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The Role of Training and Development in Reducing Employee Turnover: A Case Study of CCCZ Company

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Abstract

CCCZ Company is a private limited company in Zambia founded in 1999. It is the leading poultry products processor in the country. CCCZ Company recognises the need to train and develop its human capital as it is their greatest investment. It has therefore continued to invest heavily in training its employees with a view to creating a globally competitive and adaptive Human Resource base to meet the ever-increasing citizen's demand for quality service delivery. However, employee turnover is increasingly being seen as an organizational threat to its sustainability by causing talent and knowledge loss thereby increasing hiring and training costs. The objective of the study was to investigate the role of training and development at CCCZ Company and to assess how the Training and Development strategies have reduced the employee's turnover at CCCZ Company. This study used both quantitative and qualitative data analysis methods. The findings were triangulated from the two methods. Logistic regression analysis highlights that satisfaction (OR = 0.000123, $p < 0.001$) and strategy effectiveness (OR = 0.085, $p < 0.001$) significantly reduce turnover, indicating that satisfied employees are highly unlikely to consider leaving. However, the working environment (OR = 4.364, $p = 0.044$) and inadequate resources (OR = 191.62, $p < 0.001$) are strong predictors of turnover, showing that challenging conditions increase turnover risk. Qualitative findings reveal that retention strategies, such as mentorship programs and flexible work hours, enhance job satisfaction but face challenges due to budget constraints and resistance to change. Overall, while training positively influences retention by improving satisfaction and engagement, further improvements could strengthen its impact.

Keywords: Retention, Employee Turnover, Training and Development, Human Resource.

Introduction

It is arguably true that how successfully a company hires, onboard, manages, and rewards its people is fundamental to its success. These factors are too important to leave to chance, so the most successful firms use data to ensure excellence. Talented and skilled workforce go company-to-company looking for possible placement for work with the hope of growing their career with the suitable organization that finds them equally qualified to occupy the vacant desk. For industries, which are highly dependent on the performance of the workforce, Human Resources (HRs) have become an essential tool for finding suitable employees. The HR personnel not only help find suitable employees, but also ensure that the employee stays with the company and provides the best possible performance

(Chizyuka and Daka, 2021). Therefore, the examination of different HR strategies and tools is essential for professionals to identify the best practices.

According to Mpelo and Daka (2024), in the Benefits HR departments have been searching for proof that they were getting a significant return on investment (ROI) since the early 20th century when they were called "Personnel" departments. HR departments have been working to justify their expenditures for employee training to upper management and to accountants so that they could continue designing the programs they intuitively believed were essential (Masonde and Daka, 2023; Mpelo and Daka, 2024). However, employee turnover makes it difficult to HR department to justify investment in the development of employees (Mwamba, Musonda and Daka, 2021; Silwamba and Daka, 2021). This justification is even more challenging in the case of industries, where turnover rates are high. In view of the foregoing therefore, this study aims to contribute to existing research on the involvement of employee training and development in improving retention rates.

The role of Human Resource is vital for a plain sailing training and development process. The responsibilities of HR do not end with the success on boarding of the employees; in fact, HR should watch the performance of employees closely throughout their career (Tsimanga and Daka, 2024). HR is someone who believes that employees are the most valuable assets of the organization. A good HR leader is one who sees the potential in employees and makes them utilize their training hours to the fullest. In addition, the aim of a competent HR is not to fill the spot, in fact, he/she helps employees in their success by arranging effective and efficient training programs for them. There is no denying the fact that human resource professionals play a key role in employee development. HR professionals offer employees a competent learning management platform so that they can effectively collaborate within the company.

One of the most important roles of HR in the training and development of employees is to introduce them to their jobs and provide them with competent initial job training. This training involves familiarizing employees with the company's culture and goals as well as the company's expectations from its employees and what employees expect from the company (Zozie and Daka, 2024). In addition to this, employees are also motivated to participate in various hands-on learning activities and other employee training courses (Mwamba, Musonda, Daka and Mulenga, 2021). When new employees are provided with efficient orientation programs, they feel more comfortable in their job and adapt to the new work culture faster. Also, a good employee training program lets new employees communicate freely with their superiors without any hesitation. Despite a lot of training programmes for the employees, an evaluation to authenticate the role that training and development in organisation has contributed to the retention of employees has not been done by many studies.

CCCZ Company recognises the need to train and develop its human capital as it is their greatest investment. Their creativity, work ethics, education, entrepreneurial and other skills. It has therefore continued to invest heavily in training its employees with a view to creating a competitive and adaptive Human Resource (HR) base to meet the ever-increasing citizen's demand for quality service delivery of CCCZ products. The responsibility for developing skills and knowledge of the CCCZ employees is to provide appropriate opportunities for staff to learn and develop. Staff training, and development is an essential part of CCCZ Company total employment policy. It has recognised and rightly so, that it assumes a role, along with remuneration and other human aspects of management, a great significance to the quality of service we render to the customers.

Statement of the Problem

CCCZ Company has in the recent past experienced high labour turnover where in each year more than 2.5 % of their target employees leave the organisation and management has expressed concern as to what mitigation measures must be put in place. The management desire is to have less than 2.5% employee turnover. There seems to be a direct impact on talent and skills lost over the high rate of turnover experienced. Several measures have been initiated, one of which is an enhanced training and development program for staff (CCCZ Company, 2018). This therefore requires research to be undertaken for the purpose of investigating if this intervention has had a significant impact on reducing employee turnover. Employee retention promotes the health and success of any organization. The time, stress, and cost of hiring and training new employees are significant, and turnover can have a negative impact on the business outcomes (Masonde and Daka, 2023). High employee turnover brings about multiple problems including high costs, knowledge loss, and low productivity (Chiwoya and Daka, 2022). More and more employers are investing in employee retention. Hiring can be expensive and it's easier to retain great employees than hunt for new ones. Additionally, great employees can help shape a positive work culture, thereby attracting more great employees and boosting a company's productivity. Therefore, this study came up with strategies of reducing employee turnover through effective training and development programmes.

Purpose of the Study

The purpose of the study was to assess the impact of training and development strategies on employee turnover.

Research Objectives

In order to achieve the above purpose of the study, the following objectives shall be used;

1. To investigate the more effective strategies of training and development at CCCZ Company.
2. To assess how the Training and Development strategies have impacted on the retention of employees at CCCZ Company to more than 90% annually.

Theoretical Framework

In this paper, the human capital theory is used as part of a resource-based view, which is the underlying theory that raises the possibility that firms may internalize employment when they can do so without investing in employee development. However, if employee productivity is not expected to exceed investment costs, organizations likely will secure these skills from labor market. Thus, the decision to internalize or externalize employment rests on a comparison of the expected returns of employee productivity (Nsama, Daka and Lisulo, 2024). According to this study reliable on the human capital theory as the relationship between human resources management practices or HRM practices which specifically addressed in three variables; supervision, job training, and pay practices are positively correlated with job satisfaction.

Furthermore, the job satisfaction gives negatively correlated with the turnover (Mutafela, Kalimaposo, Daka, Mbewe & Mubita, 2021). In addition, this study utilizes the efficiency wage theories to explain the pay practice and turnover. These theories reaffirm that a higher wage reduces turnover.

In Human resources Management practices, the organizational psychologists should advise their clients to appoint the "right person" for a supervisory position. Be aware that good employees do not always make good supervisors. The role of supervisor is extremely difficult. It requires leadership skills and the ability to treat all employees fairly. Moreover, the supervisors are supposed to have positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out or turnover.

Employee turnover has roots in a variety of disciplines and domains from which it has inherited practices, systems and associated concepts of which all base augment on motivation (Lungu and Daka, 2022). However, the available body of information on the subject matter is perhaps still insufficient to support an arching theory on it and form corrective frameworks. This paper will focus on the review, its interface with other disciplines and discusses some definitions and model of recommendations regarding the impact.

Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employee's turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover Kevin et al. (2004). Therefore, there is need to develop a fuller understanding of the employee turnover, more especially, the sources what determines employee turnover, effects and strategies that managers can put in place minimize turnover. With globalization, which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organisation since their value to the organization is essentially intangible and not easily replicated Meaghan et al. (2002). Therefore, managers must recognize that employees as major contributors to the efficient achievement of the organization's success (Chizyuka and Daka, 2021). Managers should control employee turnover for the benefit of the organisation success. The literature on employee turnover is divided into three groupings: sources of employee turnover, effects of turnover and the strategies to minimize turnover.

Reviewed Literature

Few studies have seen training and development as an instrument to improve performance in the place of work ((Mutafela, Kalimaposo, Daka, Mbewe & Mubita, 2021; Gustafson, 2002). Training and development are considered as the quick forecaster that influence efficiency and employee performance (Lungu and Daka, 2022). Further research states that training and development is a learning practice that can assist the workers to grow their ability and knowledge for improved performance (Chizyuka and Daka, 2021). It is a foundation of self-possession of which employees perform in pressure and labour with minimum direction and training. Additionally, training affect employee's performance and it will grow a real logic that will fetch the growth of commitment between the workers (Rameshi and Gelfand, 2010). Almost all the studies above do not indicate the role that training and development plays in improving retention of employees at the workplace. This study focused on the role of training and development on employee retention.

Training is the process of teaching new employees the basic skills they need to perform their job (Masonde and Daka, 2023). Retention refers to the company's effort to reduce the labor turnover in an organization and be able to remain with its employees (Chiwoya and Daka, 2022) training is the strong tool of effective retention as the way in which a task is to be accomplished. It is adopted, carried out or achieved within the working environment. The purpose of training ought to be demonstrated in a workstation to achieve results or a certain level of retention. Masonde and Daka, (2023), they argue that for the organization to achieve its objectives, they have well trained employees without training; Employee will fail to perform the task effectively which will affect retention of the organization negatively. Mwamba, Musonda and Daka (2021), they argue that training contributes to effective retention of the organization because it helps to manage by increasing understanding the reason for change and providing people with knowledge and skills, they need to adjust to new situations which help the organization to achieve effective retention. Mwamba, Musonda, Daka and Mulenga (2021) argue that without training, it is difficult for the organization to reach its target because training helps to develop a positive culture in the organization which leads to improvement in retention. The studies show that training gives employees the skills they need to perform the job but do not show effective strategies of training to retention employees. It is through training that new employees get acquitted with what they are supposed to do to perform by reducing errors and mistakes which would cost organization to collect therefore adding advantage to effective retention.

Employees' participation and involvement is recognized as one of the best incentives to stimulate employees' production and for providing job satisfaction. In addition to providing opportunities for employees to participate in meetings and conferences or through suggestions, greater attention can be given to participation in making decisions about work, itself and whether there is a need for training at all levels, conditions under which it can all be accomplished. It's easier for managers to identify different kinds of motivators for different workers that are participating, and they know what makes them work hard, the weaknesses or shortcomings that need training thus creating a mutual beneficial atmosphere for both workers and the organization.

Silwamba and Daka (2021) contend that motivation is the willingness to exert a persistent and high level of effort towards organizational goals. Maslow, human needs are arranged according to priority. In the first place, physiological needs are the fundamental needs, followed by the need for security by the employees from injury as well as from diverse economic conditions. Then belonging and love follow the satisfying need been satisfied. Then esteem and self-actualization (realization), these include achievements, mastery confidence, interdependence, recognition, and realization of all that can become. This study goes a step further to look at identifying specific motivators in the training process to retain employees in workplaces.

Therefore, any organization would want to keep employees satisfied because hiring is expensive, and training is time-consuming. The best companies hold on to their staff. Businesses cannot afford to not care about their employees' happiness. There are several factors influencing employee retention and whether an employee is happy and engaged at work. While it may seem obvious, many employers underestimate the importance of investing in their employees' individual wellbeing and satisfaction as a strategy to stop them from leaving. In fact, some employers do not even consider all the variables that could impact employee retention.

From this study, learning and development (L&D) can be a great tool for bridging skills gaps, improving workplace culture, and increasing employee engagement and retention rates. So much so that the development of new skills has become a top human capital trend. Learning and development, also known as L&D, is a continuous process of encouraging the professional development of your employees. It involves analyzing skills gaps in the business and designing training programs that empower employees with specific knowledge and skills that drive increased performance. One can do this by offering training courses, online learning, mentorships, and development activities. This can also be achieving success by developing the behavior of individuals, sharing knowledge and insights, and cultivating attitudes that help employees perform better.

L&D tends to focus on up-skilling or reskilling employees so that they can take on new roles in the organization or better perform their duties. In taking up new roles motivates them to remain in an organisation. Training can also teach employees new leadership skills that prepare them for potential promotions within the company. This helps organizations acquire, nurture, maximize, and retain talent. It also increases employee satisfaction, enhances the employee experience, and decreases turnover.

Research Methodology

The researcher employed pragmatism research philosophy. Pragmatism research philosophy accepts concepts to be relevant only if they support action. The research approach that was used in this study is abductive. Instead of moving from theory to data (as in deduction) or data to theory (as in induction), an abductive approach moves back and forth, in effect combining deduction and induction.

The simple mixed methods choice was used in this study. The researchers used *convergent design* to compare findings from qualitative and quantitative data sources. This involved collecting both types of data at roughly the same time; assessing information using parallel constructs for both types of data; separately analyzing both types of data; and comparing results through procedures such as a side-by-side comparison in a discussion, transforming the qualitative data set into quantitative scores, or jointly displaying both forms of data.

Using Yamane (1967) formula, which is simplified for calculating sample sizes when the population is less than 10,000, assuming 95% accuracy. The sample size formula is shown below.

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

Where;

- n = Sample size,
- N = Total population,
- e = sampling error and the sampling error is 0.05.

Therefore, the sample size was calculated as shown below.

$$n = \frac{297}{1 + 297(0.05)^2}$$

$$\underline{n = 170.44}$$

Therefore, the study's sample size will be 170.

After getting the sample size, the elements from each category, that is sample size of strata, was obtained using the following formula.

$$\text{Sample strata} = \frac{\text{Sample size}}{\text{Population Size}} \times \text{Strata size}$$

The formula was applied and the sample sizes per strata are shown in the table 1 below

The representation is given in the table below.

Table 1: Sample distribution

Respondents	Sample size of Strata	Total
General Workforce	0.572390572 x 282	161
Middle Management	0.572390572 x 10	6
Senior Management	0.572390572x 5	3
Total	**297**	**170**

The study was based on empirical data from both primary and secondary sources. Primary data was collected by questionnaires and interviews while secondary data was collected from the company documents.
The Statistical Package for the Social Sciences (SPSS) version 22 was used to analyse quantitatively analyse the data from the structured questionnaire. Descriptive statistics was used to quantitatively describe the important features of the variables using frequencies, percentages, tables and graphs. Inferential statistics was also used where applicable in the form of cross tabulations, factor analysis and chi-square tests. Qualitative from interviews and focus group discussions were analysed through identifying common patterns within the responses and critically analysing them in order to achieve research aims and objectives. This data was then using different perspectives in relation to objectives and was also incorporated into the quantitative findings.
The researchers increased the reliability of the research by interviewing all technocrat participants and by maintaining consistency in their approach by utilizing the same interview structure and interview questions. Biases were addressed in comparing the responses from management with those from employees and have them verified with what the organisational policies stated.

Findings and Discussion

The chapter will present the findings of the study. The findings were dependent on the objectives of the study. Overall, the study had a response rate of 96%. This response rate was high enough to proceed with data analysis.

Training and development strategies at CCCZ Company

Table 2 reveals that a significant majority of employees (87.2%) are aware of training programs offered by CCCZ Company. However, 12.8% of employees are unaware of such opportunities.

Table 2: Awareness of Training Programmes

Variable	Response	Frequency (n)	Percent (%)
Awareness of training programs	Yes	143	87.2
	No	21	12.8

Source: Field Data (2024)

The responses reveal that most employees are aware of various training programs at CCCZ Company, with a focus on areas like health and safety, biosecurity, and food safety. Training appears to be both technical and managerial, providing personal and professional growth opportunities. Many employees highlighted specific programs, such as "Biosecurity and Health and Safety" training, which emphasizes the company’s commitment to safety standards. One employee noted,

"*There has been some good training offered by the company to facilitate personal growth with good content providers*,"
Others pointed out the practicality and impact of the sessions, such as one who shared,
"*It helped me to manage my time and follow good healthy guidelines and food safety*."
The result in table 3 indicates that a large majority of employees (92.7%) have personally attended training programs organized by CCCZ Company. Only 7.3% of employees have not attended any of these programs.

Table 3: Training attendance

Variable	Response	Frequency (n)	Percent (%)
Have you attended any training	Yes	152	92.7
	No	12	7.3

Source: Field Data (2024)

The respondents were then asked to indicate the effectiveness of the training and development strategies at CCCZ Company. The largest portion of employees (37.2%) expressed a neutral view, indicating uncertainty or ambivalence about the strategies' impact. A notable group found the strategies moderately effective (26.8%) while 23.8% rated the strategies as very effective. However, a smaller percentage found them slightly effective (7.3%) or not effective at all (4.9%).

Table 4: Effectiveness of the Training Programs

Variable	Response	Frequency (n)	Percent (%)
Effectiveness of the aforementioned strategies	Very effective	39	23.8
	Moderately effective	44	26.8
	Slightly effective	12	7.3
	Neutral	61	37.2
	Not effective	8	4.9

Source: Field Data (2024)

The respondents were asked to indicate what other training and development strategies they think could be implemented to enhance employee retention at CCCZ Company. Many employees advocate for more tailored approaches, such as job rotation, departmental skills training, and stress management workshops. One employee emphasized the importance of recognizing deserving staff, stating,
"*Employer should recognize well-deserving employees and do more on employee engagement*."
Additionally, professional development opportunities, including financial literacy and academic scholarships, were highlighted as crucial. Another suggestion was that,
"*developing and improving your overall company culture, building better employee engagement and offering clear communication*".

On the effectiveness of the training by CCCZ Company, the employees appreciated them. One employee noted,

"*There has been some good training offered by the company to facilitate personal growth with good content providers*,"

Others pointed out the practicality and impact of the sessions, such as one who shared,

"*It helped me to manage my time and follow good healthy guidelines and food safety*."

Impact of Training and Development Strategies Employee Retention.

The results in figure 1 indicate a divided opinion on whether the training programs and strategies have positively influenced employee retention. A solid 31.1% of respondents assert that these initiatives have "Definitely" made a positive impact while a larger portion, at 43.3%, expressed uncertainty with a "Maybe" response. Lastly, 25.6% of employees feel that the training strategies have not contributed positively at all.

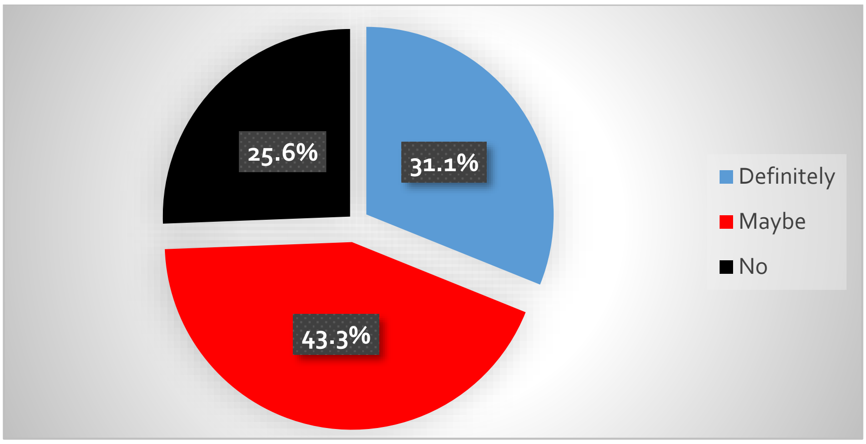

Figure 1: Participants' views on the Impact of Training and Development Strategies on Employee Retention

Source: Field Data (2024)

The feedback regarding the impact of training programs on employee retention reveals a mix of optimism and skepticism. Many participants emphasize the need for enhanced training strategies, with one noting,

"*Again, I think we need to expand on our internal and external training to ensure the same playing field and opportunities*."

However, there is also significant doubt about the effectiveness of these programs, as illustrated by a respondent who remarked,

"*I doubt the training are impactful as I see my team just do it out of duty rather than understanding why*."

Moreover, some participants highlight that training alone cannot resolve retention issues, stating,

"*There are too many factors at play to positively say that it has impacted employee retention*"

Table 4 provides the logistics regression results. The logistic regression model, based on 164 observations, converged after 5 iterations with a final log likelihood of -35.079. The model is highly significant (*LR chi2(4) = 150.09, p < 0.001*) with a pseudo-R-squared of 0.6815, indicating that 68.15% of the variance in the outcome variable is explained by the predictors.

Table 5: Logistics Regression Results 1

Variable	Coefficient	Standard Error	z-statistic	p-value
Satisfaction	-9.001365	2.005856	-4.49	0.0000
Working environment	1.473781	0.7331715	2.01	0.044
adequate resources	5.25551	1.046658	5.02	0.0000
Strategy effectiveness	-2.460748	0.5264708	-4.67	0.0000
Constant	-9.113206	3.020921	-3.02	0.0000

The coefficients in the table above were transformed into Odds ratios. The results show that employee satisfaction is a strong predictor of leaving the company, with an odds ratio of 0.000123 (*p < 0.001)*, indicating that lower satisfaction significantly increases the likelihood of leaving. Conversely, a positive working environment increases the odds of staying, with an odds ratio of 4.36 (*p = 0.044*). Provision of adequate resources and support for implementing employee retention strategies also have a substantial impact on retention, with an odds ratio of 191.62 (*p < 0.001*), suggesting that employees are far more likely to stay when resources are perceived as adequate. The effectiveness of retention strategies to promote employee retention has a negative effect (*odds ratio = 0.085, p < 0.001*), indicating that less effective strategies increase the likelihood of departure.

Table 6: Logistics Regression Results 1

Variable	Odds ratio	Standard Error	z-statistics	p-value
Satisfaction	0.000123	0.0002468	-4.49	0.0000
Working environment	4.364403	3.199856	2.01	0.044
adequate resources	191.6192	200.5598	5.02	0.0000
Strategy effectiveness	0.085371	0.0449454	-4.67	0.0000
Constant	0.0001102	0.0003329	-3.02	0.0000
log likelihood= -35.079 *LR chi2(4) = 150.09, p-value = 0.001)* *R-squared= 0.6815*				

Another respondent emphasized personalized development plans as essential retention measures by noting;

"*These strategies reflect CCCZ Company's broader effort to create a supportive work environment and encourage long-term engagement through employee development*."

However, the focus on different strategies, such as mentorship versus recognition, suggests that retention efforts may be tailored to meet the specific needs of each department.

Discussion of Findings

The purpose of this section was to provide a comprehensive discussion of the findings presented in the previous section. The discussion is presented according to themes generated from the research objectives

Training and Development Strategies at CCCZ Company

Training and development at CCCZ Company are seen as essential by a significant majority of employees, with 87.2% aware of available programs. However, while awareness is high, the effectiveness of these programs in fostering employee retention appears mixed. The fact that 92.7% of respondents have attended training programs suggests that the company invests in employee development. However, the feedback about the effectiveness of these programs reveals a nuanced perspective. About 37.2% of employees rated the training strategies as "neutral," and a sizable portion (26.8%) viewed them as "moderately effective." These results suggest that while employees appreciate the opportunity for growth, the programs may not always meet their expectations or provide the desired impact.

The importance of training is emphasized by respondents who highlighted specific programs like health and safety, biosecurity, and food safety, which contribute to both professional and personal growth. However, the need for more targeted and frequent training sessions was frequently mentioned, reflecting a desire for continuous development. This desire for more frequent training aligns with findings from Mwamba, Musonda and Daka (2021), who emphasized the role of continuous learning in employee satisfaction and retention. The suggestion for a tailored approach to training that includes job rotation, stress management, and financial literacy aligns with employee expectations for personal and professional development.

Another crucial finding is the sentiment that the resources and support for training are "not adequate" as per 40.9% of respondents. This dissatisfaction may reflect a gap between the available resources and employees' expectations or needs for growth. This is consistent with studies by Mpelo and Daka (2024), who found that employees' perceptions of training effectiveness are closely linked to the adequacy of resources allocated for these programs. If the company were to invest more in training resources, it could increase employee satisfaction and retention.

Respondents also suggested the need for more inclusive training opportunities for lower-level employees. These insights reflect the importance of providing development opportunities to all levels of staff to ensure that everyone feels valued and supported in their career progression. Furthermore, training strategies should not just focus on technical skills but also include soft skills like communication and leadership, which are crucial for employee retention. This feedback emphasizes the need for a holistic approach to training and development, ensuring that all employees are equipped with the skills they need to succeed and feel engaged in their work.

Impact of Training and Development on Employee Retention

The impact of training and development strategies on employee retention at CCCZ Company presents a divided opinion. While 31.1% of employees believe that training has had a "definite" positive impact, a larger portion (43.3%) remained uncertain. The uncertainty regarding the effectiveness of these programs reflects the mixed opinions found in both quantitative and qualitative data. Some employees feel that training alone is not enough to address the broader issues related to turnover, such as job satisfaction, compensation, and working conditions. This skepticism is also evident in the statements of employees who perceive training as a "duty" rather than an opportunity for genuine professional growth. This skepticism aligns with research by Ahmad, Salleh, Omar, Bakar, Abd, & Sha'arani (2018), which found that training programs may not always have the desired impact on retention if they do not address underlying organizational issues. It is therefore important to align training with the employee talents in order to manage talents of employees too. Such training helps employees to stay in the organisation for their career progression. This helps employees plan for their long term goals.

Despite these concerns, many employees still believe that training and development play a crucial role in enhancing retention. Respondents suggested several changes, including increasing the frequency and variety of training sessions and ensuring that all staff members, especially those at lower levels, have access to professional development opportunities. The call for more tailored and inclusive training programs reflects the desire for a comprehensive approach that addresses the diverse needs of employees at all levels. As highlighted by Zuber (2001), training that is relevant to an employee's job and career aspirations is more likely to result in higher retention rates. Therefore, aligning training programs with employees' needs and career goals could potentially improve retention.

The logistic regression analysis further supports the mixed findings regarding the impact of training on retention. While the variable "adequate resources" showed a positive relationship with retention, the effectiveness of training strategies was found to have a negative impact, indicating that despite training efforts, other factors may be more influential in retaining employees. This highlights the complexity of retention strategies, which cannot rely solely on training but must encompass a more holistic approach. Furthermore, the results suggest that while training is valuable, it may need to be supplemented with other initiatives, such as career development opportunities, competitive compensation, and a supportive work environment.

The negative impact of training effectiveness on retention may imply that employees perceive current training initiatives as insufficiently aligned with their individual goals or career advancement needs. This finding suggests that while CCCZ Company is investing in training, the lack of perceived relevance and applicability could lead employees to feel

undervalued or underprepared for growth within the organization. This disconnect underscores the importance of designing training programs that address specific skill gaps and provide clear pathways for career progression.
In addition, the analysis highlights that employees prioritize adequate resources in their work environment, which can play a key role in job satisfaction and, consequently, retention. A well-resourced environment may enable employees to perform their tasks efficiently, reducing frustration and enhancing their overall work experience (Lungu and Daka, 2022; Masonde and Daka, 2023). As such, investment in both physical and technological resources could further bolster retention efforts by fostering a supportive and effective workplace (Zozie and Daka, 2024).
The findings emphasize that for training to contribute meaningfully to retention, it must be integrated into a broader strategy that includes continuous professional development, recognition of employee contributions, and a culture that values employee well-being. This holistic approach would allow CCCZ Company to address the diverse needs of its workforce, ultimately fostering a more engaged and loyal employee base. In addition, an investment in both physical and technological resources could further bolster retention efforts by fostering a supportive and effective workplace.

Conclusion and Recommendations

The study concludes that the effectiveness of CCCZ Company 's training and development programs shows mixed results. While employees generally appreciate the availability of training, many feel that the programs are either not tailored to their specific needs or lack adequate resources. Some employees view training as an obligation rather than a valuable opportunity for growth, highlighting a disconnect between training initiatives and employee expectations. This finding suggests that while training can contribute to retention, it may not be effective if it fails to address the particular skills, and development needs that employees perceive as valuable to their roles and career trajectories.
Finally, the relationship between training and retention is complex and appears to be influenced by broader factors within the organizational culture. The study's logistic regression analysis suggests that while the presence of training and adequate resources can positively impact retention, these strategies alone are insufficient to fully address turnover issues. Effective retention requires a holistic approach that integrates competitive compensation, growth opportunities, and a supportive work environment. Addressing these factors comprehensively could lead to significant improvements in employee retention, especially when combined with a more personalized approach to training that aligns with employees' career goals.
Since this study was undertaken in a private company, future research needs to be done in a public institution and compare with the findings. In public institutions, many employees say that they stay for security reasons and not really training. It will be interesting to

investigate how training and development in the public sector contributes to the retention of employees.

Based on the study findings, it is recommended that;

- The company refine its training and development programs to better align with employees' needs and career aspirations. This could include conducting regular needs assessments to identify gaps in skill development and offering more targeted, resource-supported training options,
- CCCZ should ensure that training programs are relevant, inclusive, and frequent will likely boost employee engagement and job satisfaction, and
- The company should create feedback channels where employees can provide input on training and development needs that can help CCCZ Company continuously adapt its strategies to evolving workforce expectations.

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