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## Assessing the Impact of Training and Development on Employee Performance and Productivity: A Case Study of Kansanshi Copper Mine in Zambia

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### Abstract:

*This study was aimed to assess how training and growth opportunities influence employees' output and efficiency at Kansanshi Copper Mine. It further looked at the key variables such as; age group, educational attainment, mentoring, job on training as well as the link between training and growth plans and the challenges faced in training and development at Kansanshi Copper Mine. The study used both qualitative and quantitative design. Primary data was collected using semi structured questionnaires administered to the employees. An interview guide was used for Senior Management, Supervisors, departmental heads and other employees. A total of Seventy-Two (72) employees were selected to participate and ten (10) key informants were selected using stratified sampling and purposive sampling method. This study also used observation method with both participant and non-participant to enable a better analysis as well as to gain a better understanding on the behaviors, perceptions and practices. The data collected was coded using a coding scheme. It was later processed and analyzed using the Statistical Package of the Social Sciences (SPSS). Secondary data was collected from journals, books, published and unpublished (online) reports. The study revealed that most of the respondents had reached professional level in terms of educational attainment. The results indicates that the total number of respondents was Seventy two (72) with them majority being Males at 58 % and 42 % of them being Female. This study tried to understand the underlying factors training and development. The results suggest that capacity building enhancement are essential to performance and productivity however it continues to poses numerous setbacks especially in the mining sector. Effective training and development ensures that investments are successful and profitable through skills enhancement (Jon and Douglas, 2015). The empirical evidence in this investigation supports the notion that training and development can enhance performance and productivity among employees at Kansanshi Copper Mine, it has the potential of safe guarding the organization interests Despites numerous hurdles affecting this notion among others; lack of adequate resource, absolute policies, resistance to change and bad attitude towards work.*

**Keywords:** Training, Development, Performance, Productivity

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## 1. Introduction and Background

### 1.1 Background of the Study

Due to the current globalized and fast-paced corporate climate, the globe has become increasingly dynamic in all vocations. This dynamic tendency has created a need for corporate organizations to be more effective and efficient in their service delivery, and doing so necessitates hiring human resource staff that is completely qualified. Every day, new technologies emerge and procedures are developed, and commercial organizations have realized the value of investing in human resource workers as a means of achieving their objectives (Tayi, 2016).

Employees are significant assets of any organisation they play an active role in the company's success which cannot be over emphasized. As a result, equipping these unique assets through practical training and development becomes imperative to maximize employee performance and productivity. Organisations such as the Mine need to be more realistically about keeping their human resources current with technology. Therefore, this study goes on to discuss the Impact of Training and Development on Employee Performance and Productivity: A Case Study of Kansanshi Copper Mine in the North – Western Province.

It is clear that employees from the mining sector lack employee knowledge and capacity hence the need for this research to bridge the gap between training and employee performance as well as productivity. We cannot ignore the fact that a motivated employee is a productive employee as outlined by Jochen et al., 2022.

For personnel to be efficient in discharging their duties, make significant contributions to the realization of the goals and objectives of the organisation, their skill set, knowledge base, experience and technical competencies must match those required in that field. Globalization has brought in its wake, technological advancement. In view of this, for businesses and for that matter companies to stay competitive, it is necessary to organize periodic training and development sessions for their employees.

Despite the fact that the mining sector has distinct challenges on trained and skilled man power, there is a scarcity of research specifically addressing this area. To comprehend the unique dynamics of this industry and provide pertinent insights and recommendations for improving employee performance and productivity, a thorough investigation into the role of employee involvement and management style within the mining industry using Kansanshi copper mine study approach is required.

### 1.2 Statement of the Problem

Training and Development (T&D) is essential to productivity of any institution; it has the potential to boost how well employees perform and how much they enhance performance and productivity in a mining environment. Capacity building training initiatives continues to be vital to employees and the organization in large. Kansanshi Copper Mine (KCM), which is huge mine in Solwezi, has a potential to yield more with experienced and well-equipped personnel. There is no doubt that the mine is a major driver to Zambia's economy, as well as a major employer in the North Western Province that contributes to the country's Gross Domestic Product (GDP)

Kansanshi Copper Mine is one of the biggest in Africa, a major player in the industry, it clear one of its goals is employee competency and it has developed capacity building training for employees to acquire the right skill

sets. Hence, the significance of carrying out these study “To assess the impact of Training and Development on Employee Performance and Productivity in the mining industry.

According to Cole (2021), employees that do not possess adequate skills and knowledge are less effective hence hindering the organization's ability to achieve optimal results. Therefore, employee training is essential for organizational success because it enhances skills, knowledge, values, and capabilities leading to improved performance and productivity. Despite the increasing importance of training in this day and age, it is rapidly evolving technological landscape; there is limited research on human resource development issues in mining industry in Zambia thereby affecting the quality of services provided to the end users and other stakeholders (Marvin, 2021).

Mattom and Milopowe (2019) have highlighted a gap in research regarding the impact of training on employee performance especially within the mining. Even though Kansanshi Copper Mine promoting training and development (T&D) initiatives, it's still has to establish a well aligned training program for the employees in order to enhance productivity and employee satisfaction. It has been noted that there is still a big gap with the human resource which has crippled the implementation of the training plans which should be realistic, measurable improvements in how well employees are performing and how efficiently the company operations are running.

This study is, therefore, necessary as it evaluates the extent to which training and development initiatives at Kansanshi Copper Mine influence employee performance and productivity. By pointing out the current practices, the research aims to show strategic development in human capital improvement within the mining sector, where operational needs are high and employee competency is vital for success.

### 1.3 Objectives of the Study

- i. To examine the effectiveness of training programs at Kansanshi Copper Mine in enhancing employees' technical skills.
- ii. To analyze the relationship between training initiatives and employee performance at Kansanshi Copper Mine.
- iii. To identify the internal organizational challenges affecting training implementation at Kansanshi Copper Mine.
- iv. To assess external factors that hinder the effectiveness of development programs at Kansanshi Copper Mine.

## 2. Literature Review

### 2.1 Effectiveness of Training Programs in Enhancing Technical Skills

The main goal of training and development is to increase both individual and organizational effectiveness as a whole. While development is associated with the advancement of longer-term organization and personnel goals, training may be seen as tied to immediate changes in organizational performance through a structured capacity building training. Nowadays, one of the most popular issues is employee training and development, since it

benefits the company in many ways. Some workers or employees are required to execute everyday business with the relevant technical skills, knowledge and experience.

The main focus of training and development is the acquisition of knowledge, skills, and behaviors. In reality, as it may enhance performance at both individual and collective growth, training and development is one of the pillars of human resource management. Worldwide, training is widely recognized as a key component to human resource management strategies in order to improve the technical skill set. Noe et al. (2017) suggest training has the capacity to boost worker skills which builds organizational competitiveness and fosters innovation and creativity. Studies in developed nations like the United States of America and Europe show a strong link between well-organized training programs and technical skill advancement (Salas et al. 2015).

Armstrong and Taylor (2020) argue that ongoing professional growth boosts worker morale, keeps employees around in terms of retention, and helps organizations thrive. Training initiatives that align with company goals are essential to the improvement of employee technical capacity to deal with issues in this changing environment (Aguinis & Kraiger, 2019).

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Habon et al. (2019) conducted study on "Impact of Training and Development Program to Employees Performance and Productivity" in Quick Service Restaurant. The purpose of this study was to evaluate the quick service restaurant industry's training and development initiatives. It used a descriptive methodology and customized a survey that was given to 195 staff members of the fast-food restaurants Jollibee and McDonald's in Batangas City. Using percentage and frequency, weighted mean, and analysis of variance, the data was statistically processed. The majority of responders is male, aged 18 to 29, single, and has been employed at Jollibee for 1-3 years. The fast service restaurants are rated highly by the respondents for their training and development programmes. After completing a training and development programme, the respondents believed they could fulfill their work tasks to a high degree. They were able to exhibit productivity in the quick service restaurant to a considerable level. No discernible difference was seen, which suggests that replies were consistent across respondent's profiles. A strategy for improving quick service restaurant training and development was put out.

Christiana et al. (2021) conducted study on "Training and development on employee productivity" of selected beverage companies in Southwest, Nigeria. Inefficiency and low production are caused by a lack of knowledge, skills, and talents, often as a result of a lack of organizations to offer up-skilling. Employee attitudes, capacities, and skills for present and future occupations are influenced by training. The study looked at how employee productivity in a few beverage firms in Southwest Nigeria related to training and development. The survey included 306 respondents who work for the 7up Bottling Company in Lagos and the International Breweries Company in Ilesa, both in the state of Osun. It used a descriptive study approach on a target population of 1,267 beverage industry employees, with a sample size of 317 determined using the Taro Yamane formula. Data were gathered at random using a questionnaire that was carefully designed. The questionnaire was only implemented and utilized for data analysis on 306 copies. Simple linear regression was used to analyze the variable. The results demonstrate that employee productivity is positively and significantly impacted by training and

development at P 0.05. The study came to the conclusion that training and development increase employee and organizational productivity. It was advised that beverage firms view training as an integral component of organizational strategy and make sure it is

The main focus of training and development is the acquisition of knowledge, skills, and behaviors. In reality, as it may enhance performance at both individual and collective growth, training and development is one of the pillars of human resource management.

African countries equally support training and development as it is recognized as tools for economic development and workforce enhancement. However, execution remains a burden because of few resources, poor infrastructure and lack of policy alignment (Bashir & Jehanzeb, 2017). Research by Karia and Asaari (2016) in Nigeria found that effective training positively improves technical skill advancement. However, other organizations fail to evaluate training outcomes which makes it difficult to assess whether there is technical skills development.

In South Africa, Nel et al. (2014) emphasize that while training has improved technical competencies in the mining area, its effect is always undermined by few follow-up and poor marching with workplace needs. This suggests that training must be contextualized and responsive to certain operational problems.

In Zambia, mining is critical to the economy, employing thousands and contributing significantly to GDP. Nevertheless, training is inconsistently applied across companies. Musonda (2019) denotes that most mining firms implement basic on boarding programs but skip regular employee development and performance reviews. Chanda and Chongo (2021) discovered that while companies like Kansanshi Copper Mine investing in worker training lacks essential data connecting these efforts. This disconnection affects strategic work force planning and highlights the need for evaluation methods. Moreover, the Zambia Institute of Human Resource Management (ZIHRM) shows that many mining firms that have the human resource department find it difficult to assess the return of investment (ROI) for training programs that are implemented. It's often hard to tell if such initiatives really enhance technical skills output (ZIHRM, 2020).

## 2.2 Relationship between Training Initiatives and Employee Performance

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According to the findings the majority of responders was male, aged 18 to 29, single, and had been employed at Jollibee for 1-3 years. The fast service restaurants were rated highly by the respondents for their training and development programmes. After completing a training and development programme, the respondents believed they could fulfill their work tasks to a high degree. They were able to exhibit productivity in the quick service restaurant to a considerable level. No discernible difference was seen, which suggests that replies were consistent across respondent's profiles. A strategy for improving quick service restaurant training and development was put out. This study shows that regardless of the business entity type training and development initiatives they are a strong relationship in enhancing employee's performance.

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The results demonstrated that employee productivity is positively and significantly impacted by training and development. The study came to the conclusion that training and development increase employee and organizational productivity. It was advised that most firms view training as an integral component of organizational strategy and make sure it suits the business environment.

The relationship between training initiatives and employee performance is linked to job involvement to the extent to which an individual is motivated and committed to their job. Engaged employees are more likely to be productive and committed to delivering the best results. Notably lack of initiatives in training has potential risks of employee lack of motivation and commitment. Hence strategies should be created to ensure that employees are engaged and motivated and should also be willing to listen to employee feedback and take action accordingly (Chaudhari, et al., 2019). This clearly shows that there is a strong correlation between training initiatives and employee performance.

### 2.3 Internal Organizational Challenges Affecting Training

Arisha and Nasir (2018) conducted a case study on “Impact of Training and Development Programmes on Performance of Employees” of State Bank in India. This study is essentially was a causal investigation of the link between the independent variable—training programs—and the dependent variable—employee performance. Employee performance is classed under task and contextual performance while the training programme is divided into training methodologies and training design. 171 employees of the State Bank of India from the city of Lucknow made up the respondents. The locations for data collection were chosen based on convenience and the respondents were picked at random. Inferential statistics, correlation, and multiple regression have all been used to analyze data.

The study's findings showed that the task, challenges and the contextual performance, which are sub variables of employee performance, it was noted that while employee performance improved, they were so many challenges that were noted during the study such as adequate resources for training initiatives, lack of interest for some employee, poor communication and resistant to change.

On the regional literature which is the African context, a systematic review by (soares et al., 2018) confirmed they are organizational challenges in implementing training initiatives is coupled with the management of projects at the mine. The aim of the study was to identify key challenges that are being faced at the company;

the study identified key obstacles that lead to poor management practices, such as stakeholder management, communication, and risk management as essential factors in achieving higher profitability though. The gap on this study was in understanding the sustained impact of employee involvement on the success and organizational outcomes over extended periods.

This research closes this gap by identifying that while key engagement of employees is critical in promoting employee motivation on the work, they are numerous challenges in enhancing employee performance and productivity. Employees working without motivation may feel discouraged that's why training initiatives are essential. The dynamic and ever-changing nature of today's world necessitates a paradigm shift in the dynamic between leaders and followers. This calls for a leadership approach that emphasizes employee collaboration, involvement, and participation in decision-making and problem-solving this is in addition to training and development which is core of any organization.

Local literature review emphasizes that committed employees that have had some kind of training maintain a strong belief in the organization's values and also understands the importance of their role and the impact it has on the overall success of the organization. In addition, it provides a strong leadership and motivation to those around them, as well as helping to create a culture of collaboration and commitment to work toward the organisational goals (Chaudhari, et al., 2019). Through the training initiatives a positive work atmosphere is created, contributing to the overall morale of the team. This, in turn, leads to higher productivity and better overall performance of the organisation. It is suggested that job involvement and job satisfaction are significantly related to training.

#### **2.4. External Factors Hindering Development Program Effectiveness**

Ghalawat et al. (2020) conducted a study on "Impact of Development Programs on Employees Performance and Productivity" DMC Textiles in Haryana. A study was conducted at DMC Textiles. The major goal of this study was to determine how training and development affected the performance and output of the workforce as well as the external factors that can hinder the effectiveness. A questionnaire was used to gather primary data from 100 employees of DCM Textiles in Hisar who worked the morning, evening, and night shifts. The questionnaire was divided into two sections:

The major findings were while training and developments enhances employee productivity they are some external factors that hinder effectiveness, such as workplace environment, the cultural aspect and the attitudes of the employees that is influenced by the external environment as well as personal factors and business ethics. The vast majority of respondents agreed that training and development had a significant impact on their productivity and performance besides the external factors that can hinder progress.

Furthermore, The International Labour Organization (ILO) pushes for continuous learning and better skills for workers as key to keeping jobs secure. Mining businesses around the world are urged to follow ILO training rules and regulations.

In central African nations such as the Democratic Republic of Congo (DRC) and Angola, mining training is often driven by international parties. A study by UNDP (2020) reveals that although they are training programs, there is little evidence of their long-term impact because of inadequate tracking and evaluation systems. Mukendietal (2018) noted that mining firms in the DRC often have less structured training programs, leading

to in efficiencies and mismatched skills. It was further noted that some studies in central Africa use data-driven methods to assess how well training works, mainly in high-risk and technical sectors like mining. This implies training must be tailored and responsive to specific operational issues.

The African Unions Agenda 2063 focuses on growing human skills, with mining companies expected to link training efforts to broader goals for reshaping economies.

In the Zambia context it has been noted by some researchers that external Factors have the potential to hinder the effectiveness of developmental program. However, it is important to note from the Zambia's Employment Code Act (2019) that workers must keep learning and improving their skills. Some literature from the Ministry of Mines and Minerals also states that training and development also support skills growth in mining which in turns make the environment safer and more productive.

## 2.5. Theoretical Framework

The theoretical framework draws on various theories that are essential in the study: This paper will critically analyze the three theories; Human Capital Theory, Experiential Learning Theory and Kirk Patrick's Four – Level Training Evaluation Model in relation to employee performance and productivity.

### Human Capital Theory

The Human Capital Theory (Becker, 1964) states that investing in training employees; they get better skills and become more productive. In mining well-trained employees perform well and follows the stipulated rules, which makes the whole operation more productive.

### Experiential Learning Theory

Kolb's Experiential Learning Theory (1984) says that learning comes from good training as well as hands –on work, simulations, and learning on the job to help workers remember what they learn and use it.

### Kirk Patrick's Four – Level Training Evaluation Model

Kirk Patrick (1998) came up with a way to see how well training works by looking at four things: how people feel about it, what they learn, how they change their behavior, and what results they get. Using this at Kansanshi Copper Mine can help use how well training is working and where we can make it better. This structure maps out the connections, both straight-line and roundabout, between learning and growth, what gets employees going, how well they do their jobs, and how much they produce; all this while having company backing act as the balancing force.

## 3. Research Methodology and Design

### 3.1 Research Philosophy and Approach

The research approach that was used during the study is very essential to the findings. However, the descriptive approach guided this research to carefully analyze and interpret how Training and development impacts both worker performance and their overall productivity. This approach fits quite well because it allows a detailed look at the links between specific training programs and resulting performance (Creswell, 2014).

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This study was grounded in pragmatic philosophy, championing use of varied methods and diverse data to really get to grips with the issue (saunders, lewis & thornhill, 2019).

### 3.2 Research Strategy

This study employed descriptive, exploratory, and explanatory (Bryman, 2016). The descriptive component quantified the extent to which employees are included or excluded based on the given variables, while the exploratory aspect will investigate how leadership factors shape the selection process. According to Saunders et al. (2016), descriptive research is suitable when the aim is to provide a systematic description of phenomena, while exploratory research is useful for investigating complex relationships or processes that are not well understood.

It used a mixed-methods approach which integrated both qualitative and quantitative methods. This approach is justified by the need to capture both the measurable data (quantitative) related to training and development of employee outcomes, as well as the more subjective, nuanced insights (qualitative) from key informants.

### 3.3 Sampling Framework

The study was conducted at Kansanshi Copper Mine in Solwezi the North Western part of Zambia. The main subjects of the study were top management, executives and department heads, mid – level managers such as supervisors and team leaders. The information was drawn from both Male and Female employees within the mine.

### 3.4 Sample Size and Sampling Techniques

The research targeted employees from Kansanshi Copper Mine, this included top management, executives and department heads, mid – level managers such as supervisors and team leaders, and rank-and file employees including miners, technicians, and administrative support staff from all departments, guaranteeing a balanced cross-section of participants. Seventy-two (72) participants were selected through stratified sampling and ten (10) through purposive sampling for key informants.

### 3.5 Data Collection Techniques

The data collection techniques employed were mixed-methods study, both quantitative and qualitative to ensure a comprehensive understanding of the capacity building programs at the Mine and whether it brings about productivity.

Structured questionnaires were administered to Seventy-two (72) respondents selected from Kansanshi Copper Mine using stratified random sampling. The use of structured questionnaires ensures consistency in responses and facilitates statistical analysis of the data (Bryman, 2016).

Semi-structured interviews were conducted with ten (10) key informants, from the middle and senior management. These participants were selected purposively based on their roles and expertise at the Mine (Yin, 2018; Bryman, 2016).

### 3.6 Data Analysis Methods

The data analysis methods used for this study involved both quantitative and qualitative approaches, aligning

with the mixed-methods design. Each method was chosen to provide a comprehensive understanding of the factors influencing employee performance and productivity.

The Quantitative data, was collected through structured questionnaires, and analyzed using SPSS (Statistical Package for the Social Sciences). SPSS was preferred due to its user-friendly interface and robust statistical tools, which are well-suited for descriptive and inferential analysis. Descriptive statistics were used to summarize the data, including frequencies, percentages, means, and standard deviations, to provide an overview of the employees. Inferential statistics, such as correlation analysis, and regression analysis, were employed to examine the relationships between variables.

The Qualitative data, was derived from semi-structured interviews and case studies, it was analyzed using thematic analysis. This method involved identifying, organizing, and interpreting recurring patterns or themes within the data, providing insights into leadership involvement, business environment, and perceptions of fairness in the (Braun & Clarke, 2016). The analysis was conducted manually rather than using software like Vivo. Manual analysis was preferred due to the manageable size of qualitative data (10 interviews) and its ability to allow direct engagement with the data, ensuring a nuanced understanding of the context.

### 3.7 Credibility and Trustworthiness Considerations

Creswell (2018) emphasizes that mixed methods provide a more complete understanding of complex research problems by combining numerical data with personal experiences and narratives. Given the nature of the study, this seeks to assess training and development on Employee Performance and Productivity. The mixed-methods approach ensured comprehensive data collection and analysis (Creswell, 2018; Saunders et al., 2016). This approach ensures that the data is reliable and credible.

## 4. Research Findings and Discussions

It was noted by the majority of the respondents that they are challenges that have affected training implementation, it was highlighted that they were limited resources for training initiatives, the attitude of the employees was rigid with resistance to change, it was mentioned that they is limited support from the supervisors in terms of coaching and mentoring.

While the study highlighted that training initiatives have the potential to enhance employee performance and productivity at Kansanshi Copper Mines. Most of the responses noted the relationship between training initiatives management and the need to strengthen training in order to engage more employees as it has the potential to boost employee performance. Training leads to fewer operational disruptions and enhances safety at work and employees feel more equipped to handle machinery.

In addition the empirical review highlights the following key variables; workshops, mentoring, job on training and technical skills enhancement enables performance and productivity. This is in alignment with the results of this study; which strongly ascertain that training and development in particularly are key drivers of performance and productivity. Moreover, when it comes to education attainment it enhances ones competency, hence the need of coming up with capacity building trainings through a gender sensitive approach.

## 5. Conclusions and Recommendations

### 5.1 Conclusions

Training and development are very essential to any organization; it is a bed rock that enables the effective running of any entity. It has the potential to increase both individual and organizational effectiveness and ultimately hence technical skills. While development is associated with the advancement of longer-term organization and personnel goals, training may be seen as tied to immediate changes in organizational performance through skills development training initiatives that are timely and cost effective.

The objective of this study was to investigate the Impact of Training and Development on Employee Performance and Productivity at Kansanshi Copper Mine. While training and development are important in skills enhancement, they seem to be many gaps in making it a reality especially in the mining sector

In a study by Christiana et al. (2021) it highlighted that inefficiency and low production are caused by a lack of knowledge, skills, and talents, often as a result of a lack of organizations to offer up-skilling. It's against this background that technical skills enhancement is essential especially at the mine sectors. Employee attitudes, capacities, and skills for present and future occupations are influenced by training initiatives.

It is evident that there is a strong relationship between training and employee performance as outlined by the findings from this study. Additionally, it has been noted that the weak links between Training and the rate of productivity in some instances: There is limited research showing how specific training leads to real changes in how well workers do their jobs and how productive they are even through knowledge sharing.

The mining industry continues to face numerous challenges that have affected the implementation of capacity building training on employee who often lack adequate knowledge and skill. However, this study and a few other studies that were carried out by other researchers previously have established key challenges; lack of adequate funding for training initiative, resistance to change on the current trends has been a major challenge, in some instances lack of support from management as well as some staff lack of adequate capacity building programs, poor communication and weak information systems.

The study suggests that there is little information on training and development programs targeting the mines on Training, Safety, and Output: This study aims to fill these gaps by looking at Kansanshi Copper Mine and using data to understand how training affects worker performance and productivity.

This study tried to understand the underlying external factors training and development. The results suggest that capacity building enhancement are essential to performance and productivity however it continues to poses numerous setbacks especially in the mining sector. This is due to the nature of the excessive work load, long hours of work and miss placed priorities that hinders the employees to acquire more skills.

The empirical evidence in this investigation supports the notion that training and development can enhance performance and productivity among employees at Kansanshi Copper Mine, it has the potential of safe guarding the organization interests.

### 5.2 Recommendations

According to the literature that has been documented the following are the key recommendation to enhance technical skills of employees that will improve performance and productivity at Kansanshi Copper Mine. However, worldwide training is widely recognized as a key aspect to human resource development. It has the

potential to enrich employees with adequate skill as well as motivate individuals to even work better in this changing environment.

### Short Term Recommendations

- i. Capacity building training programs for mining staff is very paramount as they can help in the best practices and improved internal systems.
- ii. Increase resource availability, equipment and adequate facilities to guarantee useful learning and to promote a learning culture.
- iii. Utilize tools like Kirk Patrick's four-level assessment to continuously monitor training influence and adjust to the current trends.

### Long Term Recommendations

- i. The mines in particular should normalize mentorship plans by pairing less experienced employee with experienced staff to enhance productivity.
- ii. Training initiatives must have regular reviews so that they remain effective, peer assessments are important in ensuring accountability and transparency.
- iii. Link training involvement with promotion opportunities and career enhancement plans to increase worker motivation and retention rates.

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