



## Evaluating the effect of continuous training on employee performance: A case study of Zambia airports corporation limited

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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

### 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 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 is 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 will use both primary and secondary data sources to gather data. Primary data will be collected using questionnaires, while secondary data will be obtained from ZACL records and published literature.

### 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 aware or face 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. 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 (KKIA), Harry Mwaanga Nkumbula International Airport (HMNIA), 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) <sup>[17]</sup>.

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.

### **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)<sup>[22]</sup> 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 the 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.

You need to justify that the problem exists at Zambia National Airports Corporation, in terms of statistical reference or published information. This is very important. What is it that training hinders at national airports that must prompt the research to be undertaken for example? Justify that the problem truly exists.

## 1. Objectives of the research

Research Objectives

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

## 2. 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.

## Literature review

This section presents both the theoretical and empirical literature pertaining to the study.

### 1. Theoretical literature

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

#### 1.1 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. Human capital theory shows that individual is the whole society gain economic benefits from investment in people (Sweetland, 2007). 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, labour, or fixed capital.

#### 1.2 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)<sup>[6]</sup> 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)<sup>[6]</sup>).

#### 1.3 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. Empirical literature

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 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.

### 2.1 Global 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.

### 2.2 African 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 were 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.

Mndeme (2010), Conducted a study on the 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 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.

## 8. Zambian studies

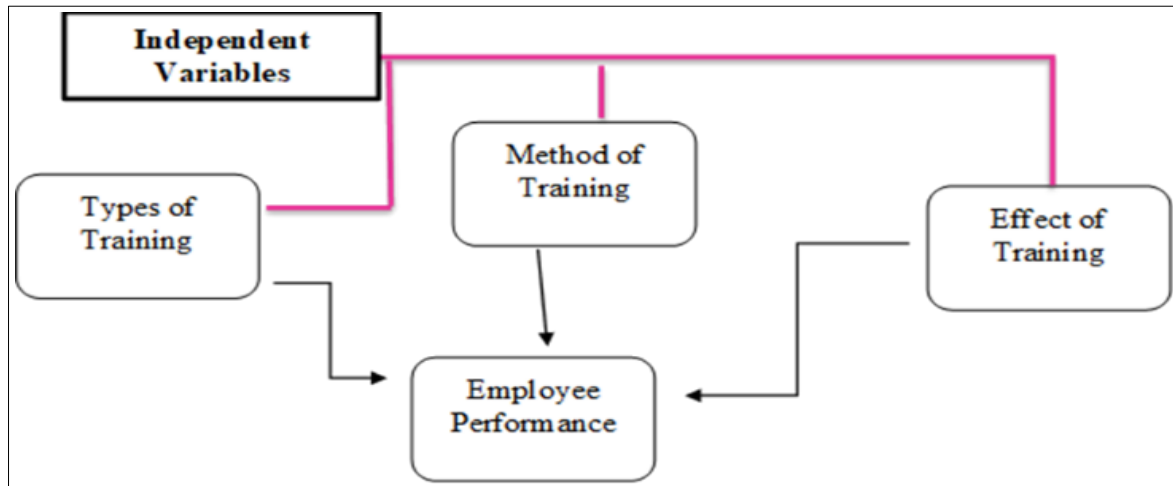
Public Service Training and development policy statement indicated the Government of the republic of Zambia (GRZ) recognises the primary of human resources in achieving sustainable socio-economic development of the country. It further stresses the needs for institutional and human capacity building interventions 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)

### 2.3 Literature gap

Research has been conducted on the effects of training on employees' performance, impacts of training and development on employees' job performance, and effects of training and compensation on employees' job performance. However, there are a number of gaps left by different reviewed literature in terms of geographical areas, methodological and the nature of organisation studied. This study aims to address these gaps by conducting a detailed study of the effect of training on employee performance at Kenneth Kaunda International Airport (ZACL) in Lusaka, Zambia. Potential areas for future research include employee engagement, leadership style and employee productivity, and workforce diversity.

## 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 (see figure 1).



Source: Author's illustration (2023)

Fig 1: Conceptual framework

On the other hand, social learning theory 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.

In addition, 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. Therefore, the researcher developed questions to explore the of the respondents on how the method of training improves employee performance.

Human capital 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.

More than that, 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).

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).

### Research methodology

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.

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.

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). 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). Furthermore, 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.

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 <sup>[1]</sup>:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{766}{1 + 766(0.10)^2} = 88 \text{ employees}$$

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 (2009) adds that a sampling frame is a complete list of all the cases in the population from which a sample will be drawn.

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).

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).

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.

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.

### 1. 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.

### Results

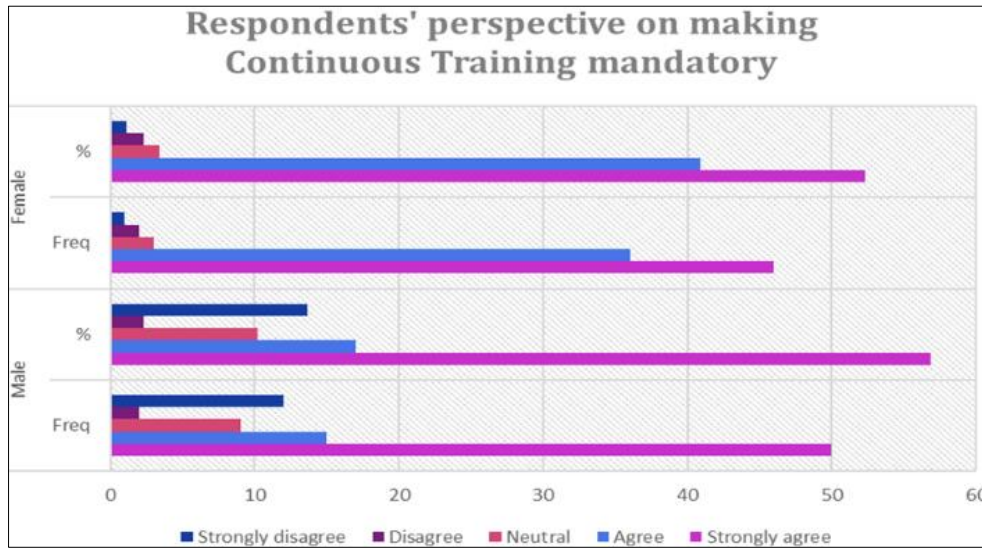
The information derived from the data that was collected through the administration of the questionnaires and interviews are described and analyzed in this chapter. The study used descriptive statistics displayed in frequency distribution tables and pie charts with absolute and relative values to present 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.

#### 1. Demographic analysis

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).

#### 2. Effect of continuous training as a way of enhancing employee performance using a rating system that rewards superior performance and initiative

Figure 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.



Source: Author's illustration (2023)

Fig 2: Opinions by Gender on Mandatory Continuous Training

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.

Table 1: Level of Education analysis

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 (see Table 1).

Table 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. 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 2: Cross tabulations and frequencies

Level of education and continuous training events attended in last two years*						
Number of continuous training events attended	Diploma (Frequency (%))	Degree (Frequency (%))	Masters (Frequency (%))	Total (Frequency (%))		
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%)		
Continuous Training should be voluntary*						
Gender	Strongly agree Frequency (%)	Agree Frequency (%)	Not sure Frequency (%)	Disagree Frequency (%)	Strongly disagree (%)	Total Frequency (%)
Male Frequency (%)	2 (15.38%)	3 (23.0%)	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%)
Mode of continuous training delivery		Frequency (n) No	Frequency (n) Yes	Percentage (%) No	Percentage (%) Yes	
Attending seminars, symposium & conferences		3	17	15	85	
Attending refresher courses and lectures		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	
Individual perceptions on continuous training pursuance*						
Individual perception 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 worker’s 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%)
S/N	Reasons preventing continuous training	Frequency No Yes	Percentage No   Yes
1	Lack of 100% postgraduate in aviation related programs in Zambia	11   9	15%  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%

Table 2 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 2 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 2 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.

Table 2 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.

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 (see Table 3).

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.

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

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

**Table 3:** Statistical tests and logistic regression output

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			
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			
Mode of Continuous Training delivery	Odds Ratio	P- Value	Confidence Interval		
Effect of continuous training on employees of ZACL.	1	1	1		
Effect of the continuous training policy at ZACL	0.10	0.23	(0.002 - 4.284)		
Challenges employees face on continuous training 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 3 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.

### 3. Effect of continuous training of 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.

### 4. Effective continuous training policy at ZACL

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 consistency in the answering pattern of the participants.

### 5. Factors that lead to the failure of employees in continuous training 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 learning and continuous training were seen as a fundamental professional responsibilities and duties of the individual.

### 6. 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.

### 7. 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.

### Conclusion

This study examines the effect of continuous training as a way of enhancing employee performance using a rating system that rewards superior performance and initiative. 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 researcher analyzed seven variables that represented individual perceptions on continuous training pursuance after obtaining basic professional qualification in aviation related courses. At the 0.05 level of significance, there is sufficient evidence demonstrating that there is a relationship between employee performance and the type of training as the  $127.273 > f$  crucial value. Table 3, 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 with the methods of training. This study found that continuous training has positive effects on employee performance at Zambia Airport Corporation Limited, Lusaka. 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 should present training needs for budget approval, both male and female employees should be encouraged to take part in such activities, effective training delivery styles should be adopted, training should be considered a priority, and affiliated organizations should enable members to apply for grants and scholarships to help them overcome financial barriers that prohibit them from taking part in continuous training.

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