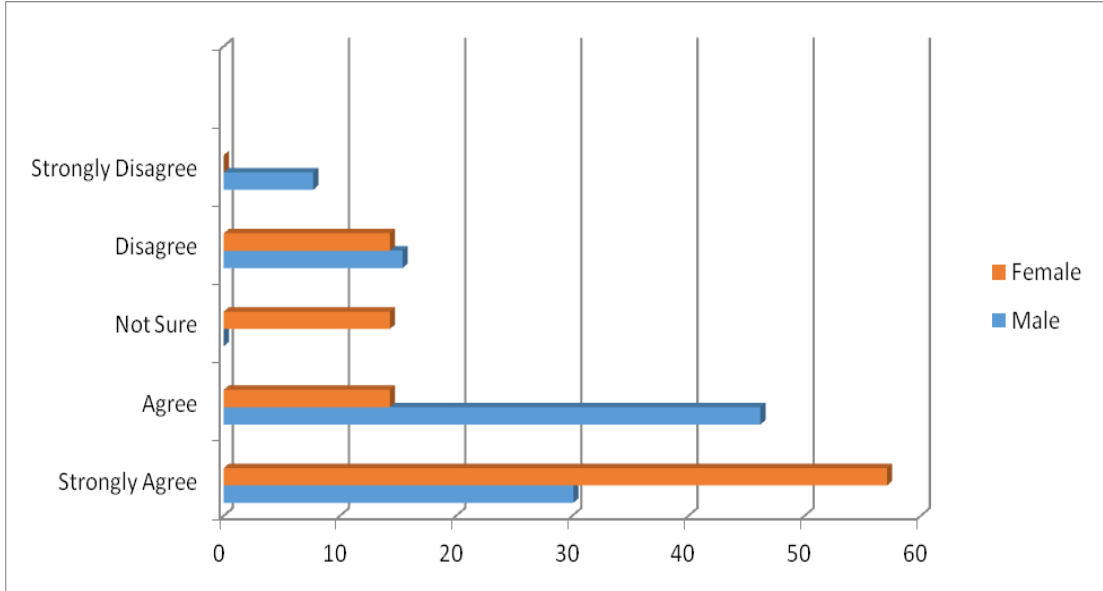


Figure 5.3: Opinions by Gender on Mandatory Continuous Training



Source: Author, 2022

Figure 5.4: Opinions by Gender on Mandatory Continuous Training

Figure 5.2 shows the participants' opinion on making continuous training mandatory. These opinions were analyzed by gender. The figure vividly shows that 57% of female participants strongly agreed that continuous training should be made mandatory and none of them strongly disagreed. However, only 30% of the males strongly agreed to make continuous training mandatory whereas 7% of them strongly disagreed. The figure also depicts that 46% of males agreed to make continuous training mandatory and 15% of them disagreed. The figure shows that 14% of the females were not sure on whether continuous training should be mandatory or not and it indicated that none of the male participants were not sure of the opinion to make continuous training.

5.3 Level of Education analysis

Table 5.1: Education

Education Level	Frequency	Percentage (%)
Diploma	15	23.44
Degree	10	15.63
Masters or equivalent	39	60.94
Total	64	100.00

The educational analysis of respondent revealed that the most frequent education sector of employees is the Masters holder representing 39(60.94%) with the least being 15(23.44%) consisting diploma holders.

Table 5.2: Level of Education and Continuous Training events attended in last two years

Level of Education and Continuous Training events attended in last two years				
Level of Education				
Number of Continuous Training events attended	Diploma <i>Frequency (%)</i>	Degree <i>Frequency (%)</i>	Masters <i>Frequency (%)</i>	Total <i>Frequency (%)</i>
0	9 90.00%	1 10.00%	0 0.00%	10 100.00%
1	1 20.00%	2 40.00%	2 40.00%	5 100.00%
2	1 50.00%	1 50.00%	0 0.00%	2 100.00%
Greater than 2	0 0.00%	2 66.67%	1 33.33%	3 100.00%
Total	11 55.00%	6 30.00%	3 15.00%	20 100.00%

Table 5.2 shows the cross tabulations between level of education and continuous training events attended in the last two years. There was a statistically significant relationship between level of education and number of continuous training events attended by participants in the last two years. The Pearson chi-square value of 0.049 was obtained which is less than the p- value of 0.05 this indicates that attendance of continuous training events varied significantly by level of education.

Table 5.3: Opinion by Gender on Voluntary Continuous Training

Continuous Training should be voluntary						
Gender	Strongly agree <i>Frequency</i> (%)	Agree <i>Frequency</i> (%)	Not sure <i>Frequency</i> (%)	Disagree <i>Frequency</i> (%)	Strongly disagree <i>Frequency</i> (%)	Total <i>Frequency</i> (%)
Male frequency (%)	2 15.38 %	3 23.08 %	0 0.00 %	7 53.85 %	1 7.69 %	13 100.00%
Female frequency (%)	2 28.57 %	0 00.00 %	0 0.00 %	4 57.14 %	1 14.29 %	7 100.00%
Total	4 20.00%	3 15.00%	0 0.00 %	11 55.00%	2 10.00%	20 100.00%

The **p – value = 0.528** which is greater than the critical value of 0.05 implies that the two variables tested above do not manifest any significant statistical relationship between them; therefore, there is no relationship between the two variables being assessed.

Table 5.3 shows the cross-tabulations on the opinions of participants on making continuous training voluntary. The findings on making continuous training voluntary did not manifest a statistically significant variation by gender. The responses on making continuous training voluntary ranged from strongly agree to strongly disagree and did not represent any chance of consistence in the answering pattern of the participants.

Table 5.4: Preferences of participants in terms of mode of Continuous Training delivery

Mode of continuous training delivery	Frequency	Frequency	Percentage	Percentage
	(n)	(n)	(%)	(%)
	No	Yes	No	Yes
Attending Seminars, Symposium & Conferences	3	17	15	85
Attending refresher courses and lecturers	11	9	55	45
Attending workshops	11	9	55	45
Writing articles	15	5	75	25
Reading internet articles	13	7	65	35
Presenting papers	11	9	55	45

Table 5.4 the researcher analyzed six methods that could be used in continuous training delivery and all these variables were considered to identify any statistical variations in mode of delivery preferences. The variable attending seminars, symposium and conferences was taken as the reference variable against which the entire variables were compared to because it was the one with largest category that respondents preferred.

Table 5.5: Individual perceptions on Continuous Training pursuance

Individual perceptions on continuous training	Agree	Not sure	Disagree
ZACL are responsible for their own continuous training	15 75%	2 10%	3 15%
Basic education obtained is enough to last one's entire life	6 30%	0 0%	14 70%
ZACL should seek opportunities for continuous training	19 95%	0 0%	1 5%
ZACL should identify their own needs for continuous training	18 90%	0 0%	2 10%
Employers should contribute to workers' continuous training	19 95%	1 5%	0 0%
ZACL should be granted opportunities for continuous training	20 100%	0 0%	0 0%
ZACL should decide their own time to learn	13 65%	1 5%	6 30%

Table 5.5 shows individual perceptions on continuous training pursuance after obtaining basic professional qualification in aviation related courses. The researcher analyzed seven variables that represented individual perceptions on continuous training pursuance after obtaining basic in aviation related courses qualifications.

Table 5.6: Barriers to Continuous Training among Participants

S/n	Reasons preventing continuous training	Frequency		Percentage (%)	
		No	Yes	No	Yes
1.	Lack of 100% postgraduate in aviation related programmes in Zambia	11	9	55	45
2.	Lack of 100% support from management	7	13	35	65
3.	Little or no continuous training activities in the area	13	7	65	35
4.	Financial limitations	10	10	50	50
5.	Distance is too far	19	1	95	5
6.	Topics in courses offered are times uninteresting and lack variety	19	1	95	5
7.	Family and social commitments	19	1	95	5
8.	Shortage of staff in the workplace	17	3	85	15
9.	Poor or no notification of continuous training events	9	11	45	55
10.	Time constraints	17	3	85	15

Source: Author, 2022

Table 5.6 above shows ten different reasons that prevent ZACL from participating in continuous training activities. The respondents were asked to respond in accordance with reasons that acted as hindrances to continuous training and the table shows key factors that prevent participants in

engaging in continuous training activities. The researcher sought to bring out a true reflection of factors that prevent participants in engaging in continuous training in Zambia and use the findings to influence attitudes and behaviors positively.

5.4 Descriptive statistics analysis

The statistics analyzed through SPSS assess the challenges that are faced by public institutions in implementing organizational strategy. The regression was treated under the ANOVA table observe the existence of the relationship between predictor and the explanatory variables. Study indicated that employee performance to improve the rating system that rewards superior performance and initiative is influenced by the type of training and methods of training.

Table 5.7: Employee performance and methods of training

Model	Sum of square	Df	Mean square	F	Sig
Regression	140	1	140	127.273	0.000
Error	68	62	1.10		
Total	208	63			

At the 0.05 level of significance, there is adequate evidence demonstrating that there is a relationship between employee performance and the type of training as the $127.273 > f$ crucial value. This demonstrates that the type of training has a beneficial effect on the overall performance of the workforce.

$$r^2 = \frac{SSR}{SST} = \frac{140}{208} = 67.31\%$$

The coefficient of determination (r^2) reveals that 67.31% of employee performance can be associated with the type of training subjected to employees.

Table 5.8: Employee Performance and the Methods of Training

Model	Sum of square	Df	Mean square	F	Sig
Regression	85	1	85	263.158	0.000
Error	20	62	0.323		
Total	105	63			

At the 0.05 level of significance, there is sufficient evidence demonstrating that there is a relationship between employee performance and methods of training $263.158 > f$ crucial value. This indicates that the training methods have a substantial influence on the overall performance of the employees.

$$r^2 = \frac{SSR}{SST} = \frac{85}{105} = 80.95\%$$

The coefficient of determination (r^2) reveals that 80.95% of employee performance is associated to the methods of training.

Table 5.9: Multivariate Analysis using Logistic Regression

Mode of Continuous Training delivery	Odds Ratio	P- Value	Confidence Interval
To determine the extent to which continuous training impacts employee performance at ZACL	1	1	1
To assess the effectiveness of the rating system in encouraging superior performance and initiative among employees.	0.10	0.23	(0.002 - 4.284)
To identify the factors that influence the success or failure of continuous training and the rating system at ZACL.	0.43	0.73	(0.03 - 53.450)
New ways of improving the training program for staff at ZACL	0.25	0.54	(0.003 - 20.640)

Table 5.9 shown above compares the effect of the independent variables on the dependent variable; the p-value shows that all the independent variables were equally affecting the level of employee performance. The researcher analysed the different opinions on continuous training delivery; to begin with the participants were questioned whether they would prefer a formal, non-formal and a combination of both formal and non- formal. None of the of the independent variables influence the outcome variable.

5.4.1 To determine the extent to which continuous training impacts employee performance at ZACL

Formal structured activities, such as training programmes, workshop, seminars and conferences, were seen as highly beneficial to the personal and professional development of the ZACL employees. This was supported by several studies, where the ZACL employees surveyed were more in favour of formal than non-formal training, such as undertaking online personal study (fowler, 2002). In this study participants were asked to state the mode of continuous training delivery that they would be comfortable with, only two (2) preferred non-formal method, seven (7) formal method and eleven (11) referred a combination of formal and non-formal methods.

5.5.2 To assess the effectiveness of the rating system in encouraging superior performance and initiative among employees.

The cross-tabulation on the opinion of participants making continuous training voluntary did not manifest a statistically significant variation by gender. The responses on making continuous training voluntary ranged from strongly agree to strongly disagree and did not represent any chance of consistence in the answering pattern of the participants.

5.5.3 To identify the factors that influence the success or failure of continuous training and the rating system at ZACL.

The barriers experienced by ZACL employees, such as lack of time, funding and support from departments, were similar to those experienced by other health professionals in other countries. This trend, where ZACL employees were required to provide their own time and money, supported the idea of a charity paradigm suggested by Munro (Munro, 2008). The charity paradigm identified

benefits and costs to the individuals and the organization. However, it appeared to benefit the employer more than the individual, as the individual contributed personal resources, in the form of time and money, to the organization. This was expected by the employer because continuous training was seen as a fundamental professional responsibilities and duties of the individual enhancing employee performance using a rating system that rewards superior performance and initiative at ZACL.

5.5.4 New ways of improving the training program for staff at ZACL

According to the comprehensive study conducted by the health care professions council (HCPC) from 2011 to 2013 in UK emphasized that continuous training is an important way in which professionals keep up to date throughout their careers. The method of continuous training delivery to employees matters because if the mode is flexible, it is likely to encourage participation.

The researcher analyzed the different opinions on continuous training delivery; to begin with the participants were questioned whether they would prefer a formal, non-formal and a combination of both formal and non- formal. The 55% of respondents preferred that continuous training delivery should include both formal and non-formal formats of delivery. Furthermore, the researcher asked the participants differentiating by gender whether continuous training should be formal or voluntary and the responses did not indicate any significant variation; in short, participants did not show any specific preference in making continuous training formal or voluntary. However, sixty percent (60%) of the participants agreed that continuous training should be made a certification requirement for practicing in formal and non-formal training so as to encourage participation.

5.5.5 Political impact that can arise from change in government that brings a new management board

Changes in government and leadership can have a significant impact on the priorities and strategies of organizations, which could negatively impact the implementation and effectiveness of continuous training programs aimed at enhancing employee performance. Additionally, political and economic factors can influence HR initiatives such as continuous training. Therefore, it is essential for organizations like Zambia Airports Corporation Limited to monitor any political

changes that could impact the implementation of the continuous training program and develop strategies to address potential challenges.

5.10 Data Presentation, Analysis and Results

The findings reported in this study suggests that continuous training has an impact on the employee performance. This result is largely consistent with some of the literature widely available and also used for this research. To gain in-depth knowledge of this subject, questions focused on employee training engagement, candidate selection, training delivery formats, and training applicability to respondents' jobs. The answers to the previous questions have attracted particular attention since they make it easier to comprehend how training is conducted at the companies under investigation. Results show that when a systematic approach void of discrimination is employed in the selection of employees for training, it enhances performance. This implies that employees who need training have access to it, yielding improved results in their abilities to carry out required tasks effectively.

Also, 57% of female participants strongly agreed that continuous training should be made mandatory and none of them strongly disagreed. However, only 30% of the males strongly agreed to make continuous training mandatory whereas 7% of them strongly disagreed. The figure also depicts that 46% of males agreed to make continuous training mandatory and 15% of them disagreed. The figure shows that 14% of the females were not sure on whether continuous training should be mandatory or not and it indicated that none of the male participants were not sure of the opinion to make continuous training. It will also allow employees of different levels of gender participate or be selected to gain the required knowledge from the training programs.

The study findings show a cross tabulation between level of education and continuous training events attended in the last two years. There was a statistically significant relationship between level of education and number of continuous training events attended by participants in the last two years. The Pearson chi-square value of 0.049 was obtained which is less than the p- value of 0.05 this indicates that attendance of continuous training events varied significantly by level of education.

Since the majority of respondents said they had taken part in training and that most of them had opportunities to train as part of the company's mandatory policy for all employees and/or upon joining the company, the results of the questions on employee participation in training and

selection for training suggest that these companies have good and possibly clear policies regarding continuous training. The findings of the analysis of the question about the caliber of the training program show that the programs implemented by the sample companies are, in the respondents' opinions, useful.

5.11 Chapter summary

The chapter discussed the findings of the study and researched questions were analysed and discussed. From the research question one, the study found that Formal structured activities, such as continuous training programmes, workshop, seminars and conferences, were seen as highly beneficial to the personal and ZACL employee's competence level and performance. The study also found that the cross-tabulation on the opinion of participants making CTD voluntary did not manifest a statistically significant variation by gender. The responses on making CTD voluntary ranged from strongly agree to strongly disagree and did not represent any chance of consistence in the answering pattern of the participants.

The study found that challenges were experienced by ZACL employees, such as lack of time, funding due un approved training needs submitted during annual budget presentations and support from departments, were similar to those experienced by other aviation professionals in other countries. Also, the study found that the employer perceived on the benefits of continuous training as it would be at individual level only. However, it was noted that one of the aims of CTD is to contribute to high quality patient care through improved job performance. This study suggests continuous training of employees has effect on employee performance and overall the company performance. The following chapter will give us the conclusions and recommendations of the study.

CHAPTER 6

RECOMMENDATIONS AND CONCLUSIONS

6.1 Introduction

This chapter presents the overall position of the study based on the findings of the study in relation to the literature reviewed and objectives thereby answering the research questions about the topic under study.

6.2 Summary of Findings

The study aims to deduce evaluating the effect of continuous training as a way of enhancing employee performance using a rating system that rewards superior performance and initiative: a case study of ZACL, Zambia. In Chapter One, an insight into the background and the relevance to the study was described in detail. Objectives and research questions were formulated that guided the course of this study. A review of relevant literature from a pool of existing bodies of knowledge and from theoretical, conceptual, and empirical studies that relate to the researcher's focus was carried out in this study. The population consists of 64 employees that responded for the study members of staff at ZACL, Lusaka. A self-structured questionnaire and interview with closed and opened questions were used as an instrument to collect data for the study. The instruments were reviewed by the researcher and validated by the research supervisor. The study using the validated instruments showed that the selection procedure for employee training engagement, candidate selection, training delivery formats, training applicability to respondents' jobs and consistent or continuous training affects overall employee performance at ZACL.

6.3 Conclusion

A significant number of studies have been conducted in various industries and businesses overtime resulting in differing views on the effect of training and proposed solutions to improve employee performance. Therefore, the purpose of this study is to examines to the Effect of continuous training as a way of enhancing employee performance using a rating system that rewards superior performance and initiative: a case study of ZACL, Zambia

The researcher analyzed six methods that could be used in continuous training delivery and all these variables were considered to identify any statistical variations in mode of delivery preferences. The variable attending seminars, symposium and conferences was taken as the reference variable against which the entire variables were compared to because it was the one with largest category that respondents preferred.

Shows individual perceptions on continuous training pursuance after obtaining basic professional qualification in aviation related courses. The researcher analyzed seven variables that represented individual perceptions on continuous training pursuance after obtaining basic in aviation related courses qualifications.

At the 0.05 level of significance, there is adequate evidence demonstrating that there is a relationship between employee performance and the type of training as the $127.273 > f$ crucial value. This demonstrates that the type of training has a beneficial effect on the overall performance of the workforce.

The coefficient of determination (r^2) reveals that 67.31% of employee performance can be associated with the type of training subjected to employees.

Table 5.6, at the 0.05 level of significance, there is sufficient evidence demonstrating that there is a relationship between employee performance and methods of training $263.158 > f$ crucial value. This indicates that the training methods have a substantial influence on the overall performance of the employees.

The coefficient of determination (r^2) reveals that 80.95% of employee performance is associated to the methods of training.

Based on the findings of the study, trainings are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization. Employee performance is surely improved as a result of quality and continuous training as new skills are gained, skill gaps filled and old skills sharpened. These also result in the subsequent success of the achievement of organizational goals and objectives. In conclusion, continuous training has positive effects on employee performance at Zambia Airport Corporation Limited, Lusaka.

6.4 Recommendations

The following recommendations were made based on the findings of the study:

- Management must take a proactive role in motivating and influencing employees to take part in continuous training activities. Human Resource department and supervisors also present training needs for budget approval depending on the employees needs and also to ensure selection is fair and reflective of these needs.
- It is crucial that ZACL encourages both male and female ZACL employees to take part in such activities.
- Both male and female employees need should be considered in these equitably attended to.
- ZACL and training partners should adopt effective training delivery styles to ensure participants of training programs maximize the opportunity and contribute significantly to driving performance, growth, and competitiveness on the regional and global market.
- Management should ensure that training is considered a priority as it is a major confidence booster for employees and directly improves their overall performance.
- Additionally, it is inevitable that affiliated organizations will enable members to apply for grants and scholarships to help them overcome financial barriers that prohibit them from taking part in continuous training for enhanced job competencies, new skills, specialization improved employee performance and overall high company performance with higher turnover.

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ZACL 2020. *Quality Management System Manual (Seventh Ed.)*. Lusaka, Zambia

APPENDICES

Appendix 1: Work Plan/Budget

Period in months	Activities	Responsible persons	Amount needed in(k)
10/06/21	Research proposal writing.	Researcher	2,000
31/07/21	Submission of research proposal	Researcher	0
5/07/21	Formulation of questionnaires and interview schedules	Researcher	500
April,2022	Distribution of questionnaires	Researcher	300
May,2022	Interviewing of respondents and collection of questionnaires	Researcher and respondents	300
June to august,2022	Writing, final project and interpreting the findings	Researcher	4,000
September,2022	Submission of the final research document	Researcher	2000
		Total	9,100

Appendix 2: Questionnaire



Dear respondent,

I am a student at the University of Zambia in my final stage pursuing a Master's of Business Administration-General. As partial fulfilment for the award of a master's degree, I am conducting a study on: effect of training on employee performance to improve the rating system that rewards superior performance and initiative: a case of Zambia Airports Corporation Limited -Lusaka

You have been purposefully sampled to provide information for the topic indicated above. The information being collected is purely for academic purposes as such, it will be treated with maximum confidentiality. Subsequently, you are not supposed to indicate your name or any personal information that could lead to the revelation of your identity.

Your co-operation will be greatly appreciated.

Mable Misozi Chirambo

Questionnaire

Part one: general information

• Please answer by putting “√” in the box

1. Gender a) Male b) Female

2. In which age group are you?

a) 20-30 b) 31-40 c) 41-50 d) 51 & above

3. Marital status: a) Single b) Married

4. What is your current educational qualification?

a) College diploma c) Master d) PHD

b) Degree e) Other (specify) _____

5. Service years in the Company?

a) Below 1 b) 1 -5 c) 6-10 d) 11-15

e) 16-20 f) above 20

Part two

Training design, delivery style and employees’ performance

Instructions: please tick (√) the number that you feel most appropriate, using the scale from 1 to 5 (where 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree).

Training design objective of the training courses	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
1.1.I was given sufficient Information on the objectives of the training course on my arrival.					
1.2. The training course encouraged exchange of information and expression of ideas successfully.					
1.3. The objectives of the training were coherent with my needs.					
1.4. The objectives of the course were achieved.					
2. Training content					

2.1. The topics covered were relevant to me.					
2.2. I consider that the training programs are designed at level of abilities and education of employees.					
2.3. I received updated training which is required for my position					
3. Training delivery					
3.1. The training exercises best help trainees learn and apply different types of knowledge or skill.					
3.2. I consider that duration of training is appropriate to keep me motivated for learning.					

3.3. The trainer provided clear instructions for all activities.					
4. Training material					
4.1. I assume the material, hand-outs and/or activities useful to the training provided to me are adequate.					
4.2. The materials distributed were helpful.					
4.3. The trainer made sure materials could be read easily from where I was sitting.					
5. Employee's performance					
5.1. Employees become more responsible after the training.					
5.2. Employees become more committed toward their jobs after getting the training.					
5.3. Work knowledge is increased through the training program.					
5.4. Job satisfaction increased through the training.					

<p>5.5. Employees become more productive after receiving the training.</p>					
<p>5.6. After receiving the training, your attitude/behavior becomes willing to accept more challenging assignments.</p>					
<p>5.7. Interest in job performing increases by the training.</p>					
<p>5.8. Job performance helps in enhancing the organization's productivity.</p>					

Appendix 3: Interview Guide

Interview Questions

Interview questions to be administered for some selected sample employees at Kenneth Kaunda International Airport Limited. The selection was based on the researcher's judgment to extract firsthand information from respondents that were not clear by close-ended questionnaire.

1. Is there training program for employees at ZACL?
2. If your answer for the above question, is the training contemporary and help employees to boost performances?
3. How has been the selection for training done from your experience?
4. Does the ZACL management evaluate staff after training for employee performances?
5. Have you ever participated in training at ZACL in Lusaka?
6. Was the training relevant to the work you are working on?

Research Design Matrix

Research Questions	Research Objectives	Population Sampling	Data Collection & Technique	Data Analysis
What are the benefits of training and development?	To find out the effect of training and development on employees of ZACL.	Primary data -ZACL staff both permanent and pensionable and contractual staff	Survey questionnaire	Univariate and Bivariate analysis
	To establish that the training has an impact on the PMS rating system.	Secondary data -documents Probability sampling	1.interviews (person to person)	Thematic analysis
How effective is the training and development policy at ZACL?	To establish how effective is the training and development policy on the PMS rating system at ZACL.	Non-probability sampling	Survey questionnaire	Univariate, Bivariate and Multivariate analysis
	To understand factors training staff training		Interviews (person to person)	Thematic analysis

<p>Why is the current training system not 100% very effective across all sections and departments at ZACL?</p>	<p>To suggest new ways of improving the training program for staff at ZACL.</p>	<p>Non-probability sampling</p>	<p>Questionnaires & interviews</p>	<p>Bivariate analysis</p>
<p>What are the challenge's employee's face on issues of training and development?</p>	<p>To find out challenge's employees face in training and development at ZACL.</p>	<p>Non-Probability Sampling</p>	<p>Survey questionnaire</p>	<p>Univariate data analysis</p>

Appendix 4: Approval Letter



THE UNIVERSITY OF ZAMBIA
DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

Great East Road Campus | P.O. Box 32379 | Lusaka10101 | Tel: +260-211-290 258/291 777 Fax: (+260)-211-290 258/253 952 | E-mail: director.drgrs@unza.zm | Website: www.unza.zm

APPROVAL OF STUDY

IORG No. 0005376
HSSREC IRB No. 00006464

4th April, 2022

REF NO.HSSREC-2022-MAR-036B

Mable Misozi Chirambo
The University of Zambia
Graduate School of Business
P.O. Box 32379
LUSAKA

Dear Ms. Chirambo,

RE: "A STUDY OF EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE TO IMPROVE THE RATING SYSTEM THAT REWARDS SUPERIOR PERFORMANCE AND INITIATIVE: A CASE OF ZAMBIA AIRPORTS CORPORATION LIMITED"

Reference is made to your submission of the protocol captioned above. The HSSREC resolved to approve this study and your participation as Principal Investigator for a period of one year.

REVIEW TYPE	ORDINARY REVIEW	APPROVAL NO. HSSREC-2022-MAR-036B
Approval and Expiry Date	Approval Date: 4 th April. 2022	Expiry Date: 3 rd April, 2023
Protocol Version and Date	Version - Nil.	3 rd April, 2023
Information Sheet, Consent Forms and Dates	<input type="checkbox"/> English.	To be provided
Consent form ID and Date	Version - Nil	To be provided
Recruitment Materials	Nil	Nil
Other Study Documents	Questionnaire.	
Number of Participants Approved for Study		

Specific conditions will apply to this approval. As Principal Investigator it is your responsibility to ensure that the contents of this letter are adhered to. If these are not adhered to, the approval may be suspended. Should the study be suspended, study sponsors and other regulatory authorities will be informed.

Conditions of Approval

- No participant may be involved in any study procedure prior to the study approval or after the expiration date.
- All unanticipated or Serious Adverse Events (SAEs) must be reported to HSSREC within 5 days.
- All protocol modifications must be approved by HSSREC prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address.
- All protocol deviations must be reported to HSSREC within 5 working days.
- All recruitment materials must be approved by HSSREC prior to being used.
- Principal investigators are responsible for initiating Continuing Review proceedings. HSSREC will only approve a study for a period of 12 months.
- It is the responsibility of the PI to renew his/her ethics approval through a renewal application to HSSREC.
- Where the PI desires to extend the study after expiry of the study period, documents for study extension must be received by HSSREC at least 30 days before the expiry date. This is for the purpose of facilitating the review process. Documents received within 30 days after expiry will be labelled "late submissions" and will incur a penalty fee of K500.00. No study shall be renewed whose documents are submitted for renewal 30 days after expiry of the certificate.
- Every 6 (six) months a progress report form supplied by The University of Zambia Humanities and Social Sciences Research Ethics Committee as an IRB must be filled in and submitted to us. There is a penalty of K500.00 for failure to submit the report.
- When closing a project, the PI is responsible for notifying, in writing or using the Research Ethics and Management Online (REMO), both HSSREC and the National Health Research Authority (NHRA) when ethics certification is no longer required for a project.
- In order to close an approved study, a Closing Report must be submitted in writing or through the REMO system. A Closing Report should be filed when data collection has ended and the study team will no longer be using human participants or animals or secondary data or have any direct or indirect contact with the research participants or animals for the study.
- Filing a closing report (rather than just letting your approval lapse) is important as it assists HSSREC in efficiently tracking and reporting on projects. Note that some funding agencies and sponsors require a notice of closure from the IRB which had approved the study and can only be generated after the Closing Report has been filed.

- A reprint of this letter shall be done at a fee.

- All protocol modifications must be approved by HSSREC by way of an application for an amendment prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address or methodology and methods. Many modifications entail minimal risk adjustments to a protocol and/or consent form and can be made on an Expedited basis (via the IRB Chair). Some examples are: format changes, correcting spelling errors, adding key personnel, minor changes to questionnaires, recruiting and changes, and so forth. Other, more substantive changes, especially those that may alter the risk-benefit ratio, may require Full Board review. In all cases, except where noted above regarding subject safety, any changes to any protocol document or procedure must first be approved by HSSREC before they can be implemented.

Should you have any questions regarding anything indicated in this letter, please do not hesitate to get in touch with us at the above indicated address.

On behalf of HSSREC, we would like to wish you all the success as you carry out your study.

Yours faithfully,



Dr. J.I. Ziwa

DR. J. I. Ziwa

**ACTING CHAIRPERSON
THE UNIVERSITY OF ZAMBIA HUMANITIES AND
SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE - IRB**

CC: Director, Directorate of Research and Graduate Studies
Assistant Director (Research), Directorate of Research and Graduate Studies
Assistant Registrar (Research), Directorate of Research and Graduate Studies