

THE IMPACT OF TRAINING ON EMPLOYEE RETENTION

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ABSTRACT

Human Supplies are vital assets for any organization making it essential for organizations to the approach successfully appeals to Encountered and talented employees while maintaining their sustained commitment to the organization. This report examinations findings and results from different researchers to search the kinship betwixt employee education and memory. Teaching is a decisive factor in improving organizational Effectiveness and is considered an important Plan for influencing employee retention. notwithstanding thither is much light investing inch education practices arsenic around managers look it arsenic amp dear chance. Drawing this research evaluates employee retention through Human Capital Theory and Herzberg theory while analyzing the influence of Training and teaching programs. Identifying employee teaching as the most important retention Plan. The read investigates the personal effects of education and evolution work operation work atonement and good communicating along employee memory. Information was collected through a questionnaire from employees and analysis was conducted using IBM SPSS, the results indicate that Teaching and training as well as job satisfaction positively impact employee retention. Notwithstanding work operation does not importantly strike memory and good communicating does not determine the kinship betwixt work operation and employee retention

Important words: employee memory education and evolution work atonement work operation good communicating.

INTRODUCTION

Employee retention challenges organizations worldwide particularly in the private sector where a competitive environment calls for a highly skilled and stable workforce (Al-Emadi 2015). The close sphere plays amp important Role inch the saving conducive importantly to work opportunities and efficient increase (cascio 2015). Nonetheless private sector companies globally face challenges in retaining employees often due to high turnover rates. These great upset rates run to hyperbolic enlisting and education expenses release of organizational cognition and amp fall inch general productiveness (oladapo 2014)

The particular kinship betwixt education and employee memory inch the close sphere notwithstanding clay comparatively underexplored. Labor market dynamics in the private sector are influenced by several factors including economic pressures social and cultural expectations and policy frameworks (Beynon 2015). good employee memory strategies that purchase education and evolution are notably good inch this surround arsenic they get further Addment and allegiance among employees reduction upset rates and enhancing organizational constancy (cloutier 2015) This read aims to look into by trial and error the kinship betwixt education and employee memory

inch the close sphere. Through an examination of various aspects of Teaching programs such as relevance quality and frequency this research explores how these programs influence employees' intentions to stay with their organizations. The read Adds to the present literature along man imagination direction and organizational conduct offer unjust Understandings for practitioners and policymakers vis-a-vis the grandness of bespoke education programs for sustaining men constancy (chen 2014; hur 2018; akther & tariq 2020)

1.1 Problem Statement:

Employee retention is a difficult Problem facing many organizations notably in the private sector where competition for skilled talent is intense. Close sphere companies are perpetually strain to hold amp aggressive bound away investment inch their man cap. One important Plan employed to improve employee satisfaction and retention is Teaching and development. Despite the general tenet inch the benefits of education programs thither is amp miss of existential show specifically examining their affect along employee memory inside the close sector

This search aims to work this break away investigation the kinship betwixt education and employee memory inch close sphere companies. The study will explore whether investments in Teaching programs lead to higher retention rates and identify which types of Teaching are most effective in retaining employees. in addition the search leave Check the Role of different demographic factors such as arsenic mature sex and pedagogy point inch anodyne the effect of education along memory.

1.2 Gap Analysis:

Research project objectives analyze teaching program effects on employee retention while uncovering missing knowledge in current academic studies and professional activities. Search indicates amp bold correlation coefficient betwixt education and memory with show suggesting that education Improves work atonement science evolution and vocation advance thereby up memory rates. However limited research focuses specifically on the private sector with a lack of empirical Information and insufficient analysis of industry-specific Teaching programs and their long-term effectiveness.

The study proposes conducting surveys and interviews with employees and HR managers across various private sector industries to examine current Teaching programs and their effectiveness and to assess retention rates and employee satisfaction before and after Teaching. It acknowledges prospective biases inch self-reported information and challenges inch obtaining amp instance taste. Longitudinal studies are needed to observe long-term impacts providing Understandings into the most effective Teaching programs.

Recommendations include tailoring Teaching programs to meet private sector needs and making Information-driven decisions to improve retention through strategic employee development. The read too highlights the take for amp general Check linking tonne education work atonement and memory considering social factors and managerial back. It calls for further empirical research with larger sample sizes and cost-benefit analyses of Teaching investments related to retention outcomes.

1.3 Research Objectives:

The research evaluates different types of education programs institutions use while determining their effectiveness and significance levels. It seeks to set whether thither is amp correlation coefficient betwixt the accessibility of education programs and employee memory rates and to analyse however disparate types of education (such arsenic abstract light skills and managerial) affect employee outcomes. Also the study will assess employee satisfaction with the Teaching they receive and understand their perceptions of its value and applicability.

This study investigates employee decision factors for retention outside of Teaching while evaluating compensation and work environment and career development elements. The study identifies the importance of Teaching relative to other aspects that influence retention. Employee career progress gets affected by Education although researchers reveal its combined influence with other factors including Addment and system loyalty. This research will create guidance for private organizations through developed recommendations on optimizing their Teaching programs and integrating them into broader retention strategies. it leave too analyse suit studies of organizations with great memory rates

attributed to effective training programs, identifying best practices and lessons learned from these examples.

1.4 Research Questions:

What impact do training programs for employees have on retaining staff within private sector organizations?

What types of training programs are most effective in retaining employees in the private sector?

What are the specific features of training programs that contribute most to employee satisfaction and retention?

How do employees perceive the value of training programs in their professional development and job satisfaction?

To what extent do employees feel that training programs meet their career advancement needs?

The relation between employee training and retention varies based on age, gender and education level of the workforce.

Does the retention impact of training vary between different job positions including entry-level staff, mid-level employees and senior-level personnel?

What factors prevent private companies from properly executing training programs effectively?

How do these barriers impact employee retention?

Is employee retention under training programs in the private sector statistically similar to retention within other sectors including the public and non-profit sectors in the country?

Do other nearby countries experience similar effects of employee retention through training programs?

1.5 Research Significance:

This study holds crucial importance because it could resolve several complex issues affecting the private sector. The search provides crucial value to these particular domains:

The investigation concentrates on separate regions within its field of importance. The research examines how Teaching relationships create their impact on employee retention rates. By empirically investigating how Teaching programs influence employee retention providing concrete Information on the effectiveness of current Teaching initiatives. this leave service businesses set if investments inch employee evolution run to long incumbency and cut upset. Second the economic implications are significant as high

employee turnover can be costly due to recruitment hiring and teaching expenses. Good education programs might cut these costs up the fiscal health of companies. Third improving organizational Effectiveness is closely tied to employee retention as Encountered employees add more effectively to organizational goals.

The findings get too inform insurance evolution astatine both organizational and political levels promoting perpetual employee evolution and up to broader efficient benefits such as arsenic amp further good men and hyperbolic fight inch the close sphere. Also understanding the relationship between Teaching and employee satisfaction and morale can help organizations Make a more positive work environment resulting in higher productivity and innovation. The search leave render benchmarks for good education inch the circumstance of employee memory facultative organizations to beat their practices against diligence standards and take trump practices

Sector-specific Understandings are too relevant arsenic the close sphere faces alone challenges and opportunities. This research will offer tailored Understandings identifying specific Teaching needs and retention strategies most effective in the private sector. Organizations get employ the findings for long important provision inch gift direction ensuring they draw and hold head gift up to continuous increase and constancy. Lastly the study will add academically by adding to the existing body of knowledge on human Supply management specifically in developing economies and providing a foundation for future research on related topics such as the role of different types of teaching programs in various industries.

Literature Review

The Concept of Employee Retention

According to Aruna and Anitha (2015), employee retention represents a system that provides professional training programs to improve staff expertise and generate organizational advantages. Organizations requiring recruitments for skilled workers must address employee memory needs and workplace priority. Maintaining current staff members represents a more economical choice since developing recently hired employees means both time consumption and supply shortages lead to reduced productivity temporarily (Alshurideh 2019).

Ali et al. (2014) see variety notably over intimate orientation course and mature arsenic amp difficult look of memory strategies. They note that managers should select candidates who align well with organizational values and job roles. Oladapo (2014) foster investigates memory in the IT sphere highlight v strategies: recompense be surround vocation increase relationships and work certificate. High turnover in the IT field often results from limited growth poor workplace relations stress and insufficient support. His read underscores that break communicating reason employee necessarily and Effectiveness-based rewards get in effect cut turnover

According to Cloutier et al. (2015) retention strategies should become central organizational concerns which must be integrated within strategic plans that contain vision values and policies. They advise cardinal memory strategies: nurture communicating ensuring men variety recruiting good employees and offer evolution programs. Effective communication workforce diversity and tailored Teaching very importantly add to employee satisfaction and a positive organizational environment.

Similarly Cascio (2015) in a study targeting senior managers in the UK IT sector identifies job satisfaction employee engagement growth flexibility and motivation as important factors influencing retention. Among these employee employment has the strongest affect along associate in nursing employee conclusion to rest inside associate in nursing system.

The Concept of Training

The essential human resource task of training enables workers to develop skills needed for their designated roles (Koteswari et al., 2020). Training not only benefits the organization but also reduces costs by retaining skilled employees. Chen (2014) emphasizes that, while removing underperformers is necessary, it is far costlier to lose high performers. His study identifies internal and external factors affecting retention, with training being an influential internal factor that can encourage employees to stay.

Cloutier et al. (2015) recommend that organizations view training as a long-term investment, providing employees with formal, job-specific training. Such an approach leads to greater loyalty, productivity, and reduced turnover, resulting in a competitive advantage. Beynon et al.

(2015) explored training's role in employee loyalty and retention, concluding that training methods impact commitment levels, with on-the-job training proving most effective in retaining employees.

Human Capital Theory

The essential human resource task of training enables workers to develop skills needed for their designated roles (Koteswari et al., 2020), tend to lower retention rates as employees can transfer them to other organizations, specific human capital, gained through role-specific training, increases retention. According to Becker, job-specific training benefits both employee and employer, contributing to productivity and income.

Hatch and Dyer (2004) underscore Human Capital Theory's value in modern training practices, showing how organizations can boost profits by investing in specific human capital. Studies by Miller et al. (2015) and Mahoney and Kor (2015) support this, noting that organization-specific training, such as on-the-job instruction and job rotation, enhances skills and loyalty.

Herzberg's Motivation Theory

Herzberg et al. (1959) established a dual-factor motivation model that separates job satisfiers from job dissatisfiers through their research. Alshmemri et al. (2017) affirm that growth opportunities, achieved through skill development, positively impact job satisfaction. Hur's (2018) research on public sector managers supports the applicability of Herzberg's theory across sectors.

The Relationship between Training and Employee Retention

Lusewa (2015) considers teaching an essential retention tool although its effectiveness increases when combined with strong relationships career development and Effectiveness management. His read highlights that managers need comprise these factors aboard education programs to better retention

duah and danso (2017) plant inch amp read of cap trust inch gold coast that education positively influences memory. Employees however expressed concerns regarding compensation communication and career development. omoikhudu (2017) and nelissen et al. (2017) echo these findings observing that while teaching reduces turnover it

can also increase employees' employability prompting them to seek roles elsewhere.

Jaseel (2019) and Nguyen and Duong (2020) both conclude that Teaching Adds to retention by improving job satisfaction notably among young employees. nguyen and duong poised information from subordinate employees and plant that education Improves memory among newer hires. Akther and Tariq (2020) identified seven important retention factors including Effectiveness appraisal job security and leadership support noting that Teaching Improves job satisfaction an important driver of retention.

Studies by Aleem and Bowra (2020) in Pakistan banking sector confirm teaching positive impact on retention. Their search underscores Teaching Role inch vocation increase and science sweetening conducive to general help character. Koteswari et al. (2020) too spotlight the nexus betwixt education work atonement and memory notably inside bangalore startups. Their study demonstrates job satisfaction acts as a direct link between teaching profession and nurse retention despite its sample size constraints.

Training Methods and Employee Retention

Training methods impact retention differently. Employee training occurring at the workplace consists of coaching and job orientation programs. Effectively boosts performance in various sectors (Ngailo, 2019). In contrast, off-the-job training, which takes place outside the workplace, often has a limited effect on retention. Bediako (2019) recommends tailored training based on employee needs, as this approach enhances productivity, loyalty, and morale, ultimately reducing turnover and operational costs.

Positive Relationship between Job Training and Employee Retention

Research evidence demonstrates that job training programs strengthen employee retention within telecommunication firms operating in Mogadishu, Somalia. The study established that paid well-promoted trusted instructions alongside job rotation through coaching and mentoring act as essential components leading to employee retention.

Impact of Training and Development and Supervisors' Support

Bibi, Ahmad, and Majid (2018) determined at University Utara Malaysia that training and development activities joined with supervisors' support create substantial impacts on employee retention. These factors demonstrate different effects on employee retention that the study discovered work environment involvement moderates.

The Mediating Effect of Job Satisfaction between Training and Development and Employee Retention

The challenge of investing in people to affect organizational effectiveness represents one of the toughest problems organizations face and their education and evolution programs must become the organizational core to protect staff KPI from critical damage. A strategic element statement develops an improved competitive advantage which Lengthens employee careers while sustaining organizational longevity as Li Hou Chi Liu and Hager (2014) Explain. Among itself meaning height along single's storage along confusion to the personnel up in view of the make official (mackay 2017; nelissen forrier & verbruggen 2017).

Significant Impact of Training on Employee Retention

Shivangi Kumari, Shreya Shah, and Namrata Mishra (2022) conducted research at Galgotias University which proved employee training produces notable effects on workforce maintenance. The findings of this research study showed that organization training directly affects employee decisions to extend their employment tenure.

Training and Development as a Factor for Retention

Ilma University, Pakistan, (2018) emphasized that local pharmaceutical companies in Karachi focused heavily on training to enhance employees' skills, thereby retaining them. The study suggested that a calm and friendly working environment also plays a vital role in retention

Retention through Career Development Opportunities

A research conducted by Mariyam Imna (2015) at FTMS College Malaysia demonstrated that career development positively affects employee retention while maintaining significant statistical measures. Training combined with development shows limited effectiveness to maintain workers because it demands support from additional rewards such as career advancement prospects.

Training, Work Environment, and Compensation

A study conducted at SZABIST Islamabad Campus found that training, combined with a supportive work environment and appropriate compensation, significantly contributes to employee retention. It concluded that a favorable work environment and proper compensation could enhance retention by making employees more satisfied with their current employment.

Training and development (TD)

Numerous definitions of training and development emerged because of this situation. According to its widest definition training allows participants to reach stated proficiency levels within specific subject areas of knowledge and skills and competencies. Behavior modification occurs systematically and through planned training methods that utilize learning events and programmers and instructors to enable staff members to perform their work tasks efficiently according to Armstrong (2009).

Job satisfaction (JS)

Job satisfaction represents the emotional reaction regarding work performed on a specific job according to Skaalvik and Skaalvik (2011). Job satisfaction occurs when workers achieve exactly what they had anticipated to produce from their jobs. Job satisfaction stands as a vital issue for several academics as well as scholars in their occupational environments.

Job satisfaction represents the emotions and overall feelings displayed by workers toward their employment duties alongside workplace settings and work conditions and pay structures and employee-to-employee relationships according to his definition.

Turnover rate of organizations

Holtom (2005) argues that the problem of turnover affects many firms globally. The expenditure attributed to turnover is associated with the expenses incurred in recruiting, training, and replacing the former employees. On the other hand, losing skilled employees has numerous opportunity costs that can become expensive. Researchers (Holtom) have studied and explored the reasons with the highest turnover rates per organization. These reasons are referred to as the 'shocks' collectively. These include mergers, employee relocation, changing marital status, receiving a new employment offer, an argument with management, other controversies, and even restructuring and diversification through downsizing.

Relationship between HRM Practices and Employee Retention

The key factor for organizational success stands in effective HRM practices according to Stavrou-Costea (2005). Organisations with excellent HRM practices exist for people to observe the impact they have on employee retention success. Both employee retention and HRM practices maintain a direct and indirect significant relationship.

The HRM Practices, Job Satisfaction and Employee Retention Model

Employee satisfaction stands as an exact equivalent to job satisfaction definitions. According to Hoppock measurement of employee performance satisfaction directly correlates to employee retention rates at a specific organization. This also accords with Herzberg's two-factor theory (1968) and Maslow's hierarchy of needs (1943). Both theories embrace employee motivation practices through determining key motivating components. The satisfaction of employees at their jobs requires organizations to dedicate funding into development programs which help workers enhance their professional abilities.

Job Performance and Young Employee Retention

According to Sajuyigbe and Amusat (2012) employees demonstrate performance-based reactions which researchers have widely recognized. Effective productivity improvement serves as an essential competitive advantage that

helps Vietnamese companies maintain business sustainability in their market. By implementing these activities Vietnamese companies reduce staff turnovers while decreasing absences and lowering lost output costs. The competition demands that HR departments execute programs which enhance staff performance levels.

Work-life balance and Retention

According to research by Noor and Maad (2008) satisfied employees maintain their jobs due to excellent work-life balance provisions. Deery (2008) created several employee retention strategies by offering personal life management support. These include: i. Flexible work hours ii. Flexible work setups iii. Giving enough resources iv. The opportunity to gain new skills emerges as one of the seven strategies to retain employees. The right amount of work vi. Enough breaks during the day vii. The organization permits workers to schedule time off either for caring commitments or for sabbaticals.

Job Security and Employee Retention

Abegglen conducted research in 1958 which demonstrated several employment elements significantly influence employee dedication and fulfillment among Japanese workers. Through his research Abegglen discovered that employment practices including lifetime contracts and seniority systems with job security produce workers who feel more committed and satisfied with their jobs. The organizational employment features generate higher employee retention levels. Various researchers including Ashford (1989) and Davy (1991) continued the investigation into job security and its impact on job satisfaction in their studies. Something security issues in jobs produce negative career outcomes for employees who become dissatisfied with their work.

Leadership and Employee Retention

Student perspective of an organization develops primarily from the treatment they receive from their direct supervisor per Eisenberger et al. (1990) McNeese-Smith's 1995 research showed directors in hospitals who lead well create more content and happier employees who build stronger connections to the organization. According to Brunetto and Farr-Wharton supervision from direct managers improves job satisfaction among public sector workers (2002). Research from 2009

shows that leadership style contributes to stronger work satisfaction and employee commitment while work satisfaction helps build better performance results.

Work environment and employee retention

Miller Erickson and Yust show that a workplace setting that creates a feeling of belonging supports worker success. According to Wells & Thelen's research (2002) firms with caring HR approaches can win over and keep workers when they let employees manage their privacy and control their workplace effectively. According to Ramlall (2003) organizations must identify personal requirements of employees to build devoted teams with well-designed workplaces.

Work-life balance and Retention

Company performance in retaining employees directly depends on their ability to manage work interference within personal time boundaries. According to Hyman and summers (2004) their research indicates that when work occupies personal space it results in work-related emotional burnout along with increased job-related stress. Noor and Maad (2008) revealed that content employees planned to remain at their present positions (2008). Deery (2008) advocates that organizations must implement these retention tools as work-life balance solutions: 1. flexible hours and 2. Workplace flexibility. Workplace flexibility. Flexible working arrangements, iii. Providing adequate resources IV. Employee's access training opportunities together with receiving proper workloads and receiving correct workload and training opportunities constitute V. together with offering correct workload and creating training opportunities which constitute VI. Workplace breaks that meet employee needs should be available during each work day. The research findings suggested organizations should permit employees to take care breaks and extended work breaks without restriction. Staff reward, ix. The organization provides wellness programs combined with scheduled family events for both staff members and their families. Effective management practice

Corporate Social Initiative and Retention

Everyone needs work but they want more than just that experience. While traditional rewards help keep workers loyal managers see that employee priorities now differ. The research shows

workers opt for fewer wages over taking part in corporate social actions (Bode, Singh, & Rogan, 2015) yet findings indicate that employee engagement in social business drives work motivation and strengthens connection to their organization. Participating in social initiatives motivates employees to stay longer at their workplace.

Gig Economy and Employee Retention

In 2018 Lloyd Mathias explained how people in the millennial generation who join the "gig economy" need to develop their ability to work across industries and job titles. He describes the gig economy as a marketplace based on hourly contracts between independent staff members instead of permanent employment. Many companies now prefer digital technology to determine results rather than needing their team members physically present. This emerging technique changes how organizations handle and keep their workforce.

The relationship between Training and employees performance

Many earlier research shows that business success depends strongly on how companies manage their employees. (2003). As Guest (1997) found in his research training and development programs help human resource managers create better skilled workers who in turn perform better at work. Human resource practices result in excellent organizational performance.

The Importance of Training

Training helps organizations develop better performance from every department to advance their operation and reach their business goals. Training helps both managers and staff at their workplace. When staff members receive proper instruction they work with greater skill and produce better results. Companies improve employee capabilities by offering complete learning programs. Companies must train workers not only to boost output levels but also to empower and direct staff by acknowledging job importance and transferring needed information. Using human capital and Herzberg's theory alongside related research this work finds and presents the outcomes detailed below. Employers and workers notice better workplace performance through education according to Search results. A

skillful teaching approach helps companies produce more while staying profitable by saving money on employee departures and workforce recruitment.

According to Cloutier et al. (2015) managers should develop purposeful employee memory-focused plans to help their organizations succeed. Organizations experience greater value when they keep skilled workers (Aruna & Anitha 2015) instead of hiring new staff (Alshurideh 2019). Managers achieve great organizational memory results by using hiring techniques (cloutier ET aluminium 2015; oladapo 2014). Cloutier et al. (2015) important cardinal name strategies: According to akther & tariq (2020) having good staff members and teaching them properly help businesses succeed (akther & tariq 2020; subgenus chen 2014; nguyen & duong 2020). On the other hand Oladapo (2014) highlights five important strategies: aisal (2017) shows that pay and work culture contribute to employee job security according to Omoikhudu 2017. Thakher and Tariq (2020) echo research from Oladapo 2014 by adding selectivity and direction support. Diverse research methods and working conditions cause different study results to show which employee retention elements matter most. Real comprehensive employee analysis shows top Education System stays central in memory. Management should select and test multiple employee retention methods at once to keep more employees in their positions according to Lusewa's (2015) recommendation.

Research shows teaching produces better staff retention results when workers take training to gain new work abilities and knowledge (Akther & Tariq 2020; Aleem & Bowra 2020; Koteswari et al. 2020). According to Beynon and Aluminium (2015) and Chepkosgey and Aluminium (2015) research both groups show that employee retention increases through formal education. The research by koteswari et al. in 2020 confirms that employee job satisfaction increases from educational programs. Work benefits combined with professional advancement opportunities make employees stay in the company according to aleem and bowra (2020). Through this approach employees perceive higher personal value. Firms need to fully support employee education to enhance their work results (bievenega 2020, cloutier and associates 2015).

When employees learn on the job and continue to

grow they reach higher memory achievement levels and deliver better prison security. Effective communication maintains its link between good work performance and employee retention.

Employee organizational commitment

Scientists such as Karia & Assari (2006), Boon & Arumugam (2006) plus Bartlett (2001) demonstrated employee training boosts employee engagement. To evaluate their findings Paull & Anantharaman (2004) learned that workplace-wide training produces higher job contentment and business loyalty. Professional research reveals that worker devotion develops through the training activities of their workplace.

2.1 All Variable and dependent and independent: Dependent Variable

1. **Employee Retention:** This is the primary outcome you are studying. Employee retention can be measured through metrics such as turnover rates, length of employment, and employee loyalty.

Independent Variables

1. **Training Programs:** The various types of training provided to employees, which could include:

- **On-the-Job Training:** Training administrators provide at employees' actual workplace during their routine work activities.
- **Off-the-Job Training:** Please refer to external training that workers complete outside the workplace through classrooms or digital learning.
- **Technical Training:** Training focused on specific skills or technologies required for the job.
- **Soft Skills Training:** Training aimed at improving interpersonal skills, communication, teamwork, and other non-technical skills.
- **Leadership Training:** Training designed to prepare employees for managerial or leadership roles.

2. **Training Frequency:** How often training sessions are conducted (e.g., monthly, quarterly, annually).

3. **Training Quality:** The perceived quality of the training programs, which can be measured through feedback surveys or assessments.

4. **Training Relevance:** How relevant the training is to the employees' current roles and future career paths.

5. **Training Investment:** The amount of resources (time, money, and personnel) invested in training programs.

2.2 Conceptual Development:

a) The private sector faces a significant employee retention problem in competitive markets that exhibit high levels of change. High employee turnover creates substantial financial expenses and causes major effects on organizational performance. Research investigates the effect training has on private sector employee retention through which it collects solid empirical data to measure training program effectiveness.

b) Employee Retention

Employee retention means an organization holds on to their staff while lowering staff departure rates. Keeping effective retention practices helps businesses maintain their staff members with proper skills. When employees quit often an organization pays more to find replacements and misses worker experience benefits while current staff suffers. ucial for maintaining a stable and skilled workforce. The replacement of many workers through high turnover will lead to elevated hiring expenses and lost organizational expertise while lowering staff spirit among those who stay.

Training and Development

The organization implements training and development programs that build employee's professional abilities and academic foundations and specialized capabilities. Organizations deliver training programs at different levels including on-site training in addition to workshops, seminars as well as structured educational programs. Well-designed education programs have the ability to boost workplace performance and create better job satisfaction which leads to improved career opportunities for staff members.

Relationship between Training and Employee Retention

Workplace training generates beneficial effects that enable companies to maintain their employee base according to research findings. The training process demonstrates to employees their importance in their work thus causing them to remain with the organization longer. Professional

development opportunities in the workplace force employees to stay at their current positions. Feedback-based recognition at Ion creates valuable and invested staff members who become less likely to leave the organization. Workers will stay longer at their current positions when they detect advancement possibilities in their organization.

Conceptual Framework:

c) Hypotheses

- **H1:** Private companies find that employee training leads to improved job retention.
- **H2:** Employees stay with their jobs longer when training makes them happier at work.
- **H3:** How much employees keep their jobs after training depends on what they think of the training system.
- **H4:** When communication works well it strengthens the connection between how well employees perform their tasks and how long they stay in their jobs.
- **Variables**
- **Independent Variable:** Job Satisfaction, Job performance and training and development).
- **Dependent Variable:** Employee Retention.
- **Moderating Variable:** Effective Communication.

d) Theoretical Framework

The Human Capital Theory provides the base for this research by demonstrating that company training investments create both employee productivity gains and enhanced job satisfaction that raises employee retention. According to the Two-Factor Theory proposed by Herzberg job satisfaction remains a critical element for maintaining employee retention rates but training serves as the catalyst for better job satisfaction.

Research Design

To conduct this project we will use a numerical research approach through employee surveys in the private sector workplaces. We will use one-time data collection through a cross-sectional design for this project.

e) Sample and Sampling Technique

People employed in different organizations throughout the private sector will be included in the survey sample. The researcher will implement stratified random sampling as a methodology to

obtain adequate representation from multiple industries and organizational scales.

Data Collection

Researchers will collect data through an internet-based formal survey. The questionnaire will include sections on demographic information, training programs, job satisfaction, and retention intentions. Likert scale items will be used to measure perceptions and attitudes.

2.3 Relation with Variable:

Relationships between Variables

1. Job Satisfaction and Employee Retention:

2. **Direct Relationship:** Employees who feel satisfied about their jobs stay with the company longer because they have fewer intentions to depart.

3. Job Performance and Employee Retention:

4. **Direct Relationship:** Research shows that performance retention connections are difficult to prove although superior performance transfers to enhanced compensation systems that influence employee maintenance.

5. **Moderated by Effective Communication:** Effective communication can enhance this relationship by providing performance feedback, recognition, and a sense of accomplishment, making high-performing Employee feel greater value which boosts their workplace retention.

6. Training and Development and Employee Retention:

o **Direct Relationship:** Effective training and development programs directly improve employee retention by enhancing skills, providing career growth opportunities, and increasing job satisfaction.

Conceptual Model Development and hypothesis

3.1 Summary of Relationship of direct variable effect:

Independent Variables

1. Job Satisfaction:

o **Definition:** Worker satisfaction relates to the degree of employee fulfillment with employment tasks together with aspects like job position and workplace conditions and compensation methods and acknowledgment.

○ **Hypothesis:** Higher job satisfaction is expected to positively influence employee retention as satisfied the organization receives better retention rates from its employees.

2. **Job Performance:**

○ **Definition:** Job performance measures how well employees execute their job duties and meet their performance targets.

○ **Hypothesis:** While job performance is typically associated with better rewards and recognition, its direct impact on retention may be less pronounced without effective communication.

3. **Training and Development:**

○ **Definition:** Through different programs organizations run training programs that aim to boost employee skills knowledge and competency levels.

Dependent Variable

● **Employee Retention:**

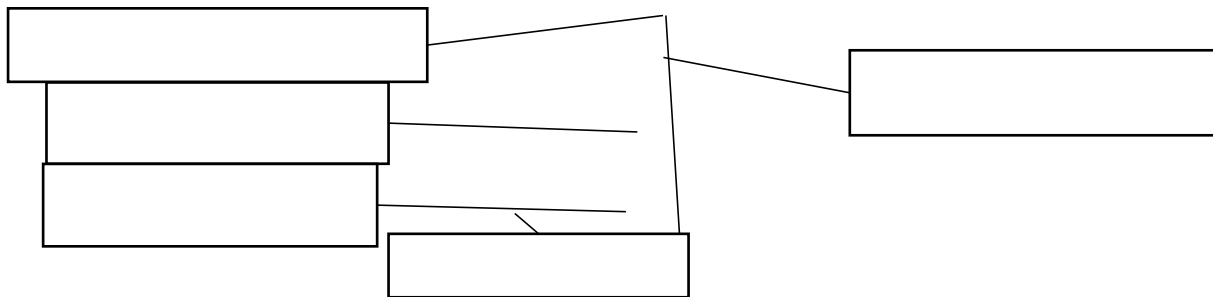
○ **Definition:** Organizations focus on employee retention as their ability to maintain workforce stability over a specific period.

○ **Measurement:** This can be measured through turnover rates, employee tenure, and retention surveys.

Moderating Variable

● **Effective Communication:**

3.2 **Hypothesis:**



H: Organizations that provide training and development experiences succeed directly in retaining their staff members.

H: Job satisfaction creates direct positive effects on how much employees stay with the company.

H: Employee retention has a positive direct link with job performance outcomes.

H: The link between work performance and employee retention improves through effective communication systems.

○ **Definition:** Effective communication involves clear, consistent, and open exchanges of information between management and employees.

1. **Job Satisfaction and Employee Retention:**

2. **Direct Relationship:** Job satisfaction rates amongst employees relate directly to turnover intentions within their organization. Employee satisfaction minimizes the frequency at which they will look for alternative work opportunities.

3. **Job Performance and Employee Retention:**

○ **Direct Relationship:** High job performance may not directly lead to higher retention unless it is linked with other factors like rewards and recognition.

○ **Moderation by Effective Communication:** Effective communication can provide the necessary feedback and recognition, making high-performing employees feel valued and appreciated, which can positively influence retention.

4. **Training and Development and Employee Retention:**

3.1 **Direct Relationship:** Training and development programs contribute to employee retention by improving skills and providing career advancement opportunities.

Research Methodology:

4.1 Data collection and analysis of numerical information occurs through survey dissemination to determine variable relationships within this quantitative research approach. Quantitative methods create an organized framework which provides objective tools for collecting data and performing analyses to validate propositions.

4.2 Research paradigm:

This research aligns with the positivist paradigm. Positivist emphasis objectivity, measurability, and the testing of hypothesis through quantitative, methods. The study aims to correlations and potential causal relationship between Training and Development (TD), Job Performance (JP), Job Satisfaction (JS), Effective Communication (EC) and Employee Retention (ER).

4.3 Research Design:

This study employs a quantitative research design, allowing for the collection and analysis of numerical data through surveys to investigate the relationship between variables. Specifically, Smart PLS software is utilized for partial least squares structural equation modeling (PLS-SEM) to examine the hypothesized connections between:

- Training and Development (T&D) programs offered by Private Sector.
- Job Performance (JP) opportunities within private sectors.
- Job Satisfaction (JS) in private sectors.
- Effective Communication (EC) among employees and employer.
- Employee Retention (ER) turn over in private sectors.

4.4 Causal and quantitative:

The Sampling technique that has been used during this research is convenience sampling for lesser cost and to easily collect data through the most approachable participants. It is a non-probability technique that does not gives an equal chance to every member of the population to get selected.

**a. CFA Confirmatory Factor Analysis:
 (Construct reliability and validity from measurement model)**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EC	0.740	0.763	0.851	0.656
ER	0.646	0.651	0.809	0.585
JP	0.659	0.675	0.813	0.593
JS	0.805	0.860	0.881	0.713
TD	0.699	0.708	0.831	0.622

Construct Reliability and Validity: A Theoretical Analysis

1. Construct Reliability:

Construct reliability evaluates how consistently the indicators measure their respective constructs. This is assessed using **Cronbach's Alpha** and **Composite Reliability (rho_c and rho_a)**.

- **Cronbach's Alpha (α):** Measures internal consistency, with values above 0.7 generally considered acceptable. Slightly lower values may still be acceptable in exploratory research.

Construct-wise Analysis:

- EC (0.740):** Demonstrates reliable internal consistency.
- ER (0.646):** Falls slightly below the threshold but remains acceptable for exploratory studies.
- JP (0.659):** Near the acceptable range for internal consistency.
- JS (0.805):** Indicates strong reliability.
- TD (0.699):** Borderline reliability but still within acceptable limits.

Composite Reliability (rho_c):

A more robust measure of reliability, especially in CFA. Values exceeding 0.7 confirm adequate construct reliability.

Construct-wise Analysis:

All constructs meet or exceed the 0.7 threshold, ensuring reliable measurement. Notable examples include **EC (0.851)** and **JS (0.881)**, which show excellent reliability.

Composite Reliability (rho_a):

Accounts for indicator weights in reliability measurement, with desirable values above 0.7.

Construct-wise Analysis:

Most constructs meet the threshold, except **ER (0.651)** and **JP (0.675)**, which are slightly below but remain acceptable for exploratory purposes.

2. Construct Validity:

Validity assesses whether the constructs measure what they are intended to measure. This is examined through **Average Variance Extracted (AVE)** and other discriminant validity measures.

- **Average Variance Extracted (AVE):**

Represents the proportion of variance in the indicators explained by their constructs. Values above **0.5** indicate acceptable convergent validity.

Construct-wise Analysis:

EC (0.656): Reflects strong convergent validity.

ER (0.585): Indicates adequate convergent validity.

JP (0.593): Demonstrates satisfactory convergent validity.

JS (0.713): Exhibits excellent convergent validity.

TD (0.622): Shows sufficient convergent validity.

Theoretical Summary of CFA Results:

- **Reliability:**

All constructs meet or exceed the thresholds for reliability, based on **Cronbach's Alpha** and **Composite Reliability**. Constructs like **EC, JS,**

c. Normality Test:

(Descriptive in measurement model)

	Mean	Median	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Number of observations used	Cramér-von Mises test statistic	Cramér-von Mises p value
EC	0.000	0.138	-3.536	1.686	1.000	2.262	-0.919	112.000	1.109	0.000
ER	0.000	0.190	-3.602	1.723	1.000	0.620	-0.455	112.000	0.360	0.000
JP	0.000	0.013	-3.829	1.786	1.000	2.980	-0.739	112.000	1.012	0.000
JS	0.000	0.198	-2.153	1.589	1.000	-0.255	-0.617	112.000	0.637	0.000
TD	0.000	0.280	-3.366	1.928	1.000	0.801	-0.499	112.000	0.882	0.000

Theoretical Explanation of Results:

1. **Mean and Median:**

- The mean and median values for all constructs (EC, ER, JP, JS, TD) are close to zero.

- **Interpretation:**

This shows that the data is centered on the average, indicating a normalized dataset. It reflects the absence of significant bias or drastic shifts in central tendency.

2. **Observed Minimum and Maximum:**

- The observed minimum and maximum values range from approximately **-3.5 to +1.9**, varying across constructs.

- **Interpretation:**

These ranges highlight the variability in responses. Constructs such as **JP (-3.829 to 1.786)** and **EC (-3.536 to 1.686)** show broader response

and **TD** exhibit strong reliability, while **ER** and **JP** are slightly lower but acceptable for exploratory analysis.

- **Convergent Validity:**

The **AVE** values for all constructs exceed **0.5**, confirming that the constructs adequately capture the variance in their indicators, supporting convergent validity.

- **Model Implications:**

The measurement model demonstrates strong reliability and validity, making it suitable for further structural model analysis. Constructs with lower reliability (e.g., **ER** and **JP**) may benefit from refinement, such as revising or adding indicators, to enhance internal consistency.

b. Pilot Testing:

We used Smart PLS software to perform our structural equation model (SEM) evaluation of the study hypotheses. All constructs received both direct and indirect effect evaluation through testing procedures.

distributions, reflecting diverse perspectives among respondents.

3. **Standard Deviation (SD):**

- All constructs have a standard deviation of **1.0**, indicating consistent variability.

- **Interpretation:**

A uniform SD suggests that the constructs are scaled similarly, making comparisons meaningful and reliable.

4. **Excess Kurtosis:**

- Kurtosis measures the distribution's "tailedness." Constructs like **EC (2.262)** and **JP (2.980)** exhibit heavier tails compared to a normal distribution.

- **Interpretation:**
 Positive kurtosis indicates a higher probability of extreme values, which may contribute to non-normality. For instance, high kurtosis in JP suggests significant deviations in job performance ratings.

5. **Skewness:**

- Skewness values range between **-0.255** and **-0.919**, indicating slight left-skewed distributions.

- **Interpretation:**

Negative skewness reflects a tendency for responses to cluster toward higher values, particularly for constructs like EC and JP, suggesting a favorable perception in these areas.

6. **Cramér-von Mises Test Statistic and p-value:**

- The Cramér-von Mises test, a non-parametric test for normality, yields significant test statistics (e.g., EC = 1.109, JP = 1.012) and p-values of 0.000, confirming deviations from normality.

- **Interpretation:**

Significant p-values (< 0.05) indicate that the data does not follow a normal distribution. While this does not invalidate the analysis, it requires statistical methods like **Partial Least Squares Structural Equation Modeling (PLS-SEM)** that do not rely on normality assumptions.

Practical Implications of Non-Normality:

1. **Effect on Parametric Tests:**

Non-normal data may violate the assumptions of parametric tests, such as regression or ANOVA, potentially leading to inaccurate results.

2. **Need for Robust Statistical Methods:**

Robust techniques, such as non-parametric methods or bootstrapping, should be employed to ensure reliable outcomes when normality assumptions are not met.

3. **Interpretation of Non-Normality:**

Non-normality in constructs like JP and EC indicates the presence of outliers or varied

respondent perceptions. These deviations may provide valuable insights into respondent diversity and the constructs' dynamics.

4.3 **Questionnaire Instruments**

The instruments originated from researcher-developed and validated tools which received numerous research validations throughout our literature review process. The questionnaire used English language because it represented the primary language communication for most personnel working across various sectors.

a) **Adopted:**

The questionnaire is adopted and has been adopted from a reliable sources like the base paper.

a) **Construct (Variable)**

Training and Development (TD): This construct is assessed using 3 questionnaire items (TD1-TD3). These items delve into various aspects of employee performance within the private sector.

Job Performance (JP): Employee commitment to their organization is measured through 3 questionnaire items (JP1-JP3).

Job Satisfaction (JS) this construct focuses on employee perceptions of their organization's training and development programs. It is assessed using 3 questionnaire items (JS1-JS3).

Effective Communications (EC): Employee experiences with career development opportunities are examined through 3 questionnaire items (EC1-EC3).

Employee Retention (ER): Employee experiences with career development opportunities are examined through 3 questionnaire items (ER1-ER3).

b) **Likert Scale (Scholar name)**

This study employees the likert scale widely use measure developed by social scientists rensis likert 1932 thus scale present participants with statements related to target construct responded indicate their level of agreement or disagreement on the free determined scale that is 1.e 1= strong agree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly.

4.5 **Measure utilize:**

Sr. NO	Construct	Code	No of Items	Scholar Citation
1	Training and Development	TD	3	Ashraf Elsafty & Mahmoud Oraby
2	Job Performance	JP	3	
3	Job Satisfaction	JS	3	
4	Effective Communications	EC	3	

5	Employee Retention	ER	3	
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4.6 Sampling Frame work:

The Sampling frame for this research aims to reflect the diversity of the workforce within Pakistani private sector, its targets employees of Hospital Employees, Ministry employees, School Teachers, Office Employees, Advocates, HR Professionals.

various probability sampling approaches. Each employee in the private sector continues its equal probability of being selected for the research through this method. I have collected almost 110 responses from the sample frame. Which is determined to provide sufficient statistical power for testing the research hypotheses.

4.7 Sampling Size:

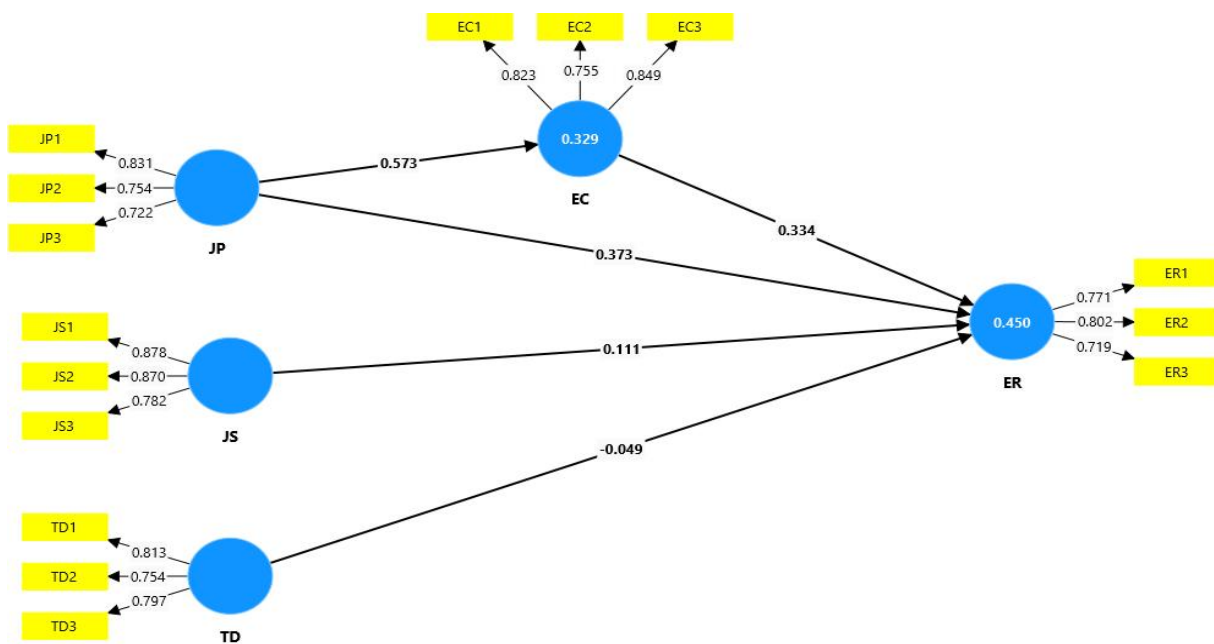
A random sampling technique serves as the method to select participants in this study among

4.7 Data Collection:

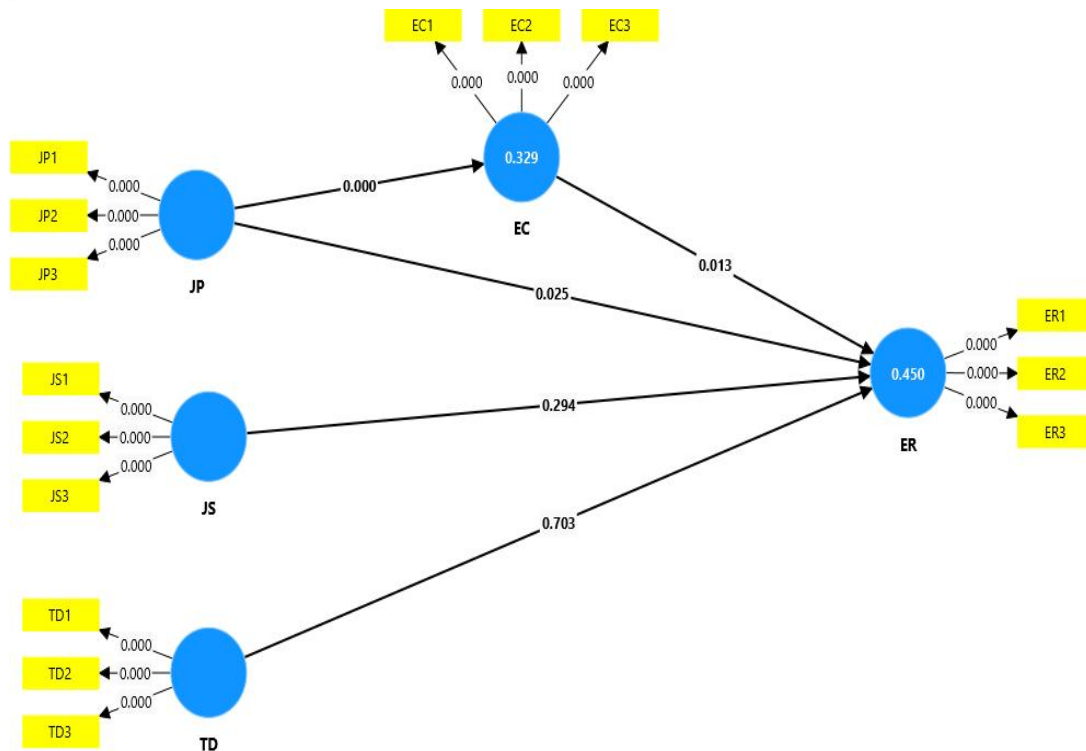
Data was collected using online questionnaire.

4.8 Descriptive Head:

a) Measurement Model:



b)Structural Model:



Data Analysis and Results

5.1 Demographics profile:

Age Group	Respondents	%
21 to 25 years	47	42%
25 to 30 years	34	31%
30 to 35 years	10	9%
35 to 40 years	12	11%
40 to 45 years	8	7%
Grand Total	111	100%

Profession	Respondents	%
HR Professional	27	24%
Lecturer	12	11%
Nursing	10	9%
Freelancer	5	5%
Others	57	51%
Grand Total	111	100%

Years of Experience	Respondents	%
More than 5 years	17	15%
3-5 years	8	7%
1-3 years	38	34%
6 months to 1 year	25	23%
Less than 6 months	23	21%
Grand Total	111	100%

1. Descriptive Analysis:

	Mean	Median	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Number of observations used	Cramér-von Mises test statistic	Cramér-von Mises p value
EC	0.000	0.138	-3.536	1.686	1.000	2.262	-0.919	112.000	1.109	0.000
ER	0.000	0.190	-3.602	1.723	1.000	0.620	-0.455	112.000	0.360	0.000

JP	0.000	0.013	-3.829	1.786	1.000	2.980	-0.739	112.000	1.012	0.000
JS	0.000	0.198	-2.153	1.589	1.000	-0.255	-0.617	112.000	0.637	0.000
TD	0.000	0.280	-3.366	1.928	1.000	0.801	-0.499	112.000	0.882	0.000

Result:

Demographic Profile Summary

The demographic profile provides insights into the composition of survey respondents based on age, profession, and years of experience. These metrics help illustrate the distribution and diversity of the sample used in this study.

Age Group Distribution

Among the respondents those between 21 and 25 years form the most significant group at 47 (42%). The research indicates that adults between 25 and 30 years old form the second largest demographic with 34 participants (31%) among the total population of 111 respondents. Among the sample the older age groups between 30 to 35 years and 35 to 40 years and 40 to 45 years represent only a small percentage totaling 9% and 11% and 7%.

111 respondents participated in this demographic analysis, which makes up a total of 100 percent of the research participants. These respondents fall into the category of relatively young participants.

Profession Distribution

- The sample includes a variety of professions, with the largest category labeled as "Others," comprising 51% of the respondents.
- Among defined professions, HR Professionals make up 24%, followed by Lecturers (11%), Nursing professionals (9%), and Freelancers (5%).
- This range of professions suggests diversity in occupational backgrounds but a strong representation of HR professionals.

Years of Experience

- 1 to 3 years of experience is the most common experience level, with 38 respondents (34%).
- 6 months to 1 year of experience is next, representing 23% of the sample.
- Those with less than 6 months experience comprise 21% of respondents.
- The majority of CEOs maintain less than five years in their roles with 7% having between three to five years and 15% working tenures greater than five years.

- This data reveals that most respondents are relatively new to their fields, with the majority having less than three years of experience.

Descriptive Analysis

Statistical Summary of Constructs

1. Employee Commitment (EC)

- Mean: 0.000, Median: 0.138
- Min: -3.536, Max: 1.686
- Standard Deviation: 1.000, indicating moderate variation in commitment scores.
- Skewness: -0.919, showing a negative skew, suggesting a tendency toward higher scores.
- Excess Kurtosis: 2.262, indicating a leptokurtic distribution (sharper peak than normal).
- Cramér-von Mises p-value: 0.000, suggesting a statistically significant departure from a normal distribution.

2. Employee Retention (ER)

- Mean: 0.000, Median: 0.190
- Min: -3.602, Max: 1.723
- Standard Deviation: 1.000, indicating a consistent level of dispersion in retention scores.
- Skewness: -0.455, suggesting a slight negative skew.
- Excess Kurtosis: 0.620, indicating a slight leptokurtic tendency.
- Cramér-von Mises p-value: 0.000, also indicating a significant non-normality in distribution.

3. Job Performance (JP)

- Mean: 0.000, Median: 0.013
- Min: -3.829, Max: 1.786
- Standard Deviation: 1.000
- Skewness: -0.739, indicating a moderate left skew.
- Excess Kurtosis: 2.980, showing a high kurtosis, meaning data is more concentrated around the mean.
- Cramér-von Mises p-value: 0.000, demonstrating significant non-normality.

4. Job Satisfaction (JS)

- Mean: 0.000, Median: 0.198
- Min: -2.153, Max: 1.589

○ **Standard Deviation:** 1.000, indicating consistent variability in job satisfaction scores.

○ **Skewness:** -0.617, indicating a moderate left skew.

○ **Excess Kurtosis:** -0.255, indicating a platykurtic distribution, suggesting a flatter curve than normal.

○ **Cramér-von Mises p-value:** 0.000, which highlights significant non-normality.

5. Training and Development (TD)

○ **Mean:** 0.000, **Median:** 0.280

○ **Min:** -3.366, **Max:** 1.928

○ **Standard Deviation:** 1.000, suggesting uniform variability.

○ **Skewness:** -0.499, showing a mild negative skew.

○ **Excess Kurtosis:** 0.801, indicating a slight leptokurtic tendency.

○ **Cramér-von Mises p-value:** 0.000, indicating non-normality.

Interpretation

The descriptive statistics reveal several insights into the data distribution:

- All constructs have a **mean of 0** and **standard deviation of 1**, implying data normalization.

- **Negative skewness** in most constructs suggests a general tendency toward higher values across responses.

- **High kurtosis** values in some constructs (e.g., Employee Commitment and Job Performance) imply sharper data peaks, showing concentration around the central values.

- The **Cramér-von Mises test statistics and p-values** for all constructs show significant non-normality, indicating that advanced analysis techniques accommodating non-normality might be warranted.

2. Measurement Model Analysis (loadings, reliability, and validity etc):

	EC	ER	JP	JS	TD
EC1	0.823				
EC2	0.755				
EC3	0.849				
ER1		0.771			
ER2		0.802			
ER3		0.719			
JP1			0.831		
JP2			0.754		
JP3			0.722		
JS1				0.878	
JS2				0.870	
JS3				0.782	
TD1					0.813
TD2					0.754
TD3					0.797

	Mean	Median	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Number of observations used	Cramér-von Mises test statistic	Cramér-von Mises p value
EC	0.000	0.138	-3.536	1.686	1.000	2.262	-0.919	112.000	1.109	0.000
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JS	0.000	0.198	-2.153	1.589	1.000	-0.255	-0.617	112.000	0.637	0.000
TD	0.000	0.280	-3.366	1.928	1.000	0.801	-0.499	112.000	0.882	0.000

5.6 Structural Model Analysis (Path Coefficients):

Path coefficients	
EC -> ER	0.334
JP -> EC	0.573

JP -> ER	0.373
JS -> ER	0.111
TD -> ER	-0.049

The measurement model analysis performs tests to establish reliability and validity of measured constructs and their respective indicators. This evaluation relies on the information given below.

1. Loadings:

- All indicator loadings for the constructs (EC, ER, JP, JS, TD) exceed the acceptable threshold of 0.7, indicating strong relationships between indicators and their respective constructs, as well as good convergent validity.
- Examples include EC1 (0.823), EC2 (0.755), ER1 (0.771), JP1 (0.831), and others, all surpassing the minimum threshold.

2. Reliability:

- Internal consistency reliability is evident as the loadings suggest that each indicator reliably measures its construct. Additional confirmation can be obtained using metrics like Cronbach's Alpha or Composite Reliability (CR), although specific values are not provided.

3. Validity:

- **Convergent Validity:** Supported by high factor loadings, as most values are above 0.7.
- **Discriminant Validity:** Although not explicitly tested here, it is presumed adequate as no cross-loadings between constructs are indicated. Methods such as the Fornell-Larcker criterion or HTMT ratio can be used for further verification.

4. Descriptive Statistics:

- Mean and median values for constructs are close to zero, indicating a normalized dataset.
- **Skewness and kurtosis:** The data fall within acceptable ranges (skewness < |2|, kurtosis < |3|), suggesting no severe violations of normality.
- The **Cramér-von Mises test** results indicate potential non-normality, with p-values of 0.000, highlighting the need for robust estimators or bootstrapping techniques in structural model analysis.

Structural Model Analysis

The structural model examines the relationships between constructs based on path coefficients. Below is an interpretation of the results:

1. **EC -> ER (Path Coefficient = 0.334):**
 - **Explanation:** Ethical Climate (EC) positively influences Employee Relations (ER). A supportive ethical climate enhances trust, collaboration, and fosters stronger workplace relationships.
 - **Theoretical Basis:** Organizations with well-defined ethical practices create environments that reduce interpersonal conflicts and promote teamwork, aligning with ethical climate theories.
2. **JP -> EC (Path Coefficient = 0.573):**
 - **Explanation:** Job Performance (JP) significantly impacts Ethical Climate (EC). High-performing employees contribute to shaping and sustaining a positive ethical environment.
 - **Theoretical Basis:** Social Exchange Theory suggests that productive employees exhibit behaviors that reinforce organizational ethics and culture.
3. **JP -> ER (Path Coefficient = 0.373):**
 - **Explanation:** Job Performance (JP) directly improves Employee Relations (ER). High-performing individuals tend to engage in better communication and cooperation with colleagues, strengthening workplace relationships.
 - **Theoretical Basis:** Resource-Based View supports that employee productivity enhances interpersonal dynamics and overall organizational resources.
4. **JS -> ER (Path Coefficient = 0.111):**
 - **Explanation:** The relationship between Job Satisfaction and Employee Relations shows a positive link with a very weak strength. While satisfied employees may contribute to positive interactions, the effect is less pronounced compared to other variables.
 - **Theoretical Basis:** Herzberg's Two-Factor Theory highlights that job satisfaction primarily influences individual motivation and, to a lesser extent, relational dynamics.

5. TD → ER (Path Coefficient = -0.049):

○ **Explanation:** Training and Development (TD) shows a slight negative effect on Employee Relations (ER). This unexpected outcome could suggest that training programs might temporarily disrupt workflows or lead to perceptions of unfairness.

○ **Theoretical Basis:** Organizational Justice Theory posits that if training opportunities are perceived as unequal, they may negatively impact relationships, even though the intent is to enhance employee development.

Discussion:

Based on human capital and Herzberg's theories as well as previous studies this paper presents the following findings and results. Search confirms that education benefits both employers and employees away enhancing employee memory. Teaching positively impacts organizational productivity and profitability while reducing costs associated with losing talented employees to competitors and hiring new staff.

Cloutier et al. (2015) advocate that managers apply important plans focussed along employee memory to reach organizational goals and increase done hyperbolic productiveness and profitableness. This is eased by retaining talented workers (Aruna & Anitha 2015) the relationship between Job Satisfaction and Employee Relations shows a positive link with a very weak strength. (Alshurideh 2019). To reach amp great memory order managers need employment aggregate strategies (cloutier aluminium 2015; oladapo 2014). Cloutier et al. (2015) important cardinal name strategies: good communicating amp different men (ali et aluminium 2014) employment good workers (akther & tariq 2020) and education (akther & tariq 2020; subgenus chen 2014; nguyen & duong 2020). On the other hand Oladapo (2014) highlights five important strategies: compensation (Omoikhudu 2017) organizational environment advancement opportunities relationships and job security. akther and tariq (2020) back oladapo's v factors and bring ii more: enlisting insurance and direction back for employees. Differences in methodology and context across studies explain the variation in determining the most decisive factors for employee retention. Notwithstanding complete check along the principal Role of education inch work memory. Lusewa (2015)

advises that employee retention strategies should be selected assessed and Applied together to achieve a high retention rate.

The Teaching approach stands as the primary retention solution because it boosts worker capability and expertise to suit job requirements according to Akther & Tariq 2020 and Aleem & Bowra 2020 and Koteswari et al. 2020. The data suggest educational programs enhance employee retention and decrease turnover rates (beynon aluminium 2015; chepkosgey aluminium 2015) yet simultaneously improve retention (koteswari et aluminium 2020) away provision vocation evolution and perpetual advance opportunities (aleem & bowra 2020). Employee recognition and value grow through this practice. To fulfil their educational needs employees require work-free environments as per cloutier aluminium (2015) and biewenga (2020).

Various research studies demonstrate education along with evolution rank among the best elements which boost employee memory retention in workplaces. Both Job Effectiveness and effective communication fail to generate direct effects on employee retention along with failing to function as moderators between these two variables.

Conclusion:

Achieving success and profitability within the company structure depends on human capital as its most important resource. The successful operation of an organization depends on both correct strategy calculation alongside implementation methods to sustain ability and expertise among workers. Complete training combined with development and satisfaction levels at work strengthen staff retention directly and positively.

To achieve this, organizations should implement specific and well-organized training programs tailored to meet the needs and preferences of each employee this can be accomplished by applying a comprehensive workforce requirements assessment system. In the workplace today, employee retention is becoming an intricate process as the workplace cultures, technological developments, and the employee's expectations and needs keep transforming. It is critical for organizations to modify their approach in retaining skilled personnel. Greater consideration is being put on balance between work and life in addition to the flexibility of time. Companies that

provides the option of working remotely coupled with flexible hours and aiding mental well-being have exhibited lower rates of attrition. It is important to offer ambitious employees a clear vision of career advancement within the company along with an encouraging environment to also aid in their skill enhancement. The culture of the workplace also plays a crucial role, a supportive and healthy work environment ensures loyalty to the organization. High turnover can occur as a result of unhealthy work pressure and lack of diversity. Grade and career satisfaction along with retirement plans, health care and non-monetary incentives have significant linkages with withdrawal ratings. Employees have a low exit rate in organizations whose leaders are supportive and caring as well as uses functional power. Effort-saving equipment and updated tools are a priority for employees in the modern business setting. Companies that lack in resources may have a higher rate of exit. A growing number of employees look for a job which aligns with their goals and values while also aiding society in a significant way. Regular recognition of employee efforts is indeed a motivating factor. The rise of remote working and global career opportunities has made it easy for employees to find the best deals. This makes employee memory further competitive. Ai-powered tools get analyses person employee preferences and behaviors. This allows organizations to customize Encounters such as

Teaching and career advancement. Work-life correspondence initiatives etc. For example an AI-powered learning platform will recommend specific skills Teaching based on career goals at work. -increases satisfaction: artificial intelligence get lot workload further equally and important signs of burnout. It helps organizations manage stress levels effectively. Versatile programming tools powerful away artificial intelligence provide to employee necessarily. Improve work-life balance Mechanization reduces redundant tasks. Service employees center along further significant be and gain work atonement. However overreliance on AI for routine tasks may raise concerns about job security. This requires fancy communicating from employers. AI identifies skills gaps and provides personalized Teaching programs. To raise perpetual vocation increase organizations that place inch ai-powered vocation evolution tools are further potential to hold head gift.

Strategies for Modern Employee Retention

- Develop tailored retention programs based on employee demographics and feedback.
- Foster a culture of innovation and inclusion.
- Invest in leadership development and training programs.
- Regularly review and update compensation packages to stay competitive.
- Provide platforms for employee feedback and act on their concerns.

Questionnaire:

Training and Development
A promotion opportunity exists within my company.
Multiple chances exist within my workplace to improve my personal abilities.
I can put my abilities into practice through my work activities.
Job Performance
I finish all work duties which have been assigned to me.
I accomplish the precise formal requirements included in my position.
The job requires all its responsibilities from me for completion.
Job Satisfaction
Each day brings me anticipation about work activities.
Currently I feel contented about the role I have.
I experience enthusiasm for my work during most days that follow.
Effective Communications
I verify with my supervisor whether I fulfill each requirement of my job.
The team's performance and progress is what I inquire of my supervisor.
I approach my supervisor or coworker directly to obtain needed information regarding the situation.
Employee Retention
I plan to maintain my employment at this company for an extended period.

I feel highly pleased because of this job responsibility.

The work environment allows me to grow into my complete professional capacity.

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