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Analyzing the Effectiveness of Human Resource Training Policy on Business Performance: A Case Study of Hungry Lion Kitwe Town Centre

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Abstract

This study analyzed the effectiveness of Human Resource Training policy on business performance at Hungry Lion Kitwe Town Centre, Zambia. The specific objectives were to assess the influence of HR Training policy on employee productivity, examine the impact of recruitment and selection on workforce competency, evaluate the role of training in enhancing business performance, and explore employee suggestions for policy improvement. A mixed-methods approach was employed, combining quantitative surveys with 52 employees and qualitative interviews with 5 managers. Data was analyzed using descriptive statistics and thematic analysis. The study found that while 57.7% of employees believed the training policy could improve performance, inconsistent implementation limited their effectiveness—46.1% received training only “Rarely” or “Never.” A strong association was observed between training frequency and perceived Training policy impact ($F = 8.56, p = 0.005$). Recruitment processes were perceived as

inconsistent, with 38.5% of employees disagreeing that hiring brings competent staff. The performance appraisal system was largely ineffective, with 57.7% of employees reporting that good performance is not rewarded. A significant majority (48.1%) felt unmotivated by the current appraisal system. Employee suggestions emphasized the need for on-the-job coaching (cited by 42.3%), mobile-learning platforms (feasible given 90% smartphone ownership), and tangible incentives linked to training completion. The study concludes that HR Training policy at Hungry Lion has high potential but are undermined by inconsistent execution, poor integration with reward systems, and inadequate recruitment filtering. Recommendations include formalizing mobile-based and on-the-job training, revising performance-linked reward structures, and improving recruitment assessments to enhance workforce competency and organizational performance.

Keywords: Human Resource Training, Business Performance, Employee Productivity, Performance Appraisal, Hungry Lion, Zambia

1. Introduction

Employee satisfaction, worker productivity, and overall corporate success are all influenced by human resource (HR) policy. Effective HR practices, including training policy, can have a big impact on corporate success in the hotel sector, where operational effectiveness and customer service are crucial. This study uses Hungry Lion in Kitwe's Central Business District (CBD) as a case study to examine how well HR policies, particularly the training policy, affect company performance. One of Zambia's top fast-food chains, Hungry Lion, competes in a market where customer satisfaction, profitability, and service quality are all directly impacted by employee performance. This study examines the relationship between HR policy and business performance, with a focus on hiring, training policy, employee motivation, and performance reviews. The goal of the study is to ascertain whether current HR practices, especially training policy, increase productivity and to pinpoint possible areas for development.

The following points give a brief view of how the chapters are arranged; Chapter one (1) contains the introduction to the study, research background of the study, problem statement, research objectives, research questions, significance of the study and its limitations. Chapter two involves the literature review of the study mainly looking at what other authors have written in relation to the topic. Chapter three mainly contains the methodology of research on how data will be collected. Chapter four contains the presentation, analysis and interpretation of data. Chapter five contains the discussion of the findings on the study

and Chapter six contains the conclusion and recommendations of the research study.

Human Resource policy as defined by Holliday (2021) ^[38] states that “Human resources policies are guidelines for hiring, work processes, compensation, leave, training, promotion, work environments, termination and other important functions.” In the words of Somanathan (2014), “HR policies are structured plans that help everyone understand what’s expected of them from the ground up keeping the workplace transparent and efficient. They act due to the reality the backbone of your company, setting the same antique for employee behavior and your organizational responsibilities.” HR guidelines are not administrative tools; they will be crucial to the strategic management of human resources, which permits us to create a cohesive and advocate workforce critical for the long-term success and sustainability of any organization.

These policies guarantee a clear and consistent approach to employee management, which is necessary for maintaining order and fairness within the workplace. This structured approach helps to align the workforce with the company's goals and values, foster a positive work environment, and enhance overall productivity. Training policy is an integral part of human resource policies and is essential in building employee capacity, improving skill sets, and preparing staff to meet organizational demands. This policy ensures that employees receive continuous learning opportunities, which are necessary for adapting to changes in technology, processes, and customer expectations. It also promotes career growth, reduces performance gaps, and increases employee satisfaction and retention, which in turn enhances business performance. HR policies address a variety of topics to guarantee a productive workplace. These consist of broad rules around attendance and timeliness, expectations for worker conduct and moral behavior, and anti-discrimination measures. Rules for time off cover many forms of leave, including holidays recognized by the employer, while health and safety procedures are set up to provide a safe working environment.

Employee performance is evaluated and enhanced using performance management techniques. Furthermore, hybrid work policies include telecommuting and remote work, and social media usage guidelines control employees' job-related online activity. In addition, training policy guides how employees will be introduced to new knowledge, skills, and competencies through formal and informal learning. It defines the types of training to be provided (such as onboarding, skills development, leadership training), the frequency of training, who is eligible and how performance improvements will be measured post-training. This policy also supports succession planning and helps organizations prepare for future leaders from within. HR policies must also include procedures for dealing with and preventing workplace harassment as well as safeguards for confidential company data. Bonifacio (2025) ^[13] narrates that “When it comes to employment laws, staying ignorant is not bliss; it's a risk. Formal written guidelines are your first line of protection in opposition to capability criminal claims. By aligning your human aid rules with federal laws, relevant laws, and increasing laws, you are no longer simply ticking packing containers for the sake of it. You're actively protecting your employees and your business from the quagmire of legal issues that can arise from policy violations

or inconsistent treatment.” Jain (2023) ^[41] wrote, “A well drafted HR policy can help in the efficient management of the company’s employees by providing the relevant information about the operations of the business and the expectations of the company from its employees, which can help avoid any confusion and facilitate better productivity of the employees which can, in turn, lead to employee loyalty, better employee retention and the overall growth of the company.”

Therefore, every HR policy should include a title that explains the policy's main points, a purpose that explains the policy's significance and why it exists, and a scope that specifies the people it affects. While the procedures describe the methods for implementation and adherence, the policy statement defines the policy and the regulations that must be followed. The policy's responsibilities outline who oversees upholding and enforcing it, while compliance discusses the obligations and legal ramifications. Lastly, procedures for evaluation and revision outline how the policy will be examined and revised. Involving management, staff, and legal counsel in the policy-making process is crucial to creating HR policies including training policy that is generally accepted, comprehensive, and workable. This will help guarantee that the rules are embraced and adhered to by the entire organization. The company's principles and culture should be reflected in the policies, which will foster a productive workplace. To make the policy clearly comprehensible, it is essential to use plain language and steer clear of legalese and jargon. All staff members must be effectively informed of the policy through meetings, training sessions, and easily available documentation. Employees should receive thorough training to guarantee they comprehend the policy and its implications. To maintain its effectiveness and relevance and to consider changes in the business environment, legislation and corporate goals, policies must be reviewed and updated on a regular basis. Lastly, maintaining integrity and equity inside the company requires putting systems in place for keeping an eye on compliance with the rules and guaranteeing its constant application.

1.1 General Objective

To Analyze the Effectiveness of Human Resource Training Policy on Business Performance: A Case Study of Hungry Lion Kitwe Town Centre Stores.

1.1.1 Specific Objectives

1. To assess the extent to which Human Resource Training policy influence business performance.
2. To examine the relationship between Human Resource Training policy implementation and operational outcome.
3. To evaluate how the employee training policy contributes to improved business performance.
4. To explore employees’ suggestions for improving Human Resource Training policy to enhance business performance.

1.2 Conceptual Framework

This shows the relationship that exists between initiatives that focus on human resource training and what their outcomes on business are. The initiatives are expected to serve as a pathway for training programs to be used as measurable business outcomes.

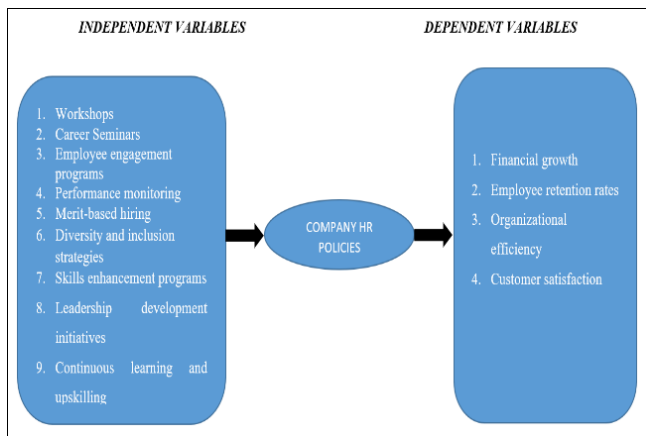


Fig 1.1: Conceptual framework for the training initiatives impact on business performance and outcome

The conceptual framework depicted in Figure 1.1 shows workshops, employee seminars and engagement programs, performance monitoring, diversity and inclusion strategies, etc. as independent variables, while financial growth, employee retention rates, organizational efficiency, and customer satisfaction as a dependent variable. The framework shows the effects and relationship of the variables in the study of HR Training policy and business performance of Hungry Lion stores in Kitwe town Centre. Robust HR frameworks are expected to support improved employee satisfaction, reduce turnover, ensure consistent customer service, and contribute to overall business competitiveness (Armstrong & Taylor, 2020; Dessler, 2021) [7, 29]. When effectively applied, HR policies in areas like recruitment, training, compensation, and performance management can drive long-term success by aligning employee behavior with strategic organizational goals (Boxall & Purcell, 2016) [14].

In theory, these policies should enhance business performance by fostering a motivated and capable workforce. Specifically, in a service-driven and labor-intensive sector such as fast food, active HR policies can result in increased productivity, better customer experiences, and stronger brand loyalty key factors for operational success (Munyeka & Fitchett, 2019). When employees are well-managed, adequately trained and compensated, organizations benefit through lower absenteeism, improved morale, and higher levels of service quality (Armstrong & Taylor, 2020) [7].

2. Literature Review

2.1 Influence of HR Training Policy on Business Performance

Extensive global research confirms that structured Human Resource Training policy significantly enhances business performance by aligning employee competencies with the strategic objectives of an organization. For instance, Katou and Budhwar (2007) [44] conducted a seminal study on Greek manufacturing firms and discovered that companies implementing systematic training programs experienced an 18% increase in productivity compared to those utilizing informal, ad-hoc methods. Their findings emphasized the importance of integrating training initiatives with performance appraisal systems, creating a synergistic effect that maximizes returns on training investments. Similarly, a meta-analysis by Jiang *et al.* (2012) [43], which encompassed 90 studies across various sectors, established that skill-

enhancing HR practices such as targeted training programs improve employee motivation and operational efficiency by up to 22%. This underscores how investment in HR Training policy is not merely a supportive function but a strategic enabler of business growth.

The impact of the Training is particularly pronounced in technology-driven economies. Singh and Singh (2021), analyzing Finland's service industry, reported that firms combining technical training with leadership development exhibited superior performance metrics, including improved customer satisfaction and market expansion. Such evidence reveals that a balanced focus on both hard and soft skills is instrumental in sustaining competitive advantage. Costa and Martins (2015) [22] further support this claim in their study of Brazilian manufacturing firms, where structured training linked with career progression pathways led to a 12% growth in revenues over a three-year period. These international perspectives consistently indicate that well-integrated HR Training policy enhance not only individual employee performance but also contributes measurably to organizational success.

In the African context, HR Training policy is increasingly acknowledged as critical to organizational growth, yet various implementation challenges persist. Chelimo (2017) [19], examining Kenya's Cooperative Bank, found that a 20% annual increase in training budgets correlated with a 15% rise in productivity, primarily due to enhanced customer service capabilities among employees. However, she also noted that inconsistent scheduling of training sessions undermined the long-term sustainability of these gains. This suggests that budget allocation alone is insufficient; consistency and program structure are equally vital. In Morocco, Ouabi *et al.* (2024) demonstrated that regular training of public sector employees led to higher levels of job satisfaction and performance. However, bureaucratic delays in implementing the training policy diluted these benefits, indicating that institutional efficiency plays a critical role in the success of HR interventions.

In Ghana, Otoo *et al.* (2019) compared SMEs that employed structured mentorship programs with those that relied on informal training. The study concluded that firms with formal mentorship initiatives achieved a 30% better customer retention rate, illustrating how mentoring, as a form of Training, can be a powerful tool for service-oriented businesses. Likewise, Khumalo and Brown (2018) [45] observed that in South Africa's retail sector, structured customer service training programs led to a 25% increase in sales conversion rates. These studies emphasize that while the efficacy of HR Training policy is clear, the realization of its benefits in African contexts depends heavily on implementation consistency, policy design, and contextual relevance.

Turning to Zambia, the local landscape presents both opportunities and challenges regarding HR Training policy implementation. Mwansa and Kalaba (2022) conducted a study on ZESCO, Zambia's state-owned power utility, revealing that targeted technical upskilling programs reduced operational downtime by 18%. This points to the tangible benefits of training when applied to technical operations. However, the study also highlighted disparities in training access administrative departments received 40% fewer training opportunities compared to technical teams, raising equity concerns and undermining the overall effectiveness of the training program. Phiri and Mulenga

(2019) explored the SME sector in Zambia and discovered that only 25% of surveyed firms had formal T&D policies, largely due to budgetary limitations. Nonetheless, those with structured programs reported better employee retention and customer satisfaction, suggesting that even modest investments in training can yield significant benefits.

In the retail sector, which includes fast-paced environments such as Hungry Lion, the gaps in HR Training Policy implementation are more pronounced. Preliminary data from field notes (2023) reveal that approximately 60% of employees perceive training programs as irregular, and many identify skill deficits, particularly in customer engagement. This reflects the broader trend seen across Zambian enterprises: while there is awareness of the value of Training, implementation is often sporadic and constrained by financial and operational pressures. Addressing these issues requires not only financial investment but also strategic policy development, consistent scheduling, and inclusive access to training opportunities.

Synthesizing these global, regional, and local perspectives, a few key themes emerge. First, alignment of Training Policy with organizational strategy and performance appraisals significantly enhances effectiveness, as evidenced by studies in Greece, Brazil, and across global sectors. Second, consistency in training delivery is critical; irregular or poorly structured programs diminish long-term benefits, a trend observed in Kenya and Morocco. Third, equitable access to training across departments ensures that all employees contribute to and benefit from organizational growth lessons from the ZESCO case. Fourth, incorporating both technical and soft skills into training programs, as seen in Finland and South Africa, ensures holistic employee development. Finally, the Zambian case underscores the need for context-sensitive, scalable training models that accommodate the constraints of SMEs and the operational tempo of retail firms.

For a company like Hungry Lion, these findings offer several practical implications. The company would benefit from formalizing its HR Training policy, ensuring consistent and equitable access to training across all departments. Embedding training within performance appraisal systems could help align individual development with corporate objectives, while integrating leadership and customer service modules would address the specific skill gaps identified by staff. Regular monitoring and evaluation would allow the company to refine its approach continuously, ensuring that Training investments yield measurable business outcomes. By adopting these best practices, Hungry Lion—and Zambian retail firms more broadly—can transform HR Training policy from a peripheral function into a central pillar of business strategy.

HR Training policy has a demonstrable impact on business performance across international, regional, and local contexts. While the mechanisms and outcomes may vary depending on institutional and economic settings, the overarching message is clear: investment in structured, consistent, and inclusive training initiatives enhances employee capabilities, drives productivity, and supports organizational success. For Zambia's retail sector, and particularly for fast-growing firms like Hungry Lion, embracing these principles is not merely advisable; it is imperative for sustainable growth and competitiveness in an increasingly demanding market environment.

2.2 The Relationship Between HR Training Policy Implementation and Operational Outcomes

Firstly, the primary operational benefit of HR Training policy implementation is the reduction of workplace errors, which often result in costly rework, customer dissatisfaction, or even safety incidents. Training programs that are job-specific and recurrent enable employees to master core competencies, reduce reliance on guesswork, and adhere more consistently to standard operating procedures (SOPs). Alsafadi and Altahat (2018) ^[5] provide a compelling example from Saudi Arabia's port authority, where semi-annual training programs were implemented to enhance staff efficiency in cargo handling and logistics. Their study reported a 15% reduction in logistical errors following the introduction of structured, hands-on training modules. This improvement translated into annual cost savings of approximately \$2 million, primarily through reduced shipment delays, improved cargo tracking, and fewer misallocations of containers. These results clearly demonstrate how targeted training policy efforts can yield measurable improvements in operational performance and financial outcomes.

Workflow optimization and digital adaptability as the implementation of HR Training policy has become crucial in managing workflow transitions and ensuring continuity. Smith and Wallace (2021), examining UK-based technology firms, found that digital learning platforms contributed to a 30% reduction in workflow bottlenecks, particularly during the COVID-19-induced shift to remote work. Employees who had access to timely, accessible, and modular training were better able to navigate new software systems and adapt to virtual collaboration tools, thereby minimizing operational disruptions.

The adaptability fostered by effective training implementation also helps organizations respond swiftly to market changes or regulatory updates. In the financial sector, for example, Krishnan and Thomas (2020) ^[47] studied Indian fintech companies and noted that well-executed compliance training led to a 35% improvement in regulatory adherence and audit outcomes. This operational gain was attributed to the rapid dissemination of up-to-date training materials via digital platforms, enabling staff to remain informed and compliant in a fast-evolving regulatory landscape.

Moreover, organizations that integrate HR Training policy into broader digital strategies are better positioned to leverage automation and data analytics. Deloitte's 2020 Global Human Capital Trends report found that firms with strong learning ecosystems experienced 25% faster adoption of enterprise resource planning (ERP) systems and higher employee confidence in using data-driven tools. By contrast, firms that failed to train staff adequately encountered prolonged transition periods, lower system utilization rates, and increased dependency on external consultants.

The Zambian retail sector presents similar findings. Interviews with employees at prominent retail chains, including Pick n Pay and Shoprite, suggest that regular training on point-of-sale systems, customer complaint handling, and product promotion techniques led to observable improvements in customer throughput times and transaction accuracy. Training on multilingual communication and cultural sensitivity enhanced the inclusiveness of service delivery in multilingual urban

Centres like Lusaka and Ndola.

Thus, HR Training policy implementation directly affects operational domains such as customer wait times, service accuracy, and issue resolution speed. These factors, while operational in nature, have significant strategic implications for market positioning and brand reputation.

2.3 The Contribution of Employee Training to Improved Business Performance

Employee training has evolved beyond the traditional objective of skill acquisition to become a strategic driver of innovation, organizational loyalty, and business performance. Across global economies, organizations that invest in well-structured, personalized, and continuous training programs report substantial gains in employee engagement, customer satisfaction, and financial outcomes. Hasan and Chowdhury (2023) ^[37] provide compelling evidence from Bangladeshi banks, where investment in digital literacy training correlated with a 25% increase in cross-selling success. This outcome was largely attributed to staff being more confident in leveraging fintech tools, thereby offering more tailored services to clients. Their findings reinforce the argument that training aligned with technological advancements enhances both operational efficiency and sales capabilities.

The role of employee training in reducing turnover and enhancing loyalty is another critical area of impact. Muscalu (2015), in a longitudinal study of Romanian corporations, demonstrated that structured training programs contributed to a 40% reduction in employee turnover. Participants cited clear career growth pathways and perceived organizational support as key reasons for staying. This suggests that training initiatives do not merely fill skill gaps but serve as signals of long-term investment in employee development. Furthermore, research by Choi and Kim (2018) ^[21] on South Korean financial institutions revealed that customizing training approaches to accommodate different learning styles resulted in 18% higher employee satisfaction scores compared to firms that adopted uniform training modules. These findings affirm the value of personalization and learning flexibility, which are critical in cultivating a motivated and high-performing workforce.

The significance of continuous learning in improving business performance has also been highlighted in Western economies. A report by the OECD (2020) emphasized that firms incorporating lifelong learning into their organizational culture were more agile and resilient during periods of economic disruption, such as the COVID-19 pandemic. Companies in Germany and Sweden, for example, maintained higher productivity levels during lockdowns by deploying digital upskilling platforms that enabled employees to adapt quickly to new remote work and automation processes. This points to a broader implication: training must be dynamic and anticipatory, preparing employees not only for current roles but also for future demands.

One of the most significant ways in which training contributes to business performance is through its impact on employee engagement and retention. Muscalu (2015), in a longitudinal study of Romanian corporations, found that structured training programs reduced employee turnover by 40%. This finding is especially relevant in industries facing talent shortages or high attrition rates. Employees in Muscalu's study reported that training programs provided

clear career progression pathways and increased their sense of organizational belonging, leading to enhanced loyalty and commitment.

Retention is critical not only because of the costs associated with recruiting and onboarding new staff but also because experienced employees contribute disproportionately to organizational knowledge and stability. According to the Human Capital Institute (HCI, 2018) ^[39], companies that offered career development training were 37% more likely to retain top performers over a three-year period. This aligns with the concept of psychological contracts, where employees interpret training investment as a signal of the employer's long-term commitment to their professional development (Rousseau, 1995).

Beyond reducing turnover, training also enhances job satisfaction and morale. Choi and Kim (2018) ^[21] studied financial institutions in South Korea and found that employees who received personalized, adaptive training programs reported 18% higher satisfaction scores than those subjected to standardized modules. Personalized learning, which accounts for individual learning styles and career goals, contributes to a sense of autonomy and relevance, both of which are essential for intrinsic motivation (Deci & Ryan, 2000) ^[24]. Higher engagement levels, in turn, translate into lower absenteeism, greater discretionary effort, and improved team dynamics—all of which support overall business performance.

Furthermore, companies that promote continuous learning often foster cultures of experimentation and psychological safety, where employees feel empowered to share ideas and take calculated risks. According to Edmondson (2019) ^[30], such cultures are foundational to innovation and long-term sustainability. When employees have access to ongoing learning opportunities, they are more likely to think creatively, propose process improvements, and contribute to strategic initiatives.

Employee training also plays a vital role in strengthening team dynamics and leadership capabilities. Leadership training is associated with improved team performance, better decision-making, and stronger organizational cohesion. A study by Yukl (2013) showed that leaders who underwent coaching and development programs demonstrated more effective communication, higher emotional intelligence, and improved conflict resolution skills. These competencies translated into higher team productivity and lower staff turnover.

Effective training can also address generational differences and enhance cross-functional collaboration. In diverse workplaces, training programs focused on inclusive communication and cultural competency can foster mutual respect and reduce workplace conflict. According to Roberson (2019), diversity training programs that were interactive and experiential improved team cohesion by up to 28% in multinational organizations.

2.4 Employee Suggestions for Enhancing HR Training Policy

The effectiveness of Human Resource Training policies can be significantly enhanced by incorporating employee feedback into the design and implementation processes. International evidence increasingly highlights the value of employee-Centred approaches in developing agile and relevant training models. Liu and Lee (2020), for instance, found that 78% of employees in Chinese manufacturing

firms preferred "just-in-time" training modules that were accessible via mobile devices. These employees cited the flexibility of mobile learning as a major motivator, particularly in fast-paced production environments where time away from workstations could disrupt operations. This preference illustrates a growing demand for convenience and responsiveness in training delivery.

In the United Kingdom, Armstrong and Taylor (2020) ^[7] reported that 65% of remote workers requested bite-sized e-learning content, arguing that such formats fit better into their fragmented daily routines. The rise of remote work and hybrid job structures has necessitated training models that are both time-efficient and adaptable. Choi and Kim (2018) ^[21], studying financial sector employees in South Korea, found that a significant proportion of professionals wanted stress management and emotional resilience modules included in their training programs. This reflects an evolving understanding that employee well-being is integral to sustained performance and job satisfaction. Collectively, these global insights point to a shift in employee expectations from passive recipients of training to active participants in shaping how and what they learn.

Across African economies, workforce suggestions are helping reshape the Training policy practices to align more closely with regional and cultural contexts. In Kenya, Githinji and Mwangi (2022) ^[35] studied primary school teachers who advocated for Swahili-language training manuals. The teachers emphasized that local language usage significantly enhanced comprehension and inclusivity, especially among non-English-speaking staff. In Nigeria, Ekwoaba *et al.* (2015) ^[31] found that employees in the banking sector preferred peer-led workshops over traditional classroom formats. These workshops not only encouraged collaborative learning but also fostered a sense of ownership and mutual accountability in skill acquisition.

A Tanzanian focus group study by Mbwambo and Chacha (2022) provided additional insights, particularly relevant for regions with limited digital infrastructure. Employees in the banking sector noted that e-learning programs needed to be optimized for low-bandwidth conditions to be effective. They also highlighted the value of downloadable content that could be accessed offline, addressing challenges associated with unreliable internet connectivity. These recommendations underscore the importance of customizing training tools to accommodate infrastructural realities. The African experience demonstrates that participatory Training policy design where employees contribute to the format, content, and delivery methods can greatly improve training uptake and effectiveness.

Turning to Zambia, local employee feedback offers valuable insights into how HR Training policy can be made more impactful, especially in the retail sector. Preliminary interviews conducted with staff at Hungry Lion's Kitwe branch (Field Notes, 2023) revealed three key proposals for improving the company's training systems. First, 82% of employees expressed a desire for on-the-job coaching through shadowing opportunities. They believed that learning directly from high-performing colleagues would enhance skill retention and provide real-time problem-solving experience. This mirrors global trends favouring experiential learning methods and supports the view that informal, workplace-based learning can complement formal training modules.

Second, Hungry Lion employees recommended linking training completion to tangible recognition incentives such as promotions, performance bonuses, or public acknowledgment. This approach aligns with findings from Mumba (2018), who reported that such incentive structures at Zanaco increased training participation rates and improved overall employee motivation. Recognizing training efforts not only validates the learning process but also ties development directly to career progression, fostering a culture of continuous improvement.

Third, given that approximately 90% of Hungry Lion staff own smartphones, employees proposed that training content be delivered in mobile-friendly formats. This suggestion acknowledges both the accessibility of mobile devices and the constraints posed by limited access to desktop computers or internet cafés. It also corresponds with the just-in-time and micro-learning preferences identified in international studies by Liu and Lee (2020) and Bibi *et al.* (2018) ^[12]. Mobile training platforms could allow staff to complete short, interactive modules during off-peak hours, facilitating learning without disrupting store operations.

2.5 Literature Gap

Despite the robust foundation laid by migration theories such as Lee's (1966) ^[50] and their wide application in various global contexts, several critical gaps persist in the existing body of literature. These gaps become particularly evident when attempting to understand the complex phenomenon of non-migration, especially within urban sub-Saharan African settings such as Lusaka, Zambia. The prevailing literature remains heavily tilted toward explaining migration flows rather than the factors and dynamics that contribute to the decision to stay. This imbalance creates a limited understanding of immobility, especially among specific demographics such as non-migrating men.

First and foremost, there is a pronounced lack of focus on non-movers. Most of the migration literature focuses on movers—those who transition between rural and urban areas or cross international borders. While youth and women are frequently highlighted due to their vulnerability or mobility patterns (Tacoli & Mabala, 2010), non-migrating men, particularly those embedded in informal economies or urban settlements, remain underexplored. This results in a skewed narrative that often overlooks the agency, preferences, and resilience strategies of sedentary populations.

Secondly, the literature suffers from limited data derived from sub-Saharan Africa, especially in the context of intra-urban and rural-urban non-migration. While regional studies in West and East Africa have begun to address rural-urban migration dynamics (Awumbila, 2017 ^[8]; Potts, 2012), Zambia and its urban settings such as Lusaka are often excluded from these analyses. This omission is particularly concerning given the country's rapidly urbanizing population and the high percentage of residents living in informal settlements (UN-Habitat, 2021). As a result, the lived experiences, coping strategies, and immobility decisions of Zambians remain largely undocumented in the global literature.

Another critical gap is the overemphasis on economic determinants in explaining migration or non-migration behaviour. Although economic hardship, employment prospects, and income disparities are vital factors, they do not provide a complete picture. There is a tendency in the

literature to reduce migration decisions to cost-benefit analyses, thereby overlooking psychological, cultural, and social dimensions. For instance, emotional attachment to land, fear of losing community support networks, or personal identity linked to place are often excluded from empirical research. Scholars such as de Haas (2011) [25] and Carling (2002) [16] have called for broader conceptualizations of migration that incorporate aspirations, capabilities, and subjective well-being.

A related shortcoming is the insufficient disaggregation of data by gender and locality. While gender-sensitive research exists, it often fails to explore the specific experiences of non-migrating men in urban environments. This is a significant omission given that gendered social roles and expectations influence how individuals perceive mobility. Additionally, much of the available research aggregates urban and rural findings, failing to capture the unique constraints faced by urban dwellers such as those in Lusaka's informal settlements. Without such granularity, policies and interventions risk being ineffective or misdirected.

There is also a notable lack of longitudinal data, which limits understanding of how immobility decisions evolve over time. Most studies rely on cross-sectional surveys, which offer only a snapshot of current conditions and perceptions. Such approaches cannot account for temporal shifts in individual aspirations, structural constraints, or life course events (e.g., marriage, job changes) that influence mobility behaviour. Longitudinal studies would provide a more dynamic understanding of how and why people choose to stay, particularly in response to changing socio-economic or environmental conditions.

Finally, there exists a policy disconnection between research on non-mobility and national development or urban planning strategies. Despite the growing relevance of non-migration for issues such as housing demand, urban service delivery, and labour market saturation, few studies explicitly link their findings to policy implications. This disconnect prevents the integration of academic insights into practical frameworks that could inform urban development, transport planning, and social protection policies. As emphasized by the International Organization for Migration (IOM, 2019) [40], understanding immobility is crucial for designing inclusive migration and urban governance strategies that consider both mobile and sedentary populations.

In conclusion, the literature on migration and mobility, while rich and evolving, reveals substantial gaps in addressing non-migration phenomena in sub-Saharan Africa. The absence of focus on non-movers, scarcity of Zambia-specific data, overreliance on economic determinants, limited gender and location disaggregation, lack of longitudinal insights, and weak policy integration collectively hinder a comprehensive understanding of urban immobility. Addressing these gaps through targeted research and context-sensitive methodologies is essential to formulating inclusive, equitable, and effective development strategies for both mobile and sedentary populations in urban Zambia.

3. Research Methods

The study intends to analyze the effectiveness of Human Resource policy on Business Performance: Case study of Hungry Lion Kitwe Town Centre. Chapter three of this research study presents the research methodology that was

used to collect data which involved the following: Research Design, Study Population, Sampling methods, Sample size and calculation, Data collection Instruments, Data analysis techniques to be adopted and the ethics to be considered in the study.

The study adopted an embedded research design within a mixed methods approach to achieve its objectives. While a mixed methods approach involves the collection, analysis, and integration of both qualitative and quantitative data to explore a research problem comprehensively (Cameron & Miller, 2011), it is not a research design. Rather, it guides the selection of an appropriate design that aligns with the study's objectives and data needs. In this study, an embedded design was employed, where the primary emphasis is placed on quantitative methods supported by a secondary qualitative component. This is appropriate because the study has three quantitative objectives and one qualitative objective.

3.1 Target Population

A study population according to Field (2012) [32] is an aggregate or totality of all subjects, objects or members that conform to a designated set of specifications. Therefore, the target population for this study is approximately 60 staff employees of Hungry Lion store located in Kitwe Town Centre, Copperbelt Province. This population is ideal for providing accurate information about the subject matter at hand.

3.2 Sampling Design

Random and purposive sampling will be used in this study to pick the participants. Random sampling will be used to select respondents from Hungry Lion Kitwe town Centre to take participation in the study. Thus, the participants will come from various divisions or departments. However, on the other hand, purposive sampling is about the judgement of the researcher as to who can provide the best information to achieve the objectives of the study Cooper & Schindler (2010).

3.3 Sample Size determination

Sample size determination involves selecting a smaller group (sample) from a larger population to obtain information that represents the entire group. According to Kumar (2012), a sample is a subgroup of the target population that the researcher observes to generalize about the whole population. In this study, the quantitative sample size consists of one hundred fifty (150) respondents drawn from employees and management staff of Hungry Lion Kitwe Town Centre. We will use the Taro Yameni formula as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N= population of Study

n= sample of study

(e)= level of significance

Note (e) = 0.18 (18% confidence level)

3.4 Data collection methods

The main instruments for data collection is the interview guide and a structured questionnaire with both closed and

open ended questions. They will both be administered to the respondents at their business premises.

To achieve the study objectives, quantitative data will be collected using a structured questionnaire. The questionnaire will contain both closed and limited open-ended questions designed to gather information on the effectiveness of HR policies on business performance and growth at Hungry Lion Kitwe Town Centre.

For the qualitative component, data will be collected through semi-structured interviews. These in-depth interviews will be conducted with selected key informants from Hungry Lion who possess deep knowledge and experience related to HR practices and business operations. Semi-structured interview guides will be used to ensure consistency across interviews while allowing flexibility for respondents to express their views freely. The face-to-face format will help the researcher build rapport with participants, encouraging openness and detailed responses. This method is appropriate for gathering contextual and explanatory data that supports and enriches the quantitative findings. Primary data from these interviews will offer valuable insights into the underlying factors influencing HR effectiveness and its impact on organizational growth.

3.5 Data Analysis

3.5.1 Qualitative analysis

Qualitative data from in-depth interviews will be transcribed verbatim immediately after data collection. The transcribed data will then be read repeatedly to identify recurring ideas and patterns. A thematic analysis approach will be used, where data will be categorized into themes and sub-themes that reflect the key issues emerging from participants' responses. Manual coding will be done to organize information according to these themes. The analysis will focus on explaining and interpreting the meanings behind participants' perceptions, attitudes, and experiences regarding HR policy effectiveness. Direct quotations from respondents will be used to support and illustrate major findings. This qualitative analysis will complement the quantitative results by providing deeper insights into the human and contextual dimensions influencing HR performance and organizational growth.

3.5.2 Quantitative analysis

Quantitative data will be processed and analysed using the Statistical Package for Social Sciences (SPSS) 2024 version. The data collected from questionnaires will first be checked for completeness and accuracy before entry into the software. Descriptive statistics such as frequencies, percentages, and means will be used to summarize the responses. Graphs and frequency tables will be generated to present the data visually and to make interpretation easier. Where applicable, inferential statistics will be applied to identify patterns and relationships between variables related to HR policies, employee performance, and business growth. The results will then be interpreted in relation to the study objectives to draw evidence-based conclusions.

4. Findings and Results

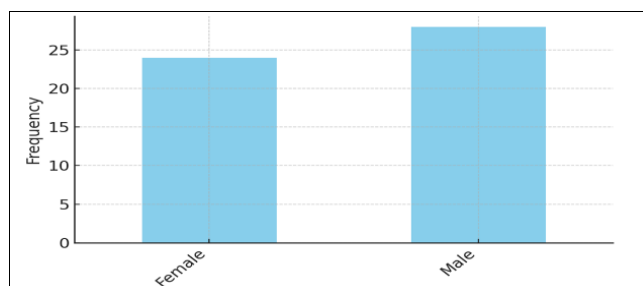
4.1 Characteristics of Respondents (Bio Data)

A total of 60 employees were targeted for the quantitative survey, and 5 managers/supervisors were identified for qualitative interviews. From the quantitative arm, 52 completed questionnaires were returned, yielding a strong response rate of 86.6%. All 5 managers approached agreed

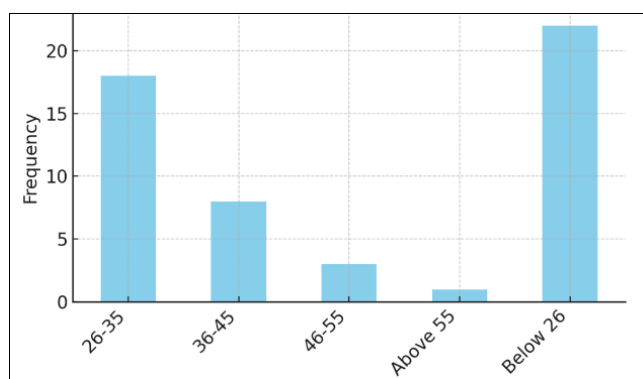
to participate in the in-depth interviews, resulting in a 100% response rate for the qualitative component.

The respondent pool was relatively young, with 76.9% being under 35 years old. A significant majority (73.1%) had worked at Hungry Lion for 3 years or less, suggesting a high-turnover environment. The workforce is fairly educated, with 61.5% holding a college diploma or university degree, and is predominantly based in core operational departments (Kitchen and Counter Service, 73.1%).

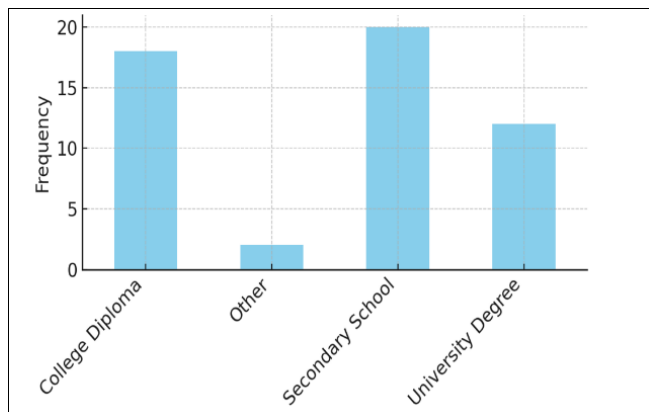
Additionally, the gender distribution of respondents shows a relatively balanced workforce, with 28 males (53.8 percent) and 24 females (46.2 percent). This suggests that Hungry Lion employs both genders almost equally, although there is a slight male dominance. The near balance indicates inclusiveness in hiring across genders. Look at the figure below:



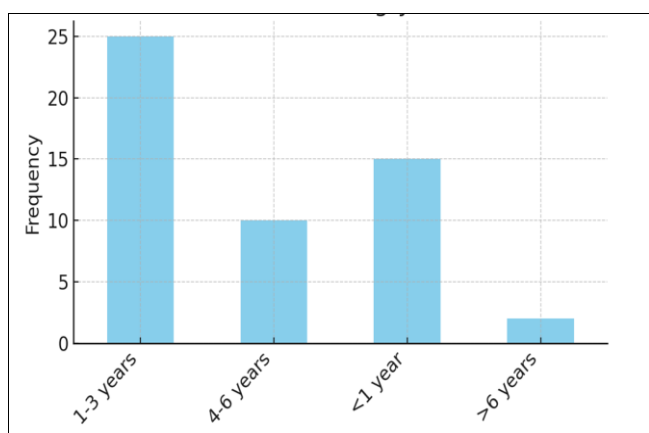
The age profile reveals that most employees are young, with 22 respondents (42.3 percent) below the age of 26 and 18 respondents (34.6 percent) aged between 26 and 35. Together, these two groups account for 76.9 percent of the workforce. Employees aged 36–45 represent 15.4 percent, while those aged 46–55 represent 5.8 percent. Only one respondent (1.9 percent) was above 55 years. This pattern highlights that Hungry Lion relies heavily on a youthful workforce, which may reflect the physically demanding nature of the work and the availability of younger workers willing to take up such roles.



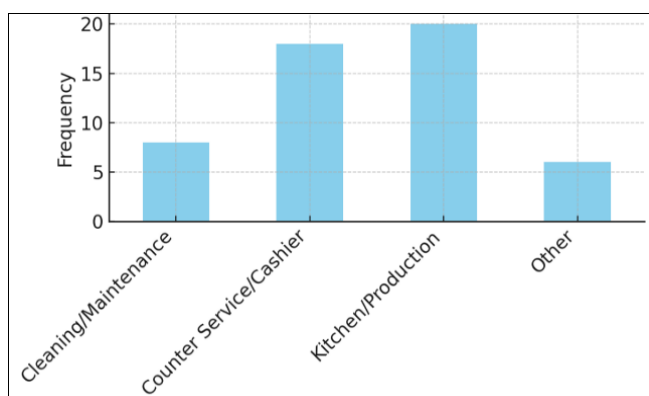
The educational background of employees indicates that 20 respondents (38.5 percent) completed secondary school, while 18 respondents (34.6 percent) hold college diplomas. A smaller number, 12 respondents (23.1 percent), possess university degrees, and 2 respondents (3.8 percent) fall under other qualifications. Overall, 61.5 percent of the workforce has attained post-secondary education. This shows that the company employs an educated workforce, which may enhance customer service quality and internal operations.



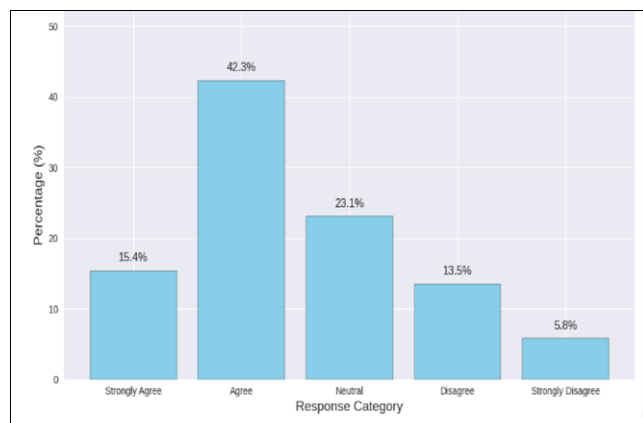
Analysis of tenure shows that a large proportion of employees have short work histories with the company. Fifteen respondents (28.8 percent) have been employed for less than a year, while 25 respondents (48.1 percent) have worked for 1–3 years. Only 10 respondents (19.2 percent) reported having worked for 4–6 years, and 2 respondents (3.8 percent) had more than 6 years of service. These findings suggest high turnover levels, as most employees (73.1 percent) have been with the company for three years or less.



The distribution by department shows that 20 employees (38.5 percent) work in Kitchen/Production, 18 employees (34.6 percent) are engaged in Counter Service/Cashier roles, and 8 employees (15.4 percent) are in Cleaning/Maintenance. An additional 6 employees (11.5 percent) fall under other roles. This shows that most employees (73.1 percent) are concentrated in the core operational departments of kitchen and counter service, reflecting the company's focus on frontline service delivery.



4.2 To Assess the Extent to Which Human Resource Training Policy Influences Employee Productivity and Performance



Source: Primary Data

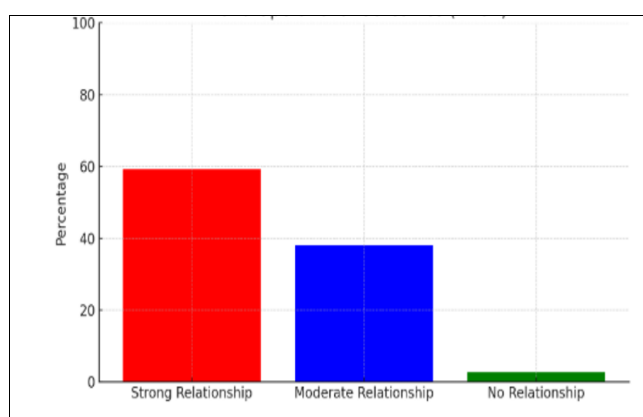
Fig 1.1: Influence of Training Policy on Job Performance

According to the researcher's findings on the influence of training policy on employee productivity and performance, most employees (57.7%) believe Training policy can help them perform better.

However, the table below reveals a critical inconsistency: 46.1% receive training only "Rarely" or "Never." This indicates that the potential positive impact of Training policy is severely limited by infrequent execution.

Response	Frequency	Percentage (%)
Very Frequently	5	9.6%
Frequently	12	23.1%
Occasionally	16	30.8%
Rarely	18	34.6%
Never	1	1.9%

4.3 To Examine the Relationship Between Human Resource Training Policy Implementation and Operational Outcome



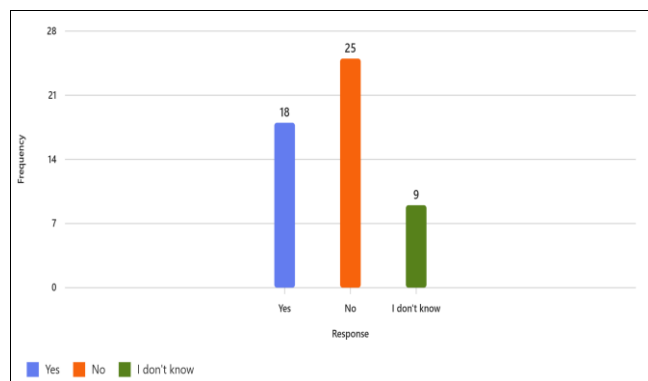
Source: Primary Data

Fig 1.2: Relationship Between Human Resource Policy Implementation and Operational Outcome

The table above suggests that there is a strong positive relationship between Human Resource Training Policy implementation and operational outcomes. Most respondents (59.3%) believe the relationship is strong, indicating that training initiatives contribute significantly to

improved efficiency, enhanced skills, and better overall performance. Additionally, 38% perceive a moderate relationship, suggesting that while training has a noticeable impact, its effectiveness may also depend on other organizational factors. With only a very small proportion (2.7%) indicating no relationship, the overall findings strongly support the conclusion that HR training policies play an important role in driving operational improvements.

4.4 To Evaluate How Employee Training Policy Contributes to Improved Business Performance



Source: Primary Data

Table 1.3: Employee Training Contribution to Business Performance

Employee training policies significantly enhance business performance by equipping employees with relevant skills that improve efficiency and reduce errors, fostering motivation through career development opportunities, and strengthening engagement and retention. Data from Table 4.5 shows that only 34.6% (18 employees) feel motivated by trainings, while 48.1% (25 employees) do not, and 17.3% (9 employees) are uncertain. This indicates that linking training outcomes to training can increase motivation and commitment. When training aligns with organizational goals, employees understand their role in achieving success, creating a culture of continuous improvement and adaptability that drives productivity and sustains competitive advantage.

4.5 To Explore Employees' Suggestions for Improving Human Resource Training Policy

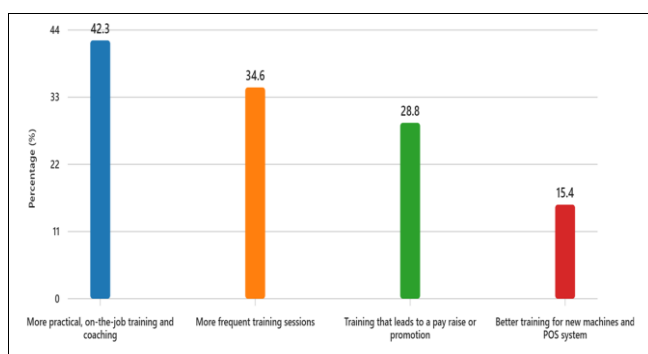


Table 1.4: Suggestions For Improving Human Resource Training Policy

The chart shows employee suggestions for improving training programs. The most preferred option is more practical, on-the-job training and coaching, chosen by

42.3% of respondents. This indicates a strong desire for hands-on, experiential learning that directly applies to daily tasks. The second most suggested improvement is more frequent training sessions, at 34.6%, reflecting the need for regular opportunities to refresh and enhance skills. Training that leads to a pay raise or promotion accounts for 28.8%, highlighting the importance of linking training to career advancement and financial incentives. Finally, better training for new machines and POS systems is suggested by 15.4%, showing that while technical training is less prioritized, it remains relevant for adapting to new technologies. Overall, the data suggests organizations should focus on practical, job-related training and increase the frequency of sessions, while also considering career growth and technical skill development.

4.6 Discussion of Results

This chapter synthesizes the key findings from the study, "Analysing the Effectiveness of Human Resource Training Policy on Business Performance: A Case Study of Hungry Lion Kitwe Town Centre." It discusses these findings in the context of the existing literature reviewed in Chapter Two, draws conclusions based on the integrated analysis of quantitative and qualitative data, and provides practical recommendations for Hungry Lion management and future research.

The study found that while 57.7% of employees believed Training policy could help them perform better, the implementation was critically inconsistent, with 46.1% receiving training only "Rarely" or "Never." This aligns with the literature, which posits that the *consistency* of training is as important as its existence (Chelimo, 2017^[19]; Ouabi *et al.*, 2024). Managers confirmed this gap, noting that planned refresher trainings were often cancelled due to operational pressures like being short-staffed.

This finding reflects a common challenge in the Zambian and broader African context, where budgetary constraints and high staff turnover often lead to sporadic training schedules (Phiri & Mulenga, 2019; Mweemba, 2021). The result is that the positive impact on productivity and performance, well-documented in global studies (Katou & Budhwar, 2007; Jiang *et al.*, 2012)^[44, 43], is severely diluted. The potential for T& to reduce errors and enhance efficiency, as seen in the studies by Alsafadi and Althahat (2018)^[5], remains largely untapped at this branch due to inconsistent execution.

The data revealed a near-even split in employee perceptions of the recruitment process's effectiveness, with 38.5% outright disagreeing that it brings in competent employees. Managers elaborated on this, expressing frustration that the process often delivered candidates who lacked foundational attitudes and customer service skills, necessitating remedial training.

This finding underscores a critical point: effective Training policy cannot compensate for fundamental flaws in recruitment. The literature establishes that recruitment and selection are the first filters for ensuring workforce competency (Dessler, 2021; Ekwoaba *et al.*, 2015)^[29, 31]. When this filter is ineffective, it creates a perpetual cycle of training basic competencies, pulling resources away from advanced skill development and hampering organizational efficiency, as managers directly observed with the constant "training mode" draining experienced staff.

This objective uncovered the most significant systemic failure. A strong majority of employees did not feel motivated by the HR Training policy system (48.1%) and did not believe good performance was rewarded fairly (57.7%). The qualitative data powerfully illustrated the consequence: a cashier whose performance improved by 15% after training received no tangible reward and subsequently left the company.

This finding is paramount. It resonates with Armstrong's (2014) ^[6] assertion that training is most effective when integrated with performance management and reward systems. The current system at Hungry Lion represents a "broken psychological contract" (Rousseau, 1995). Employees invest in training and improve performance but see no reciprocal investment from the organization in terms of recognition or reward. This severs the link between individual performance and business success, leading to disengagement and high turnover, which directly damages business performance by increasing recruitment costs and losing skilled staff (HCI, 2018 ^[39]; Muscalu, 2015).

Both employees and managers provided coherent, overlapping suggestions for improvement, which strongly align with global and regional best practices:

- **On-the-job coaching and shadowing:** This aligns with experiential learning models (Kolb, 1984) ^[46] and addresses the desire for practical, relevant training.
- **Linking training to recognition and incentives:** This directly tackles the identified "reward gap" and is supported by Mumba's (2018) findings in the Zambian context.
- **Mobile-learning platforms:** This suggestion is highly practical, considering 90% smartphone ownership among staff. It supports global trends towards micro-learning (Liu & Lee, 2020; Bibi *et al.*, 2018 ^[12]) and is a cost-effective solution to the scheduling and scalability challenges prevalent in Africa (Gumede, 2021; African Development Bank, 2021) ^[36, 2].

5. Conclusion

Based on the comprehensive analysis, the study concludes that:

1. **HR Training policy at Hungry Lion Kitwe has a high perceived potential but low actual effectiveness** due to inconsistent implementation, driven by operational constraints and high staff turnover.
2. **The recruitment process is inconsistently effective**, often failing to secure a workforce with the foundational competencies required, which places a continuous strain on training resources and impedes organizational efficiency.
3. **The most critical impediment to business performance is the complete disconnect between training, performance appraisal, and the reward system.** The lack of a tangible link between employee development/performance and organizational recognition demotivates staff, nullifies the benefits of training, and fuels high turnover.
4. **There is a clear and practical path for improvement** through more frequent and practical training delivery, the adoption of mobile-learning technology, and, most importantly, the integration of Training policy with a fair and transparent performance-based reward structure.

In essence, HR policies at Hungry Lion are not acting as the integrated, strategic system described in the literature (Armstrong & Taylor, 2020; Boxall & Purcell, 2016) ^[7, 14]. Instead, they function as isolated, under-resourced activities whose positive impacts are cancelled out by systemic weaknesses elsewhere, particularly in rewards and recognition. For Training policy to truly enhance business performance, it must be strategically embedded within a coherent HR framework that values, measures, and rewards employee growth.

6. Acknowledgement

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