
The Effect of Training and Development on Employee Attraction and Retention in the Gold Mining Sector in Zimbabwe

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Abstract

The purpose of this study is to establish the effect of training and development on employee attraction and retention in the mining sector in Zimbabwe. The mining industry in Zimbabwe has been extensively affected by the loss of key personnel in key areas such as engineering, metallurgy and geology among others. The loss of such vital employees in the mining sector has had a negative impact on output and consequently loss of the much-needed revenue to the Zimbabwean economy. It is against this background that there is need to establish the effect of training and development on employee attraction and retention in the mining sector. The quantitative method research was employed in this study. An interview guide was used to collect data during consultative meetings and semi-structured interview platforms. The purposive sampling technique was employed in this study. The main findings were poor employee motivation due to the failure to train and develop personnel but poor leadership style being employed, lack of employee ascension to higher levels within the organisation. This study recommends that managers in the Zimbabwe mining sector should strive to train their employees so that their skills remain current as well as developing employees in a bid to expose them to perform additional duties and assume positions of importance in the organisational hierarchy.

Keywords: Motivation, Job satisfaction, Training and development, Attraction, Retention

1. Introduction

The purpose of this study is to examine the effect of training and career development on employee attraction and retention in the Zimbabwean gold mineral sector. This study has been prompted by the realisation that the mining industry in Zimbabwe has the capability to kick start the economy but the vibrant sector has been marred low productivity levels due to the loss of skilled personnel. Consequently, this has resulted in low revenue being generated by the country (Chamber of Mines of Zimbabwe, 2018). The vast mineral resources that Zimbabwe has like chrome, gold, diamonds and platinum present immense bargaining power when it comes to trading with other countries. It is noteworthy that when employees are not effectively motivated productivity suffers as they do not see the need to commit themselves fully. Knowledge and skills development of employees are vital to the health of organisations. We live in an information age today, and organisations are routinely valued not just on their physical but on their intellectual capital. Training is one of the chief methods of maintaining

and improving intellectual capital, so the quality of an organisation's training affects its value (Sharma and Taneja, 2018). Thus, the greater the turbulence, the greater the need for strategic reflections and hyper awareness on the part of managers hence the training and development of personnel becomes paramount. It is of essence to note that untrained or poorly trained employees cost significantly more to support than well-trained employees do. Training affects employee retention and is a valuable commodity that, if viewed as an investment rather than as an expense, can produce high returns. Training is organisational effort aimed at helping employees to acquire the basic skills required for the efficient execution of the functions for which they are hired (Armstrong and Mitchell, 2019). Development, on the other hand, deals with activities undertaken to expose employees to perform additional duties and assume positions of importance in the organisational hierarchy. In the knowledge driven world of today, the pace of change is so fast that it even defies Moor's law. Even to stay at the same place, the organizations have to run fast. Strategic advantage to the organizations comes only from the core competences, which are developed by the individuals working in it. Such levels of excellence can be achieved only by investing in people (Ramesh, 2019). Investment must not confine to compensation only, but must entail the inputs aimed at updating the skills of the employees. Training is one such potion to cure the organizations of the sluggishness, which may creep in because of the organizational inertia. Largely, personnel department has been associated with procuring and hiring the human resources. But, after the newly appointed employees join the organization (Kossivi, Xu and Kalgora, 2016), it is necessary to impart training to them in order to make them competent for the jobs that they are supposed to handle. In modern industrial environment, the need for training of employees in the mining sector is widely recognized to keep the employees in touch with the new technological developments. Bragg (2018) assert that every company must have a systematic training programme for the growth and development of its employees. It may be noted that term 'training' is used in regard to teaching of specific skills, whereas the term 'development' denotes overall development of personality of the employees.

In light of the aforementioned, this study seeks to establish the effect of training and development on employee attraction and retention within the Zimbabwean gold mining sector. This study commences the introduction in section 1.0. The study proceeds to articulate the research problem in section 2.0. The purpose of the study in section 3.0. The research objectives are outlined in section 4.0. The research questions are developed and articulated in section 5.0. This is followed by the literature review section 6.0. Section 7.0 explains the research methodology while results are dealt with in section 8.0. Section 9.0 dwells on conclusions. The recommendations are outlined in section 10.0, and this is followed by the limitations in section 11.0. Lastly, further research in section 12.0.

2. Problem Statement

The loss of key employees in the gold mineral sector who wield critical skills has negatively affected productivity and revenue generation for the Zimbabwean economy (Chamber of Mines of Zimbabwe, 2017). Considering that mining organisations have failed to guard against the loss of key and talented workforce in Zimbabwe's mining industry, it is imperative to discover the effect of the training and development on employee attraction and retention

commitment at their organisations. The gold mineral sector has also of late been shaken by a number of challenges, chief among them being decreasing productivity and increasing labour turnover. It is also of essence to note that the number of accidents has been alarming at various mining companies (Chamber of Mines of Zimbabwe, 2018). It can however, be argued that continued restlessness among employees in the gold mining sector is affecting its operations. It is of essence to note that the attainment of the objectives of goal achievement while at the same time maintaining a happy workforce is proving to be arduous tasks for the company management. The adverse effects of high labour turnover due to lack of training and development have resulted in consequences such as diminished commitment by employees.

3. Purpose of the Study

The purpose of the study is to establish the effect of training and development on employee attraction and retention in the mining sector in Zimbabwe.

4. Research Objectives

The objectives of the study are:

- I. To investigate the relationship between training and development and job satisfaction amongst mine workers.
- II. To identify the benefits of training to employees and employers.

5. Research Questions

The study proposes to answer the following questions:

- I. What is the rationale and importance of training and development vis-à-vis job satisfaction?
- II. What are the benefits of training to employees and employers?

6. Literature Review

6.1 Overview of training and development

Vincent (2020) define training as the organised procedure by which people learn knowledge and or skills for a definite or particular purpose. Thus, training is a systematic and planned process to change the knowledge, skills and behaviour of employees in such a way that business objectives are achieved. Training can also be defined as the acquisition of skills for the purpose of an occupation or task (Chang and Teng, 2017). Therefore, knowledge and skills development are vital to the health of organisations. It can also be considered as the creation of learning opportunities though its focus is much more narrowly based than education or development and is job or task oriented (Armstrong, 2021). Thus, employee development is directed mainly at developing opportunities and making learning possible within a business. Development however ought to take place in the context of business objectives.

Bishop (2018) affirms that fostered by technological advances; training is essential for any human resource development exercise in organizations in the rapidly changing times of today. It is an essential, useful and productive activity for all human resources working in an organization, irrespective of the job positions that they hold. Personnel is considered an

essential part of an organisation's actual value and companies investing in their employees seem to perform best under conditions of organizational change. Therefore, training benefits both employers and the employees. The basic purpose of training is to develop skills and efficiency (Evans, Pucik and Barsoux, 2020). Every organization has to introduce systematic training programmes for its employees. This is because trained personnel are like valuable assets of an organization, who are responsible for its progress and stability. Training is important as it constitutes a vital part of managerial control. Most progressive organizations view expenditure on training as a profitable investment (Alghazo and Al-Anazi, 2016). Large organizations hire a large number of persons every year, who might not know how to perform their jobs. There are also certain types of jobs where no one can afford an untrained person. For instance, nobody would dream of allowing an untrained individual to work as a pilot or operate a lathe. Such raw hand persons must be trained properly so that they may contribute to the growth and well-being of the organization.

It is also critical to note that development is more concerned with changes in attitude, behaviour and employee potential than with immediate skill (Ho and Kuvaas, 2020). It relates more to career development than job development since it is a learning activity that concentrates on the future needs of an organisation (Brunetto and Beattie, 2020). Likewise, personnel development is an essential ingredient in creating a unique and valuable workforce in organisations. Mining companies in Zimbabwe which are facing an increased demand for skilled and experienced employees, may not expect newly recruited people to be able to take up jobs without intense company-level training. From a management perspective, particularly team-oriented training (value), firm specific training (uniqueness) (Armstrong, 2021), and in-house training (inimitability) can enhance the spectrum of employee deployment in the organisation. This view agrees with Bergström and Martínez (2016) who argues that it coincides with the dictates of the unitarist approach to labour relations, which seeks to integrate employer and employee interests, while at the same time maximizing employee involvement in and commitment to the organization. This again widens the spectrum of employee deployment in organisations. As Abzal Basha (2016) points out, by hiring and developing talented staff and synergising their contributions within the resource bundle of the firm, the human resources management may lay the basis for sustained competitive advantage. It is increasingly appreciated that depends on the success of their human resources.

The training and development of personnel should be viewed as an integral part of the strategy to integrate the organisation's human resources with the organisation's business strategy. Individuals, groups, departments, units and organisations must constantly engage in learning in order to remain competitive in an increasingly volatile business environment (Ramesh, 2019). Fundamentally, gains in efficiency, quality and customer satisfaction arise from employee skills. Furthermore, integrating the human resource strategy with the business strategy through training and development raises the prospect of gaining such efficiency, quality and customer satisfaction. Bishop (2018) observes that workers of tomorrow would be responsible for continually upgrading their skills on their own initiative. The challenge for mining companies in Zimbabwe is to use both on the job and off the job training approaches, strategies and methods to help their employees upgrade their skills continuously in order to meet the challenge of the market place. The market place is now constantly subjected to intense

pressures arising from sometimes radical technological (Abogsesa and Kaushik, 2018), economic and social changes sweeping across the world.

It is important for the managers in the company to have an in-depth understanding of their employees, especially regarding employees' training and development needs (Lukic and Vracar, 2018). Thus, managers should derive deficiency gaps from the performance management system. It is imperative for managers of mining firms to guard against inaccurate assumptions of what they think their employees short- and long-term training needs are (Dalal and Hulin, 2018). A scenario where there is no incorporation of employee concerns or preferences is a threat to the human resources approach which advocates a balance between organisational objectives and employee objectives, which may result in organisational ineffectiveness. It is crucial for management to design a flexible organisational training and development policy structure which allows for an interactive communication style so as to enable employees' skills to remain current.

Evans, Pucik and Barsoux (2020) affirm that since training and development is expensive mining companies, to evade a shoe string training budget, the management should consider adopting an ICT-based training programme for some of its training modules so that it can save money on residential training whilst giving staff the advantage of flexibility of time, space and convenience to be trained. This may, however, come at a cost in terms of the need to acquire more computers (both desktop and laptops) for staff). Management of mining companies should improve their training policies to include reward or compensation for staff who undertake self-advancement to enhance their skills and improve their performance in order to maintain such staff and reduce attrition.

By offering training, continuing education, conference attendance, or even something as simple as a book allowance, with the understanding that you expect them to participate (Armstrong, 2021), you will attract employees who are looking to better themselves. That's an employee you want to hire in the first place. It helps the organisation to create promotable employees. Hiring managers and other upper-level employees from within is a good idea as they are more familiar with the day-to-day business, and with the customers. Thus, the whole aim of training programs is to work on employee weaknesses and largely salvage gains in an endeavour to meet set organisational goals.

Fundamentally, "human errors could be prevented or significantly reduced by better employee training. Employee training is an important Human Resources Management activity. As job demands change, employee skills have to change" (Robbins and Coulter, 2012:324). Managers, of course, are responsible for deciding what type of training employees need, when they need it, and what form that training should take. There are a number of major types of training that organizations provide. Some of the most popular types include profession/industry-specific training, management/supervisory skills, mandatory/compliance information (such as sexual harassment, safety, etc.), and customer service training (Hashim, 2017; 2018). However, the training programs should be tailor made to suit the employees at the organisation as well as the needs or goals of the organisation. For many organizations, employee interpersonal skills training, communication, conflict resolution, team building and customer service is a high priority for goal attainment (Carvevale and Hatak, 2020). Trainers should consider the trainees'

preferred or desired learning styles as well as their own to promote effective learning and training. According to Bragg (2018) in designing and implementing training and development programmes, there are potential barriers to learning arising from the environment, the trainer, psychological make-up of the trainee and the actual learning process that must be addressed effectively. Such barriers inhibit learning, as on the job and off the job as well as development is being implemented. Armstrong and Mitchell (2019) opine that the identification of training needs is the basis of satisfying gaps in knowledge, skills and attitudes in order to realise organisational goals. Thus, a criterion however, must be adopted in prioritizing training and development needs.

6.2 Purposes of training and development

Gilley, England and Wesley (2018) are of the view that training is important, not only from the point of view of the organization, but also for the employees. Thus, training gives them greater job security and an opportunity for career advancement. A skill acquired through training is an asset for the organization and the employee (Abogsesa and Kaushik, G. (2018). This implies that the benefits of training stay for a very long time. Training can become obsolete only when there is a complete elimination of the desired for that skill and knowledge, which may happen because of the technological changes. In general terms, the need for training of employees in the Zimbabwean mining sector can arise because of the following reasons:

6.2.1 Changing Technology.

Vincent (2020) assert that technology is changing at a fast pace. Be it any industry, technological changes are changing the way in which operations were done. Newer machines are being used for automation of the processes and above all computers have made the controls easy. Advances in information technology have enabled greater degree of coordination between various business units or departments, spread far across the globe. Therefore, in order to keep themselves abreast with the changes (Sharma and Taneja, 2018), the employees must learn new techniques for extracting minerals by advancing their skills in technology. Training needs to be treated as a continuous process to update the employees in new methods and procedures.

6.2.2 Demanding Customers.

Tripathy (2018) advocates that as the free markets become stronger, customers are becoming more and more demanding. They are much more informed about the products. They have many sources of information. Intensified competition forces the organizations to provide better and better products and services to them. Added to the customer conscious, their requirements keep on changing. In order to satisfy the customers and to provide best of the quality of products and services, the skills of those producing them need to be continuously improved through training.

6.2.3 Thrust on Productivity.

In the competitive times, organizations cannot afford the extravaganza of lethargy (Ramesh, (2019). They have to be productive in order to survive and grow. Continuous improvement of the employees' skills is an essential requirement for maintaining high standards of productivity.

Productivity in the present times stems from knowledge, which has to be relearned continuously.

6.2.4 Improved motivation.

Evans, Pucik and Barsoux (2020) asserts that training is a source of motivation for the employees as well. They find themselves more updated while facing the challenging situations at job. Such skill development contributes to their career development as well. Motivated employees have lesser turnover, providing an organization with a stable work force, which has several advantages in the long run.

6.2.5 Accuracy of output

Salas-Vallina, Alegre and López-Cabrales (2021) assert that trained workers handle their job better. Thus, they are able to operate their machines safely and more knowledgeably. Employees to a greater extent achieve greater accuracy when doing their work. This reduces accidents in the organizations. Adherence to accuracy infuses high standards of quality in the products and services, thus giving them a competitive edge in the difficult times. Quality reduces wastages and ensures better customer satisfaction.

6.2.6 Better Management.

Training can be used as an effective tool of planning and control. It develops skills of the workers for future and also prepares them for promotion (Armstrong, 2021). It helps them in reducing the costs of supervision, wastages and industrial accidents. It also helps increase productivity and quality.

6.3 Benefits of training to employees

The employees are the ultimate link in an any organization, who carry out the operations. Training can help them in several ways, as mentioned below:

6.3.1 Increased confidence

Sharma and Taneja (2018) propound that training creates a feeling of confidence in the minds of employees, who feel comfortable while handling newer challenges. It gives a feeling of safety and security to them at the work place. Thus, training and development of personnel enables employees to be motivated and be willing to attain a set of organisational objectives.

6.3.2 New Skills

Lukic and Vracar (2018) opine that training develops skills, which serves as a valuable personal asset of a worker. It remains permanently with the worker himself or herself. It can therefore be inferred that the acquisition of new skills to personnel through training and development enables the attraction and retention of personnel. With new skills employees are able to market themselves even elsewhere as they will be equipped with the requisite knowledge and skills.

6.3.3 Career advancement

Dey, Prabhu and Subramani (2017) are of the view that senior and line managers can develop their skills to take up higher challenges and work in newer job dimensions. This enables job

satisfaction and hence engenders commitment to their work. It is noteworthy that such an exercise leads to the career development of the employees, who can move up the corporate hierarchy faster. This implies that employees who perceive promotional ladders as clear are motivated to stay at the company for as long as they can and above all are committed to achieve set targets.

6.3.4 Higher earnings

Higher earnings are a consequence of career development (Ncube and Zondo, 2018). A highly trained employee can command high salary in the job market and feel more contented. It is imperative to note that a high salary in the Zimbabwean mining sector for example enhance employee morale hence eradicating problems to do with high labour turnover. An organisation which with rewards top performers by giving them high salaries enables their attraction and retention (Cherry, 2020). Managers in the Zimbabwean mining sector may reward their personnel by giving them a bonus or promote them to another position. Executives of mining firms ought to realise that this is not counterproductive but actually helps to attract and retain competent and talented individuals who help the organization accomplish its mission and goals.

6.3.5 Resilience to change

Noe, Hollenbeck, Gerhart and Wright (2017) observe that in the fast-changing times of today, training develops adaptability among workers. The employees feel motivated to work under newer circumstances and they do not feel threatened or resist any change. Such adaptability is essential for survival and growth of an organization in the present times.

6.3.6 Increased Safety

Hashim, (2017) affirms that trained workers handle the machines safely. They also know the use of various safety devices in the factory, thus, they are less prone to accidents. It can be concluded that in light of several benefits, training is an important activity, which should be taken very seriously by the employees as well as the employers.

6.4 Organizational Benefits from Training and Development

6.4.1 Market Growth

The training and development programs for employees are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money on their employees but this investment is positive for the organizations to hold the place in the market. Armstrong (2021) mentions two motives that are significant for employee's knowledge, firstly employees identify the worth of training and marketable by organization and secondly the Managing Directors or CEOs of the companies understand that how fast information is transferring in current business environment. Sharma and Taneja (2018) assert that organisations are required to develop and maintain such learning environment for the employees that expand the knowledge of organization and competitive ability.

6.4.2 Increased productivity

Armstrong and Mitchell (2019) argues training increases the skill of the new employee in while performing a particular job. An increased skill level usually helps in increasing both quantity and quality of output. Training can be of great help even to the existing employees. It helps them to increase their level of performance on their present job assignments and prepares them for future assignments. Training can help the standardization of operating procedures, which can be learnt by the employees. Standardization of work procedures makes high levels of performance rule rather than exception (Senge, 2018). Thus, employees work intelligently and make fewer mistakes when they possess the required know-how and skills. It is also noteworthy that standardisation of work procedures enables productivity to increase for the good of the organisation. Training of employees is often seen as a planned and systematic process of learning in the sense of acquiring, modifying, and or developing employee knowledge, skills, and abilities in order to achieve and or improve the personnel's performance in the current job and hence productivity is enhanced. The training and development of employees enables to improve the flow of work to avoid bottlenecks in production processes. In addition, it seeks to improve employee performance as they improve utilisation of space, equipment and materials. Thus, training has the advantage of increasing efficiency, productivity and ultimately the profitability of the organisation.

6.4.3 Provide the basis for incentive pay schemes

The training and development of employees provide the basis for incentive pay schemes, such as piece rates, which reward workers for the amount they produce rather than the time spent on the premises. In other words, it improves planning by the provision of standard times and procedures. In other words, managers are able to plan a more even spread of work among employees as they will be equipped with the requisite skills and knowledge. Furthermore, training provides a basis for costing of jobs in the future. However, employee training programs is derived at a cost, but have a positive impact return-on-investment. Mining firms in Zimbabwe are entirely profitable organizations, and the leaders of these organizations realize training opportunities as an investment.

6.4.4 Organizational Performance improves

Trained personnel will be able to make better and economical use of the materials and the equipment and reduce wastage (Sims, 2018). It is of essence to note that, trained personnel reduce the rate of accidents and damage to machinery and equipment. This implies that training and development enables employees to be efficient and effective when doing their work. Such reductions can contribute to increased cost savings and overall economy of operations. The attainment of company objectives in terms of profits becomes realisable. Training of employees to a greater extent contributes to the organizational performance. Investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness (Gilley, England and Wesley, 2018). It is noteworthy that there is an increasing factor that employee training and development programs positively impacts on attitudes and work-related manners. The effectiveness of training and development program is clearly revealed through employee commitment as well as their efficiency and effectiveness.

6.4.5 Easier to implement change in the organisation

The training and development of personnel enables the firms to sail through the organisational change phase safely. This study proposes that constructive work-related performance and attitudes mainly depend on the perception of the employees as the employees think that their organizations are taking care of them. It is noteworthy that the emotional agreement between employer and employee are the central element of organizational performance. Abogsesa and Kaushik (2018) propose that social exchange theory was originated by the organizations when they decided to care the interest of their employees. Employees respond with optimistic attitudinal and behavioral replies which are supportive to their organization. Fundamentally, employee training can be used by managers in the mining sector to provoke the preferred results that may contain with enhanced organizational commitment. Furthermore, employee training and development programs not only increase the profit of organizations but also enables them to accept change in this dynamic world (Armstrong, 2021). Organizations can practice training and development opportunities to support them available to the current employees, perspective employees, plus clients of the company. Lastly, organizations can utilize employee training and development programs to improve their appearance as best employer in the job market.

6.4.6 Employee Retention

Employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long term. Professional development is not a least retention cause. Armstrong and Mitchell (2019) related perceived careers success and organization ability to make employees stay in their jobs. Personal and professional growth is a determining factor of retention and promotion opportunities increases employee commitment to stay. Vincent (2020) discovered a direct correlation between job resignation and issues related to career development. The research described that employee retention is a challenging notion and there is no particular method to retain employees with the organization. It is noteworthy that one of the characteristics that help to retain employee is to offer them opportunities for improving their learning. Therefore, it has confirmed that there is strong relationship between employee training and development, and employee retention (Ho and Kuvaas, 2020); Sanders, Guest and Rodrigues, 2021). Companies should realize that experienced employees are important assets and companies have to suffer the challenge for retaining them. Therefore, companies which are providing training and development programs to their employees are getting success in retaining them. Organizations that are offering employee development programs are getting success with retaining employees (Abogsesa and Kaushik, 2018). This implies that an effective design of training program can also increase retention among employees. Employee retention is a volunteer move by organizations to create an environment which involves employees for long term. Sharma and Taneja (2018) are of the opinion that to retain employees, organizations need to think seriously about their investment in training and development. Thus, it should be bone in the mind of managers that a constructive learning environment points to higher retention rates.

6.4.7 Faster learning of new skills

Training helps the employers to reduce the learning time of their employees and achieve higher standards of performance (Vincent, 2020). The employees need not waste time in learning by observing others. If a formal training programme exists in the organization, the qualified

instructors will help the new employees to acquire the skills and knowledge to do particular jobs quickly.

6.4.8 Lesser need for supervision

As a generalization, it can be stated safely that trained employees need lesser supervision. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision (Daft, 2017). A well-trained employee can be self-reliant in his/her work because s/he knows what to do and how to do. Fundamentally, under such situations, close supervision of personnel might not be required hence managers are free to commit themselves to other work which might need their attention.

6.4.9 Higher morale

Hashim (2018) advocates that the morale of employees is increased if they are given proper training. A good training programme moulds employees' attitudes towards organizational activities and generates better cooperation and greater loyalty. With the help of training, dissatisfactions, complaints, absenteeism and turnover can also be reduced among the employees (Kofi, Odoom and Opoku, 2016). Thus, training helps in building an efficient and co-operative work force.

6.4.10 Managerial Development

The top management can identify the talent, who can be groomed for handling positions of responsibility in the organizations (Chikove and Shiri, 2021). Newer talent has the tenacity to increase the productivity of the organizations as they are likely to be internally driven to accomplish set tasks. It should be borne in the mind of the management that by providing opportunity for self-development, employees put in their best effort to contribute to the growth of the organization. Hence, training and development of personnel aids in their attraction and retention.

7. Research Methodology

7.1 Research design

The research design for this study is the sequential exploratory design. According to Rahi (2017) an exploratory sequential design is a two-phase type of design which allows the results of the first method (qualitative) to inform the second method (quantitative). An exploration is needed for one of several reasons: Measures or instruments are not available, the variables are unknown, or there is no guiding framework or theory. This is the main reason why it was selected for this study which seeks to establish the effect of training and development on employee attraction and retention in the Zimbabwean mining sector as the phenomena of skilled employee motivation in Zimbabwe is lacking in literature, measures, instruments and tools for evaluation hence variables are unknown.

7.2 Population

The population in this study is one thousand employees in the gold mining sector. From the population of one thousand employees in the selected gold mines in the Midlands province the research only targeted one hundred employees.

Research methods

The method for this research for qualitative was interview while administering of a questionnaire was used to collect data for quantitative study. These are expanded fully under the section for data collection techniques.

7.3 Research Instruments

These were the tools the researcher employed to collect data needed to find solutions to dysfunctional behaviour among employees. The researcher used standardised questionnaires to collect data. One hundred questionnaires were administered to the representative sample only. The Likert scale was used in drafting questionnaires.

7.4 Sampling method

This research used purposive or non-probability sampling. In the initial phase of research all the institutions were targeted to do the investigation on the programmes offered. This means participants were selected because they are likely to generate useful data for the project. The researcher chose those employees in the Zimbabwean mining sector who are knowledgeable on the subject matter and above all those who have five years and above in terms of experience.

7.5 Data collection procedures

The questionnaires were administered to all the one hundred respondents in the gold mineral sector in the Midlands Province in Zimbabwe. The researcher monitored the respondents complete the questionnaires to ensure that they did not discuss and hence influence each other's response. The need to answer questions independently was emphasized. To enhance the freedom of response the respondents were instructed not to write their names on the questionnaires. All the questionnaires were recovered.

7.6 Measures

This study adopted a Likert scale but more commonly pronounced is a psychometric scale which commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research, such that the term (or more accurately the Likert-type scale) is often used interchangeably with rating scale. When responding to a Likert item, respondents specified their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements. Thus, the range captures the intensity of their feelings for a given item.

8. Results

Table 1: Correlation KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.727
Bartlett's Test of Sphericity	Approx. Chi-Square	2081.485
	Df	28
	Sig.	0.000

Table 1 shows that the correlation matrix for these items is factorable (Significant Bartlett's test: $p < 0.05$). The KMO shows that the sample is very adequate ($KMO > 0.7$).

Table 2: Training and Development Related Factor

Questionnaire Statements	Training and Development Related Factor
It forces the organisation to look to the future.	.795
It helps you save and earn money.	.780
It keeps employees engaged at work.	.773
It helps to create promotable employees as they are prepared for higher jobs by developing advanced skills in them.	.736
It helps attract and keep great employees	.730
Employees handle materials, machines and equipment efficiently and thus to check wastage of time and resources.	.691
It reduces the number of accidents by providing safety training to employees.	.640
It increases the knowledge of workers in doing specific jobs.	.593
Cronbach Alpha	.865
Mean & Standard deviation	4.4016 ± 0.36030
KMO value	0.727
Bartlett's Test value	51.896%

Factor analysis for training and development factors was done. Factor analysis was performed for the various training and development factors. It is also noteworthy that when the management of gold mining companies effectively train and develop employees, they enhance employee morale. Fundamentally, if employees are trained and developed there is a rapid increase in the knowledge of workers in doing specific jobs as new skills are systematically imparted to

them so that they learn quickly. or the protection of employee's rights and welfare as well as promoting industrial democracy. Furthermore, employee training and development allows to bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization as well as improving the overall performance of the organization. Table 1 shows the results of the factor analysis for Training and Development Related Factor. The KMO of the identified factor was 0.727. The associated Bartlett's Test of Sphericity was statistically significant as $p \leq 0.00$ and Cronbach's alpha was 0.865. A mean of 4.4016 and a low standard deviation of 0.36030 were confirmed for the factor training and development. This mean indicates a tendency to lean more towards the higher end of Likert scale, above 3 which implies that training and development of personnel acts as a vital motivational tool which can be used to guard against the loss of skilled employees in the Zimbabwean gold mining industry.

9. Conclusions

This study concludes that the organization's culture should be supportive to training. Employees who are periodically trained and developed are intrinsically motivated employees hence they will be willing to stay at their places of work for longer periods as they will be job satisfied. Employees generally prefer to be treated as valuable assets of an organisation hence managers ought to employ benign supervision when managing employees. Managers of firms ought to make sure that facilities and opportunities for employees to upgrade their skills do exist at the workplace. The mining organisation's should also be committed to vocational education programmes or continuing development of their employees. Some of the ways by which training needs are identified are need identification by top management, an individual's self-assessment, systematic investigation structured assessment and peer review. Any training and development activity undertaken in an organization must be planned carefully, otherwise it will lead to the wastage of resources and efforts and not achieve the desired objectives. In addition, while identifying training needs, it is important to take into consideration the environmental contexts. It can also be affirmed that employees can also be motivated by having clear goals which are measurable and above all not ambiguous which gives clear definition as to the expectations of the objective. Consequently, employees are often motivated by the anticipated significance upon successful completion of the particular task. Furthermore, there is a direct correlation between employee motivation through training and development and their attraction and retention. The managers should consistently provide clarity of expectations, ability to adjust difficulty, and the accordingly train and develop personnel so as to motivate them.

Training and development help to attract and keep great employees. Employee retention is a huge challenge (and expense) for employers. So is the hiring process. Having a solid employee development program can help make that less of a burden. When it comes to attracting and hiring the best employees, employee development programs matter. Employee development should be seen as a benefit, and that is something employees weigh in the "pros" column when finding a job. Hourly employees, especially, don't always receive the benefits that salaried workers in larger companies are accustomed to. Providing employee development as part of the hiring package gives you a competitive advantage over other similar jobs and wages. Training to greater extent builds loyalty. Loyal employees are not prone to quitting. Thus, they

are easier to retain. Knowing that an employer is willing to provide training and development makes an employee feel important and it makes them loyal. In addition, it increases the firm's reputation. Having a reputation as a good employer, one who cares enough to provide training is great both for hiring new employees as well as how customers perceive the firm.

In the current world of industry, training and development has been identified as a strategic tool for competitive positioning. It is therefore not surprising that institutions are taking strategic decisions on aggressively (in the short term), systematically (in the long term) and comprehensively developing their human assets in order to remain in business. In today's world of work, where employees have attained higher educational levels and have varied options in terms of job opportunities, the monopoly of the gold mining sector and its somewhat unique functional activities and skills may not deter most competent staff from moving on to other jobs for lack of training and development. The management of gold mining firms therefore need to come to the realization that the mission and vision and desire to contribute to the development of Zimbabwe will only be achieved by being more committed to training and development and making strategic investments in the human capital in order to enhance the competency of the staff for efficient, effective and enhanced revenue generation.

10. Recommendations

The following are the recommendations that have been submitted to the mining organisations:

- Mining organisations should train its employees so that they acquire modern skills so as not to be left out in this dynamic world. An atmosphere of learning should be established at the organisation so that employees can broaden their skills. Training is beneficial to both the employee and the organization in that it seeks to widen general knowledge pertaining to new business techniques. This would certainly go a long way in motivating employees towards the attainment of organisational goals. In addition, mine managers should ensure that a result-oriented relationship between employee motivation and performance is fostered through motivational variables of recognition, achievement, growth and responsibility that are internalized and operationalised.
- Employees should move with time for organisations constantly change. Employees attitudes can also be changed through sensitivity training that is changing people's behaviour through unstructured group interaction, survey feedback, team building, inter-group development and process consultation. Managers should therefore be innovative in order to cope with change.
- The management of mining companies should as a matter of urgency ensure the total implementation of the training & development policy to enhance the job skills of the staff for improved performance. Budgetary allocations for training should be increased so that training programmes could be successfully implemented to enhance the capabilities of staff towards improving customs services through an efficient and effective workforce.
- It is also critical to note that managers should develop their employees so as to raise the standards of efficiency and effectiveness of an organization and above all to make effective use of the organisation's human resources. Development of employees is

crucial because it contributes towards the achievement of an organisation's objectives. It can also be observed that development is concerned more with changes in attitude, behaviour and employee potential than with immediate skill. It relates more to career development since it is a learning activity that concentrates on the future needs of an organization. It can also be noted that through the acquisition of new knowledge and job skills, employees increase their market value and earning power. Moreover, possession of useful skills enhances the employee's value to the employer thereby increasing his/her job security.

- A systematic training programme based on the functional activities and the career progression of each staff could be planned to meet the training and career development needs of staffs. This will ensure that throughout the working life of a staff at gold mining firms, their training and development needs will be planned in advance and implemented to enhance their capabilities to be more productive. The individual training plan of the staff should, however, be reviewed and updated periodically to meet the challenges of the time.
- The management of mining companies should improve staff participation in training and development activities. It is recommended that the management should involve other staff members in decisions on their training and development.
- Managers are recommended to draw up a policy focusing on employee health and safety. It is considered prudent for the organization to put in place and maintain safe working conditions and the prevention of accidents. Health and safety regulations require every employer having regard to the size and nature of the undertaking, effectively to plan, organize, control, monitor and review the protective and preventive measures which the risk assessment identifies as being appropriate. The requirements should form part of the existing safety policies. They should also create a conducive environment where employees can air their grievances openly and freely without fear of victimization. Employees feel motivated if they perceive the environment in which they are to be conducive. A model environment is one in which employees can initiate action and above all there are clear channels of communication.
- There is the need for the management of mining organisations in Zimbabwe to institute measures to ensure that all staff were made aware of and had adequate knowledge of its training and development policy. All fora must be used to disseminate the policy to all staff. At best the training and development policy could be made available to staff at the time of recruitment and emphasized during annual and union meetings.

11. Limitations

Generalisability

- The results from this study would be very difficult to generalise to other countries as Zimbabwe is a unique country with its own socio-economic and political problems which the research seeks to unearth and find the extent to which they are affecting mining operations in Zimbabwe.

Single sector

- The study has only focused on a single sector namely mining. This implies that the research also neglected other sectors of the economy such as agriculture, tourism and infrastructure development among others.

12. Further Research

Considering the fact that this is the first study on training and development vis-à-vis the attraction and retention in a gold mining context. It will be important to investigate these aspects on a larger scale (to include other mining companies) such as diamond, platinum and chrome among others so as to have an in-depth understanding of these constructs holistically. Doing so will allow generalisability of the findings to the mining industry as a whole, which is something which cannot be done with the current study. Doing so will allow generalisability of the findings to the mining industry as a whole, which is something which cannot be done with the current study. Secondly, the unstable and often volatile economic situation currently obtaining in the country may cause uncertainty for what the future holds for the miners in terms of job security. Policy inconsistency in the mining sector may also psychologically affect miners in the county.

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