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## **The Impact of Training on Employee Retention: An Empirical Research on Private Sector**

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### **Abstract**

Training and development is regarded as one of the essential ways through which organizational performance can be enhanced and the turnover rates reduced among the workforce of most companies in the globe. The purpose of this article is to look at previous studies to establish the connection between training of employees and conformity in organizations. Thus, the idea of attracting skilled employees is not enough; it is also necessary to teach them in good practices to remain with the firm for a long time. The framework for further research on the relationship between development of the employee and the performance of the business is rooted in the human capital theory and Herzberg's two-factor theory. Such perceptions imply that training investment not only enhances workers' content knowledge and proficiency but also enhances their attitude to their work and productivity. Nevertheless, they are still sparing investment on training, considering it as an experiment on uncertain funds – the managers. These studies are aimed at understanding how the level of training affects the level of employee turnover, customer satisfaction performance, need for communication, and other similar parameters. Structured questionnaires were administered to the employees across various establishments belonging to the private sector to capture the relevant data. Data analysis by employing Hierarchical multiple regression through Integrated Business Machines Automatic System/Statistical Product and Service Solutions-Statistics Version 28. Thus, path analysis with a value of 0 was employed to assess the data and also determine the connection between the stated variables. The analysis of results yields several interesting implications. First, the literature presented here validates that training and development program do affect employee turnover. Training organizations show that they highly value the training process and will therefore ensure that the employee stays with them. Apart from enhancing the expertise of the workers, the implementations of such programs are also beneficial with regards to the satisfaction of the employees and their dedication to the firm. Employees who are satisfied with their roles and have a good view of the workplace are more likely to stay in the organization. This highlights the importance of integrating training programs with employees' development needs and aspirations. Interestingly, the research found no direct impact on employee performance. This suggests that



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although performance is important to the success of the organization, it may not be the determining factor in employee retention. Effective communication, another issue examined in the study, was found to have different effects on the relationship between work and retention, depending on the organizational context and communication. In summary, this study highlights the important role of employee training in improving employee retention in international organizations. Using both human capital theory and Herzberg theory, organizations can improve their training to increase employee satisfaction and retention. However, a general introduction to insurance policies that takes into account issues beyond performance measurements is still necessary. Future research could explore different educational and organizational culture influencing insurance outcomes in different international settings and sectors. More importantly, although competition and understanding of training costs are emerging, its important role in improving business productivity and retaining employees is not yet known. Organizations that invest in training and development are well positioned to create a motivated, committed workforce that leads to sustainable growth and global business competitiveness. Good Work, Good Communication

**Keywords:** employee retention, training and development, job satisfaction, job performance, effective communications

### Introduction

In the competitive environment of the private sector, retaining talented employees is critical for the success and sustainability of the organization. (Allen, D. G., & Bryant, P. C. (2012). Managing employee retention: A strategic accountability approach) Employee turnover can result in significant costs, including hiring, training new employees, and loss of work experience. (Cascio, W. F. (2006). Managing human resources: Productivity, quality of work life, profits.) That is why there is more and more interest in such questions, how to increase employee retention in enterprises. One such approaches therefore is use of training and development. Training and development is one of significant processes in the area of human resources management (Noe, R. A. (2010). Employee training and development.) It not only equips the employees with the right knowledge and skills which enables him or her to execute his or her responsibilities in the organization, but also fosters success in the organization. If employees believe that their employer cares for their long-term career interests, they will be likely to remain with the organization hence lowering returns (Eisenberger, R., Malone, G. P., & Presson, W. D. (2016). Optimizing perceived organizational support to enhance employee engagement) This paper sought to investigate the human resource management practices concerning employee retention in private organizations with special reference to Private organization because it was observed that increased revenues can affect the performance and in turn increase the costs. The first is that repeat employees are cost efficient and must be kept around since they are such a valuable asset in achieving organization objectives in today's fast pacing business world. There are the following pecuniary consequences of the change: hiring and training costs as well as the loss of resources during the change. Also, the continuous changing of staff has a morale degrading effect in employees and affects the relational integrity of



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the working team and organizational effectiveness. Employees' training and development services are recognized to be an effective solution for turnover and enhancing the overall employee retention. They are meant to enhance knowledge, skills and abilities of the employees with a view of enhancing their organizational commitment and Satisfaction. The employee's self-esteem and loyalty levels will also be high if the workplace is deemed to support their growth and development. Furthermore, the purpose of this study was to influence effective training Programs as a way of enhancing performance, increasing the level of satisfaction of employees as well as enhancing staff relationship. Relationships in the workplace. The training and development, the employee retention and their link are complex constructs that include various psychological and behavioral characteristics. It is also significant to note that training strengthens the self confidence and capabilities of the employees hence improving job satisfaction. (Tannenbaum, S. I., & Yukl, G. (1992). Training and development in work organizations.) Happy birds don't fly away, hence, happy employees are less likely to turnover and more likely to work for the growth of the firm. (Herzberg, F. (1968). One more time: How do you motivate employees?) Moreover, training has the potential to enhance job performance due to the fact that the training Programs would guarantee that the workforce meets those aspects of job description and organizational objectives. This results in motivation and feelings of achievement, which enhances their loyalty to the firm. Thus, it is also often a part of the training and development to work with aspects such as communication, cooperation, and conflict solving. All of these elements are important in the development of a favorable work climate of the organization and effective relations within employers and employees. Business and people communication and cooperation results in employees' loyalty and trust to the organization that reduces the rate of turnover and establishes stable workforce. However, the case may still be proven that many private organizations encounter challenges in promoting training strategies that yield results concerning employee retention. It is therefore desirable to have a clearer picture of the impact of training and development on employee retention through other variables such as satisfaction, performance, and staff's ability to communicate. Thus, the objectives of this study are as follows: The reason for this study is to analyse this relationship in certain context. Through the analysis of the findings on the Training and development and Employee retention this present study will be usefulness to organization that want to improve on the retention of their employees. By identifying the number and nature of mediating variables, organizations will be able to create more precise and special training interventions. Finally, it is essential to mention the objective of the presented research, which is to enrich the understanding of best practices for employee retention in the private sector and benefit organizations in terms of enhancement of organizational effectiveness and stability.

### **Background of the Study**

Thus, training and development are vital in improving on the growth and the stability of the private sector employees. These steps are aimed at enhancing the capacity, content and proficiency level of employees so that organizational effectiveness can be enhanced since each key comprises performance and satisfaction. Research proves that in a company that embarked on offering



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training and development their, employee turnover is always a bonus. The matter is important to discuss in conditions, when competition in business activity and high incomes complicate the functioning of the state. Trainings enhance the performance on the job, increase the satisfaction levels and loyalty towards the organization. While there is an increased emphasis on training to retain talent in today's organizations, the findings reveal that most private organizations fail adequately in their training approach as a retention tool. However, there is process through which the training influences on the retention such as job satisfactions, performance as well as communication skills that deserve further study. This is where this study comes in as an effort to help fill this gap by looking at these mediators and to offer some insights as to how training and development can be used to address this issue of sustained employee performance in the private sector.

### **Problem Statement**

For businesses in the private sector, employee turnover is a major problem since it raises expenses for hiring and training new hires, wipes out institutional knowledge, and lowers employee morale. Even with the extensive use of training and development initiatives, a lot of businesses still have high employee turnover. This implies that the elements influencing employee retention could not be adequately addressed by current training programs.

This study examines how training and development affects employee retention, with a particular emphasis on the mediating effects of job performance, job satisfaction, and effective

communication. Organizations can improve employee retention by creating more specialized and efficient training programs by knowing these linkages.

### **Gap Analysis**

The existing literature highlights the positive effects of training and development on employee retention but often lacks a detailed examination of the underlying mechanisms. Most of the previous research has done a direct correlation between training and retention and did not take into the factors of job satisfaction, job performance and communication skills. Further, there is relatively scarce evidence concerning the private sector employees, which generally has different conditions and tendencies of employee retention than the public or non-profit sectors.

This study aims to bridge these gaps by: This study aims to bridge these gaps by:

- A study on the mediation effects of training and development on turnover intention among employee of the private organization.
- In this context, therefore, the study will assess the impact of organizational commitment on turnover intention them also looking at the mediating roles of job satisfaction, job performance, and effective communication.
- As a result, the authors were able to offer practical prescriptions using statistical data to enhance the strategies toward training and retention rates.
- If these gaps are to be addressed then this research will be useful in enriching the body of knowledge concerning the effective ways of redesigning the training and development programs for retaining key employees in the private sector.

### **Research Objective**



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1. To assess the impact of training and development on employee retention in the private sector.
2. To investigate the mediating role of job performance in the relationship between training and employee retention.
3. To explore the mediating role of job satisfaction in the relationship between training and employee retention.
4. To examine the mediating role of effective communication in the relationship between training and employee retention.

### **Research Questions**

1. What is the impact of training and development on employee retention in the private sector?
2. How does job performance mediate the relationship between training and employee retention?
3. How does job satisfaction mediate the relationship between training and employee retention?
4. How does effective communication mediate the relationship between training and employee retention?

### **Research Significance**

This study is useful because it supplies substantial facts that would be helpful for advancement of training and development initiatives, required to uplift the retention rate of employees in the private sector. High employee turnover rates result in critical issues that impact an organization, including its stability and productivity. With reference to an analysis of the discussion on job descriptions, job content, and communication, this research establishes the involvement of training in determination of an enhanced and happy workforce. Employee turnover is a complex phenomenon and it entails quite a bit of cost. This can undermine the performance of an organization and reduce the strength of the organization's identification since numerous changes of employees will require new training and hiring of more workers. Hence, enhancing employment retention has become a fruitful aim in a majority of the organizations. Thus, this study draws attention to the relationship between training programs and performance by studying the consequences of participation in training programs on the performance, job satisfaction, and communication within the organizations. Education is aimed at developing sets of skills by individuals in an organization. However, their efficiency in lowering the turnover is not solely because of the necessary skills. Training interventions should also account for moderating roles of employees' satisfaction and engagement. For instance, job performance means an employee's capability in performing a task within an organization and or delivering on organizational objectives. Organizations should include performance-enhancing training Programs to enhance job satisfaction because they foster the employees' sense of ownership and worth in their work. Skills training and retention, thus, highlight another aspect of organizational commitment that makes up for job satisfaction. Workers who are displeased with their jobs give them up easily and hence, they can easily get other jobs. Promising approaches involve utilizing training programs to enhance perceived job responsibilities content and process as well as broaden employees' awareness of institutional social resources. This satisfaction, in turn, reduces the employees'



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needs as they are assured of promotions and other encouragements being offered by the organization to support their career progression. Promoting communication is also an advantage that results from education. Communication skills that may enhance an individual's performance, are likely to make workers more understanding, hence improving the relationships and collaboration between them. Better communication leads to the development of a good work environment, increases job satisfaction and minimize turnover. When employees have fair and supportive communication, they will feel confident into the culture and committed to their roles. The results of this study contribute to the broader body of human knowledge management by providing empirical evidence about the specific mechanisms by which training affects the management of employees. This study expands the existing literature and provides a better understanding of employees by providing a better understanding of how training affects performance, job satisfaction, and communication. From a practical perspective, this study provides practical recommendations to support the retention strategies of private sector organizations. To achieve greater sustainable engagement, organizations need to develop training plans that focus not only on skills development but also on performance, work-related productivity and communication. The research further shows that, training can have a number of impacts ranging from enhancing the organizational performance on the organizational costs on employee turnovers and the overall organizational culture. In conclusion, this investigation provides beneficial recommendations to the human resource managers for enhancing employee retention, through the usage of training and development as a particular corporate strategy. If training, performance and job satisfaction will be incorporated in an organization, commitment as well as satisfaction in the employees will be achieved, hence adding up to organizational stability and performance.

### **Literature Review**

This section reviews the literature on the influence of training and development practices on employee retention. It covers the theoretical foundation of the study, training and development practices, factors that influence employee retention, and empirical studies on training and development and employee retention.

### **Training and Development (Independent Variable)**

The performance of workers improves alongside the organizational success when training and development practices are applied. It can be stated as a learning activity that has been systematically developed to improve skills or acquire knowledge and attitudes which can lead to a better performance by a person in an employment position. As a rule, most organizations view such programs as a form of investments from which quick strategic benefits are gained in the form of increased performance of the organization and greater satisfaction among the employees. Workshops, seminars, online modules, and on-the-job training are provided to address skill gaps that exists within employees and to ensure that the set goals are attained.

According to research, training is one of the most important instruments in influencing a variety of organizational and individual level results. According to Khan and Ahmad (2019), planned training programs are important in reaching the level of employee engagement and their job satisfaction. Likewise, Ali and



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Raza (2020) claim that appropriately framed training programs enable employees to fulfill the job requirements, boost creativity, and develop relevant competencies that support the organization. Such programs not only enhance the productivity of the employees but also enable them to develop both personally and professionally which makes them more devoted to the organization.

Training and development can be viewed as a motivational aspect as well. Employees are more inclined to smile when they understand that their organization is concerned about their development, and this encourages learners. Such understanding can further engender increased organizational commitment while reducing the intention to leave. Moreover, the companies that focus on ongoing growth are the ones that come out strong in ever-changing market trends and technological advancements.

Moreover, technology has enabled the integration of technology into training practices. Online platforms, simulations, and e-learning courses are a few of the many that provide an enormous amount of flexibility and accessibility to employees in any organization, making learning more interesting and fun. This way, as noted by Ahmad and Zafar (2021), keeping the cost of investment rationalizes the cost of involving several expenditures.

Moreover, these training programs also have to be in line with the roles and goals of the employees for maximum output. If the content of what they learn does not correspond to what is required of them in their specific jobs, it results in a waste of resources and unhappiness on the employees' part. Therefore, organizations should apply proper training needs analysis and also evaluate the programs' efficiency from time to time.

### **Employee Retention (Dependent Variable)**

The ability of the organization to keep its employees for a long period is referred to as employee retention, which is a strong indicator of overall health of an organization. High levels of retention rates indicate proper management practices, suitable culture at workplace, and meeting of employees demand. While on the other hand, the highest turnover would also mean disruption of activities, increased expenses with respect to recruitment, and discouragement of the employees themselves.

Retention of Employees has to do with career development, satisfaction with present employment, perception of the company's culture and the leadership. As stated by Elsafty and Oraby (2022), organizations that pay attention to their employees are those that their employees are likely to stay. Similarly, Jones and Smith (2022) stressed on the necessity to create and maintain a good working atmosphere that will satisfy the employees.

Opportunities for career advancement are crucial for keeping staff on board. People are more likely to stay with a company when they perceive opportunities for growth. Training and development initiatives and other career planning activities provide workers a purpose and a feeling of community. Companies that value their employees and their employees' future tend to have low staff turnover rates and highly engaged employees.

Moreover, Retention is a function of communication effectiveness, recognition and pay structures, among other reasons. Employee and organizational communication plays a vital role in contributing towards achieving the organizational goals and cultivating faith among employees up to some extent.



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Reinforcing and reshaping employees, whether through money or other means, is essentially rewarding improved behavior and saying thank you for work done. The employee retention strategies do not stop at reducing employee turnover; they are about creating a pool of committed, competent, and adequate employees to help the organization achieve its goals. Long-run retention also requires a wider view of the variety of desires and expectations employees carry.

### **Job Performance (Mediator)**

Performance of a job is seen as a chief moderator in the relationship that includes training and development and the retention of employees. It is defined as the degree to which employees are effective in their work roles and contribute to the organization goals. Employees who perform highly are regarded as valuable resources who enables the organization to perform better and to have a competitive advantage.

Training programs are seen to have an impact on job performance since they prepare employees for the tasks to be performed. Qureshi and Malik (2018) postulate that well designed training programs increase employees' practical and social skills, which helps them to be more productive. Accomplishment through successful performance provides positive feelings for the employees that in turn raises their satisfaction with their jobs as well as their commitment to the organization.

In addition, often they are rewarded and appreciated for their contributions towards the completion of the tasks. Such recognition motivates them further and enhances their satisfaction as well as loyalty. In the opinion of Ahmed and Rasheed (2016), companies which place emphasis on performance development raise the bar for the employees as they seek to realize their full potential.

In the addition, the emphasis of job performance as a mediator also enhances the training retention factors albeit in an indirect manner. Training increases the employees' competence, but it also serves to build one's self-efficacy and decrease job stressors. Such employees are more confident and are likely to remain active and loyal to their organizations.

But it is important for one to focus on ensuring that the particular set of training programs are effective and bring in relevance. Training that is not relevant or that is poorly done only brings in frustration and boredom which in the end affects performance as well as retention. Thus there is a need for continuous assessment and feedback processes for any training programs to help improve training programs taking into consideration the changes in employees.

### **Job Satisfaction (Mediator)**

Job satisfaction, another critical mediator, refers to employees' overall contentment with their work, encompassing aspects such as role clarity, work environment, and interpersonal relationships. It plays a significant role in influencing employees' decisions to remain with or leave an organization.

Training and development initiatives have a direct impact on job satisfaction. Smith and Johnson (2018) highlight that opportunities for skill enhancement and career growth contribute to a sense of fulfillment among employees. When employees perceive that their organization is committed to their development, they are more likely to feel valued and satisfied with their jobs.

Job satisfaction also stems from the alignment between employees' roles and





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their abilities. Training programs address skill gaps and empower employees to perform their tasks effectively, reducing frustration and increasing confidence. Elsafty and Oraby (2022) assert that satisfied employees are more engaged, productive, and likely to exhibit organizational citizenship behaviors.

Furthermore, job satisfaction mediates the relationship between training and retention by fostering emotional attachment to the organization. Employees who derive satisfaction from their work are less likely to seek opportunities elsewhere. This emotional connection is particularly significant in competitive industries where talent retention is challenging.

To maximize job satisfaction, organizations should adopt a holistic approach that combines training with other supportive practices, such as mentorship, recognition, and work-life balance initiatives. This integrated strategy ensures that employees feel supported in multiple dimensions, enhancing their overall experience.

### **Effective Communication (Mediator)**

Effective communication, defined as the quality of information exchange within an organization, is a crucial mediator that bridges the relationship between training and employee retention. It encompasses both formal communication channels, such as structured meetings and emails, and informal channels, like casual conversations and team collaborations. When effectively managed, communication fosters trust, collaboration, and mutual understanding among employees and between employees and management. These outcomes significantly impact job satisfaction, organizational commitment, and the likelihood of employees remaining with the organization.

In other words, training programs are efficient ways to enhance the level of communication in organizations. Dillard (2022) states that most training programs are designed to enhance essential communication skills, such as active listening, conflict resolution, assertiveness, and teamwork. The authors say: "skills needed to build strong interpersonal relationships at work." These courses provide employees with skills that, in turn, will help to reduce misunderstandings in the workplace, which might otherwise lead to quarrels and other forms of dissatisfaction.

Effective communication training promotes the environment of openness and cooperation within the workplace so that employees feel appreciated and understood. In times of change, when organizational change or new initiative implementation occurs, communication becomes even more important. Clear and consistent communication has a long way to go in assuring employees why decisions were made, what their specific roles are in the scope, and how their contributions fit within the organizational goals.

From this clarity comes employee engagement and alignment with the organizational mission. Jones and Smith (2022) acknowledged the role of information-sharing communications based on building trust within an organization. Such trust creates a level of commitment which becomes the backbone of organizational commitment and workforce retention.

The manner in which organizations communicate today in leadership is wholly different; technological advancement has greatly influenced it. From instant messaging platforms and on virtual meeting software to collaborative project management applications play a tremendous role in seamless sharing of



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information among widely dispersed teams. Technology may enhance human interaction, but never blunt it. Added to the efficiency of the tools for communication, none can substitute for the personal touch that builds rapport and trust.

The organization should formulate a strategy aimed to achieve communication development goals vis-a-vis their training programs. Role-playing, scenario-based learning, and team workshops on important skills enhance teamwork in addressing common situations. For instance, role-play gives the staff skills to help them deal with difficult conversations, while scenario-based learning gives them a safe practice field to work on resolving workplace situations.

Policies and practices of the organization must bolster open and constant communication. Regular team meetings, check-ins, and town hall discussions are excellent venues to pass on information, air grievances, and reiterate organizational purposes. Other ways to construct a platform where employees can safely send feedback-feedback surveys and suggestion boxes-are also allowed to air their opinions without fear of reprimand.

Also, a communication rich climate sets up a friendly environment for cross-functional collaboration only nurturing the spirit of innovation and problem-solving. While employees engage openly across departments, the development of fresh insights and sharing critical resources necessary for effective decision-making and coherent project results happens rather effortlessly.

### Conceptual Development

The conceptual framework for this study is based on the understanding that training and development influence employee retention through several mediating factors, which include job performance, job satisfaction, and effective communication. This framework posits that:

- **Training and Development:** Investments in training enhance employee skills and knowledge. The latter leads to improvements in job performance.
- **Job Performance:** Improved skills allow for better job performance.
- **Job Satisfaction:** High performance is correlated to job satisfaction.
- **Effective communication:** Training also improves communication, fostering a supportive work environment.
- **Employee Retention:** Ultimately, improved job performance, satisfaction, and communication lead to higher retention rates.



Figure 1: Conceptual Frame work

### Relation with Variable



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## **Training and Development -> Job Performance**

Studies indicate that training significantly improves job performance. When employees are well-trained, they can perform their tasks more efficiently and effectively, leading to higher productivity and quality of work (Qureshi & Malik, 2018; Ahmed & Rasheed, 2016).

## **Training and Development -> Job Satisfaction**

Training programs contribute to job satisfaction by offering career development opportunities, enhancing skills, and providing a sense of achievement. Employees who receive regular training feel valued and are more likely to be satisfied with their jobs (Smith & Johnson, 2018; Elsafty & Oraby, 2022).

## **Training and Development -> Effectice Communication**

Training often includes modules on communication skills, which help improve interpersonal interactions and team dynamics. Effective communication is crucial for a cohesive and supportive work environment, which can significantly impact job satisfaction and retention (Tanwar & Prasad, 2021; Jones & Smith, 2022).

## **Job Performance -> Employee Retention**

High job performance, resulting from effective training, leads to a sense of accomplishment and recognition, which increases employee commitment and reduces turnover intentions (Qureshi & Malik, 2018; Ahmed & Rasheed, 2016).

## **Job Satisfaction -> Employee Retention**

Employees who are satisfied with their jobs are more likely to stay with the organization. Job satisfaction reduces the likelihood of employees seeking employment elsewhere, thereby increasing retention rates (Smith & Johnson, 2018; Elsafty & Oraby, 2022).

## **Effective Communication -> Employee Retention**

Good communication in the workplace creates a positive work environment and increases job satisfaction and commitment to collaboration. Employees with good communication skills will stay in the organization (Tanwar and Prasad, 2021; Jones and Smith, 2022). medium, for job satisfaction and good communication skills. By investing in comprehensive training, organizations not only improve employees' skills and performance, but also create motivation and satisfaction in the workplace, ultimately ensuring employee retention. A good understanding of the interaction of these variables provides a solid foundation for developing effective human resources strategies in the private sector.

## **Conceptual Model Development and Hypothesis**

### **Summary of Relationship of Indirect variables Effect**

The primary direct relationship in this study is between training and development (independent variable) and employee retention (dependent variable). Training and development are designed to enhance employees' skills, knowledge, and competencies, which directly influence their willingness and intention to stay with the organization.



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## Hypothesis

**H1:** Training and development have a positive effect on employee retention.

**H2:** Job satisfaction mediates the relationship between training and development and employee retention.

**H3:** Job performance mediates the relationship between training and development and employee retention.

**H4:** Effective communication mediates the relationship between training and development and employee retention.

By testing these hypotheses, we can understand the direct and indirect effects of training and development on employee retention, and how employee communication moderates these relationships. This comprehensive model helps in designing effective training programs and communication strategies to enhance employee retention in the private sector.

## Summary of Relationship of Direct Variable Effect

**H3a:** Training and development positively impact job performance.

**H3b:** Job performance positively impacts employee retention.

**H3a:** Training and development positively impact job performance.

**H3b:** Job performance positively impacts employee retention.

**H4a:** Training and development positively impact employee communication.

**H4b:** Employee communication positively impacts employee retention

## Summary Findings of Regression Analysis

Hypothesis	Sig.	Conclusion
<b>H1:</b> Training and development positively impact employee retention directly.	.002	Accepted
<b>H2:</b> Job satisfaction positively impacts employee retention directly.	<.001	Accepted
<b>H3:</b> Job performance positively impacts employee retention directly.	.352	Rejected
<b>H4:</b> Effective communications moderate the relationship between job performance and employee retention.	.546	Rejected

## Research Methodology

### Research Paradigm

The type of research questions that this questionnaire raises is a logical positivism approach which is based on the premise that knowledge should be inferred from observable and measurable phenomena. Possibility requires a neutral evaluation of the truth, a signal from the experience and the scientific method that will give the understanding of the true picture of reality. This approach is very appropriate to what is currently being discussed, the point being that training and development will be assessed through stringent data safeguards and evaluation strategies. Research incorporates positivism axioms, and ensures the psychological base of the findings through practical, true data rather than personal opinions. Positivism is characterized by its focus on the collection of evidence, which includes methods such as survey, experiments, and data analysis. This methodology allows for the detection of patterns and relationships between variables, as well as their interaction. In our study, positivism is used to verify if the effect of education and development (in simple terms) on employee



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retention (dependent variable) can be affected by the effects of mediators such as performance, occupational satisfaction and interpersonal communication (interpersonal). By the use of statistical techniques in the study of the data, the art field can give hard evidence of the training's success and the effect of the issue striped from employee retention. The positivist paradigm encourage the use of speculation testing to test surmisal and produce end. In this research, hypotheses are produce base on subsist hypothesis and empirical grounds, and large amounts of data are collect to test these supposition. The destination is to create objective results that leave to an overall understanding of employee retention and education. This approach likewise allows the inquiry to be iterate in different setting or with unlike people, increase the reliability and validity of the findings.

### Research Design

The study aims to investigate the connection between the independent variables (training and development) and the variable variables (employee retention) with the mediation of performance, job satisfaction, and communication between employees. The research design was created to seek and link the relationship of training with several factors which impact retention. A research design that was employed to decide if the independent variable (training and development) was an influence on the dependent variable (individual study retention). The Design requires the identification and measurement of the direct and indirect effects of training on retention outcomes. Using many methods, the study makes it possible to find out the influences of training development on work, job satisfaction, and communication, as well as the ways they, in turn, affect employee retention. A significant amount of data was collected through structured tools like surveys and questionnaires involving the effectiveness of training, work, job satisfaction, and communication. Then data were tested with the help of statistical methods to find the strength of relationships between variables and the significance of them. This method, which is clear and objective, is utilized to evaluate the impact of training and development on employee retention so as to come up with final conclusions and recommendations. This study also included a control variable to account for potential confounders that may affect the working relationship. By controlling for these variables, this study aims to isolate the impact of training and development on employee retention and to ensure that the results are evident by intervening in the research. At the folktale level, including the uniformity and variety of the research allow for a complex examination of the involvement of the training and the development on employee retention. Objective-related research and evidence come to give us an idea of how the training programs can be developed in order to decrease the employee's retention and increase the organization's ability to oblige the members to stay and remain loyal to the achievement.

	<b>Effective Communication</b>	<b>Employee Retention</b>	<b>Job Performance</b>	<b>Job Satisfaction</b>	<b>Training Development &amp;</b>
EC1	0.840				



EC2	0.866				
ER1		0.831			
ER2		0.912			
ER3		0.701			
JP1			0.727		
JP3			0.928		
JS1				0.712	
JS2				0.741	
JS3				0.722	
T&D1					0.777
T&D2					0.846
T&D4					0.813

## Confirmatory Factor Analysis (CFA) Causal and Quantitative

CFA (Confirmatory Factor Analysis): CFA will be used to verify the factor structure of the constructs and ensure the validity and reliability of the measurement model. This analysis helps in confirming that the observed variables accurately reflect the latent constructs.

### Scores

	EC	ER	JP	JS	T&D
0	0.494	0.508	0.096	0.117	0.384
1	1.860	1.725	1.415	1.603	1.587
2	1.860	0.822	1.415	2.106	1.587
3	0.494	0.098	0.096	-0.039	-0.025
4	0.494	0.098	0.096	-0.039	-0.025
5	0.494	0.508	-0.377	0.117	-0.008
6	0.494	0.508	0.568	0.117	0.384
7	-0.207	0.822	0.096	0.560	-0.008
8	0.494	0.098	-0.377	0.117	-0.016
9	-0.172	0.098	-0.751	0.560	-0.016
10	1.160	0.508	0.568	0.560	-0.008
11	0.494	0.822	1.415	1.064	0.384
12	-0.873	-0.395	0.096	-0.482	-0.025
13	1.860	0.508	0.942	1.064	-0.025
14	1.194	0.098	0.942	-0.039	0.794
15	-0.207	-0.395	0.568	-0.482	0.384
16	-0.207	0.098	-0.377	-0.039	0.794
17	-0.172	0.098	0.096	-0.482	0.375
18	-0.172	1.411	0.568	0.560	0.384
19	-0.207	0.508	0.942	1.507	0.393
20	1.160	0.822	1.415	0.717	1.587
21	1.160	1.725	0.942	1.507	0.767
22	-0.839	-0.300	0.096	-0.482	-0.025



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23	0.494	-0.216	-0.751	0.117	0.384
24	1.160	0.193	0.096	0.057	0.375
25	-0.873	-0.710	0.096	-1.993	-0.818
26	0.494	0.508	0.568	0.560	-0.035
27	-0.172	-0.300	0.096	-1.932	-0.016
28	-0.873	0.917	0.096	0.717	1.177
29	-0.172	-0.626	0.096	0.560	0.384
30	1.194	1.001	0.942	0.404	-0.025
31	-0.172	0.413	0.942	1.004	1.177
32	-0.207	1.001	-0.377	0.404	-0.034
33	-0.207	0.413	0.096	0.404	0.393
34	1.194	0.413	-0.377	0.404	0.393
35	0.494	-0.395	1.415	-0.039	-0.025
36	0.494	0.603	0.942	1.064	0.803
37	-0.873	1.001	0.942	-0.039	0.776
38	-0.207	0.098	0.942	0.404	1.587
39	-0.172	0.413	0.470	0.404	-0.025
40	-0.172	0.413	0.470	0.404	0.794
41	-0.172	0.015	0.942	0.464	1.177
42	-0.172	0.098	0.942	0.907	1.587
43	0.494	-0.311	0.568	0.057	-0.435
44	0.494	0.687	-0.377	0.907	0.367
45	-0.172	0.413	-1.223	0.717	0.776
46	-0.873	-1.119	0.942	-1.429	0.384
47	1.194	1.232	1.415	0.177	1.195
48	-0.873	1.411	0.470	0.404	0.785
49	-0.172	0.413	0.470	0.404	0.785
50	0.528	0.413	0.942	0.404	-0.025
51	-0.172	0.413	0.470	0.404	0.794
52	-0.172	1.001	-0.377	-0.039	0.767
53	-0.172	-0.395	0.470	0.404	0.767
54	-0.873	1.316	0.470	0.404	0.776
55	0.528	0.822	-1.223	0.404	0.375
56	1.860	-0.395	1.415	-0.386	0.785
57	-0.873	0.603	0.096	2.106	0.393
58	-0.172	1.232	-0.377	0.404	0.375
59	-0.172	0.413	0.470	0.404	-0.017
60	1.194	0.906	0.470	-0.543	-0.426
61	-0.172	1.316	-0.377	0.404	-0.426
62	1.860	0.906	-0.751	0.404	1.177
63	-2.239	-0.804	0.096	0.117	-0.810
64	0.528	-0.216	-1.223	0.404	-0.426
65	-0.172	-1.119	0.096	-1.525	-0.418
66	-1.539	-0.395	-0.751	-1.932	-2.431
67	0.494	0.906	-0.377	-0.986	-0.827



68	-0.873	1.316	0.942	-0.039	0.767
69	-0.172	-0.615	-0.849	1.507	-0.025
70	-0.873	-2.011	-3.015	-1.429	-1.237
71	-0.172	0.413	0.470	-0.099	0.767
72	1.194	0.413	-1.696	0.656	0.393
73	1.860	1.001	0.096	0.560	-1.611
74	-0.172	-1.119	0.470	-1.046	-0.025
75	-0.839	0.687	-2.070	0.404	1.195
76	-0.873	-1.434	0.096	0.404	0.367
77	0.494	-1.298	0.096	-0.639	-2.021
78	-2.239	-0.395	-0.751	0.500	-0.017
79	1.160	-0.311	0.096	-0.639	-1.620
80	0.494	-1.927	0.096	0.621	0.384
81	-0.138	-0.804	-0.377	0.404	-0.408
82	1.194	-0.804	0.096	-0.422	0.785
83	-1.539	0.015	0.096	-2.532	-2.404
84	-2.239	-2.337	0.096	0.560	-2.021
85	-0.172	1.725	-0.377	-1.429	-0.827
86	-3.606	-1.612	-3.015	0.117	-0.418
87	-0.172	-1.612	0.470	-2.028	0.375
88	0.494	-1.707	-0.849	-1.585	-0.827
89	-0.873	1.096	-0.377	-0.603	-0.809
90	0.528	-1.434	0.470	-0.099	0.375
91	-1.573	-1.119	0.470	0.717	0.385
92	-0.172	-1.927	0.096	-1.082	-2.021
93	-0.172	-0.899	0.096	-2.472	-0.025
94	-0.873	0.098	-2.917	-0.986	-3.223
95	-0.172	-0.395	-2.542	-1.142	-2.012
96	-1.573	0.413	-0.377	-2.472	-0.426
97	0.459	-2.242	0.096	-1.525	-2.021
98	-0.873	-1.791	0.470	-0.099	0.375
99	-0.172	-1.748	-1.223	0.464	-0.025
100	-0.207	-2.830	-2.070	-3.035	-1.603
101	1.194	-1.612	0.096	-0.578	-1.220
102	-2.274	0.424	0.568	0.404	-0.008
103	1.860	0.687	-3.861	2.106	-3.223

## Pilot Testing

Pilot testing will be conducted to refine the questionnaire and ensure its clarity and reliability. A small sample (approximately 30-50 participants) from the target population will be used for the pilot test. Feedback from this test will be used to make necessary adjustments to the questionnaire.

## Normality Test

Normality tests, such as the Shapiro-Wilk test and the Kolmogorov-Smirnov test, will be performed to assess whether the data distribution approximates a normal





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distribution. This is essential for the appropriate application of parametric statistical tests.

### **Questionnaire**

The questionnaire was based on a five-point Resins Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree) which is an adopted instrument. This format ensured respondents could truly reflect their level of concurrence with each declaration. The assessment calculated eight HR constructs relevant to the research objectives. These constructs were coded for analysis training and development, Job performance, Job satisfaction, Effective communication and Employee Retention The 29-item instrument confined data on employee's perceptions of performance management practices and their corresponding influence on these various HR outcomes within the Pakistan's Private industry.

### **Training and Development**

I personally see opportunities for promotion in the company  
I have many opportunities for developing personal skills at work  
I have the opportunity to use my ability at work  
I receive good training from the company

### **Job Performance**

I always complete the assigned tasks in my work  
I meet and fulfill all formal requirements of the job  
I fulfill all responsibilities required by the job  
I never ignore aspects of the work that I am required to Perform

### **Job Satisfaction**

I look forward to working every Day  
I feel satisfied with the current job  
Almost every day, I feel excited and interested in my work  
I feel my contribution is valuable

### **Effective Communications**

I ask my supervisor if I am meeting all my job requirements  
I ask my supervisor how I am doing  
I would identify what I did not know and ask for the information  
I would go directly to my supervisor or coworker and ask for information about the matter

### **Employee Retention**

I want to stay with the company for a long time  
I feel really satisfied doing this job  
I feel that I am developing my full potential at work  
I feel that the training and development of the company enhance skills and expertise

### **Sample Size**

The population of the study is the Private sector of Pakistan and for precise data



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and outcomes I have selected and used a sample size of 106 respondents.

### **Data Collection**

Data collection for this study was conducted using a structured survey administered through Google Forms. This approach facilitated ease of access for participants and ensured efficient data management. The survey was meticulously designed to gather detailed information on the impact of training and development on employee retention within the private sector, focusing on key variables such as job satisfaction, job performance, and effective communication.

### **Survey Instrument**

The survey instrument was developed based on validated scales from existing literature to ensure reliability and validity. It consisted of the following sections:

#### **Demographic Information:**

Questions related to age, gender, education level, years of experience, and current position within the organization.

#### **Training and Development:**

Items measuring the frequency, quality, and relevance of training programs attended by the employees.

Questions about the perceived support from the organization for continuous professional development.

#### **Job Satisfaction:**

A standardized scale to measure overall job satisfaction, including aspects such as work environment, job role, and career advancement opportunities.

#### **Job Performance:**

Questions assessing self-reported job performance and perceived improvements as a result of training and development initiatives.

#### **Effective Communication:**

Items evaluating the effectiveness of communication within the organization, including interactions with supervisors and colleagues.

#### **Employee Retention:**

Questions were asked about their desire to stay in the organization, the factors that would inspire them to stay or leave the organization and their overall commitment to the organization.

### **Sampling**

Here, we utilized stratified random sampling in order to include employees from different departments and levels of organizations in the private sector. The survey was introduced via email with a cover letter describing the aim of the study, information regarding the confidentiality of their responses, and guidelines on how to complete the survey.

**Data Collection Procedure:** The survey was administered online using Google Forms, which provided a secure and user-friendly platform for respondents. Participants were given a two-week window to complete the survey, with periodic reminders sent to enhance response rates. In total, data were collected from 107 employees across 100 private sector organizations, yielding a response rate of 100%

**Data Cleaning and Preparation:** After the scheduled period of data

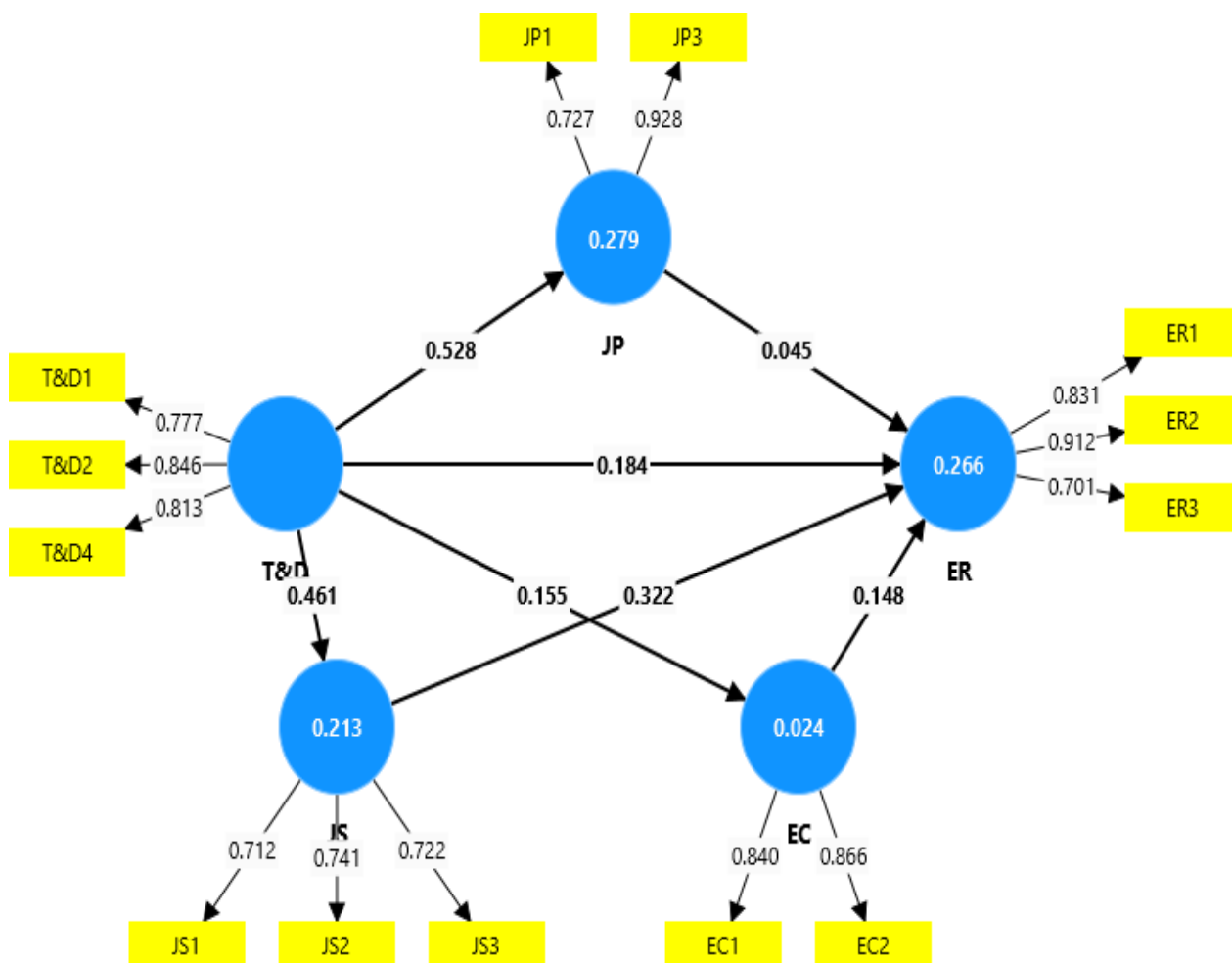


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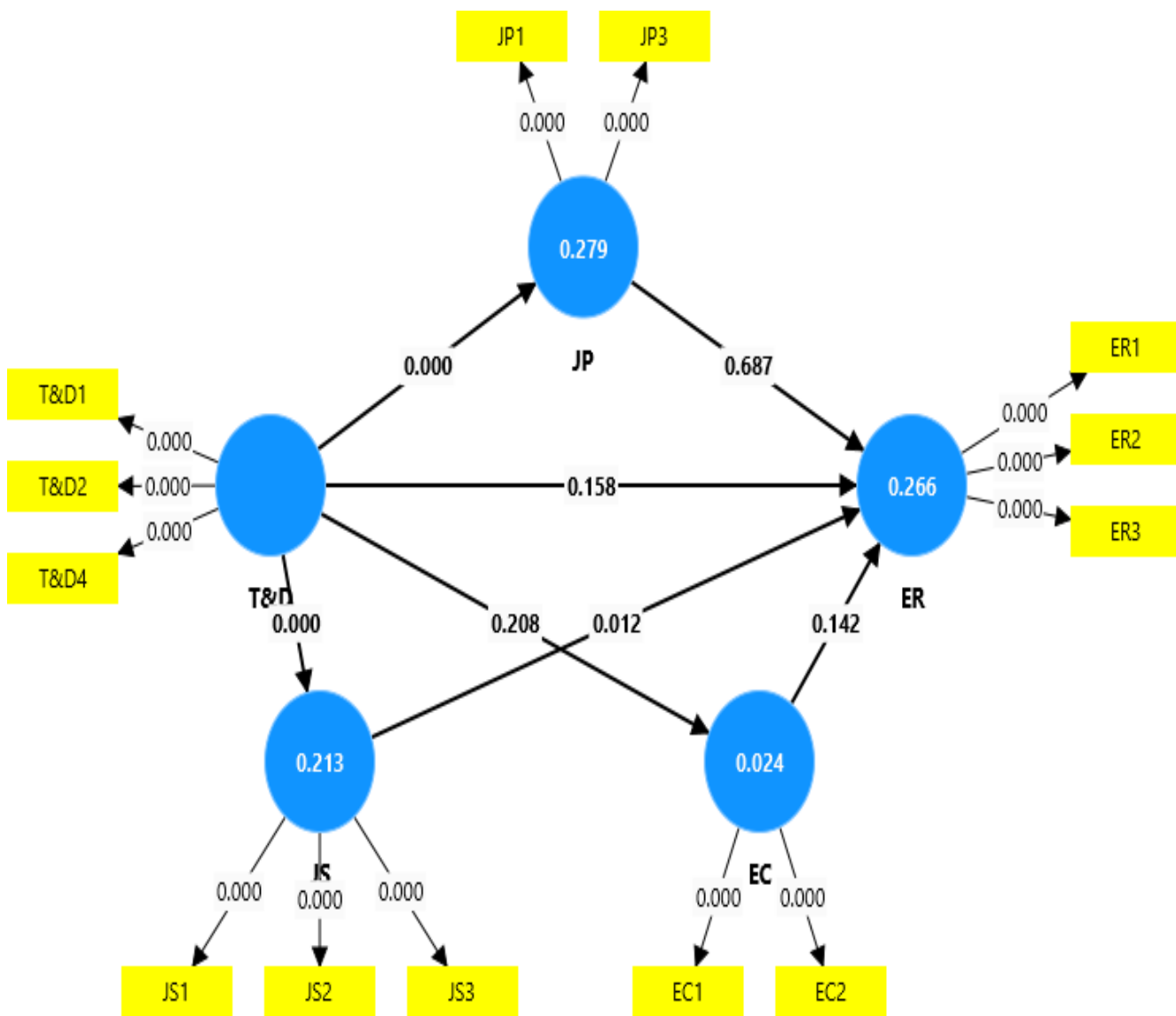
collection, the responses were cross checked for relevance. Any survey that was incomplete or left one or more questions unanswered was flagged as an outlier and was dropped from analysis. The remaining data were then extracted from Google Forms and were imported into the IBM SPSS Statistics Version 28.0 for further analysis.

With the help of Google Forms, the data collection process for the study was able to be transparent, effective, and easy to manage which improved the trustworthiness and credibility of the results. This approach is robust and will enable the examination of how training and development influences employee turnover in the private industry.

### Descriptive Head Measurement Model Assessment



### Structural Model Assessment



**Data Analysis And Results**

**Theme**

In the context of research, concepts refer to categories or patterns that emerge from data analysis. While concepts are clearly defined in qualitative research, in quantitative research the patterns they reveal through statistical analysis are clearly visible. The main theme of this study revolves around understanding the impact of training on employee retention in the private sector in Pakistan. Self-discovery is important. A significant example is the relationship between training and work. Employees who receive training perform better in their jobs. Statistical analysis shows that training improves employees' skills and abilities, making them more productive. Improving business performance directly impacts higher employment and retention. When employees are well-educated and competent, they feel competent and useful, which helps increase their job satisfaction.

**Demographic Profile**

This section entails a summary of the distinctiveness of the research respondents. This demographic profile includes: Age bracket, Gender,



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Qualification, Name of Organization and Professional Experience.

## Age of Respondent Statistics

Age

N	Valid	106
	Missing	0

### Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 17	1	.9	.9	.9
18-25	32	30.2	30.2	31.1
26-35	56	52.8	52.8	84.0
36-46	11	10.4	10.4	94.3
45 and Above	6	5.7	5.7	100.0
Total	106	100.0	100.0	

## Gender of Respondent Statistics

Gender

N	Valid	106
	Missing	0

### Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	51	48.1	48.1	48.1
Male	55	51.9	51.9	100.0
Total	106	100.0	100.0	

## Education of Respondent Statistics

Education

N	Valid	106
	Missing	0

### Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ACCA	1	.9	.9	.9
ACMA	1	.9	.9	1.9
Architecture	2	1.9	1.9	3.8
Bachelor Degree	42	39.6	39.6	43.4
Doctorate Degree	1	.9	.9	44.3
Graduation continue	1	.9	.9	45.3
High school	1	.9	.9	46.2
Masters Degree	57	53.8	53.8	100.0



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Total	106	100.0	100.0
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## Experience of Respondent Statistics

Years of Experience

N	Valid	106
	Missing	0

### Years of Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 01 Year To 02 Years	26	24.5	24.5	24.5
02 Years To 04 Years	25	23.6	23.6	48.1
Less Than 01 Year	25	23.6	23.6	71.7
More Than 04 Years	30	28.3	28.3	100.0
Total	106	100.0	100.0	

## Level of Management of Respondent Statistics

Level of Management

N	Valid	106
	Missing	0

### Level of Management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lower Management	28	26.4	26.4	26.4
Middle Management	64	60.4	60.4	86.8
Top Management	14	13.2	13.2	100.0
Total	106	100.0	100.0	

## Length of Employment with Current Company of Respondent

### Statistics

Length of Employment with Current Company

N	Valid	106
	Missing	0

### Length of Employment with Current Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 01 Year To 02 Years	19	17.9	17.9	17.9
02 Years To 04	23	21.7	21.7	39.6



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Years				
Less Than 01 Year	36	34.0	34.0	73.6
More Than 04 Years	28	26.4	26.4	100.0
Total	106	100.0	100.0	

### Descriptive Analysis

In the research which is based on the HRM practices and the overall Performance management of an organization, we have gathered level of acceptance and rejections on the given statements from the respondents and calculated its mean and standard deviation. By examining the responses resulted from questionnaire we have measured the frequency of the data outcomes which then lead to the final assessment in terms of measurement and structural model assessments. The term Descriptive analysis provides an initial understanding of the data before diving into more complex analyses. This is how the results are obtained through brief examination.

### Results

This section presents the results of the data analysis, focusing on the evaluation and verification of the reliability of the extracted data. Key factors identified included performance, job satisfaction, and the impact of training on employee retention mediated by effective communication. The results provide an overview of how these factors impact and influence the effectiveness of training. First, there is a strong relationship between education and employment. This shows that the skills of employees enter in the training program to coif their jobs effectively have meliorate. In this case, improving job public presentation helps increase Book of Job expiation. Employees who feel dependant for their line through breeding will establish higher storey of occupation satisfaction. Since satisfied employees are less likely to allow their jobs, this satisfaction is important in reducing employee upset. Secondly, enquiry record the importance of the relationship between education and efficient communication in the workplace. Preparation programs that let in communicating topics can ameliorate interpersonal human relationship and teamwork among employee. Greater communication create a well work environment, which is associated with in high spirits job satisfaction and humbled demands. Training curriculum play an of import persona in reducing employee turnover by better execution and occupation gratification and encourage communication. The results indicate that good training not only improves employees ' accomplishment and abilities, but likewise help.

### Measurement Model Analysis

To validate the measurement model which was adopted in the research, confirmatory factor analysis (CFA) was carried out. CFA is a statistical method applied in determining the degree to which the collected data is compatible with the assumed statistical models. In this process, it is convenient to determine a set of several indicators for maximising the reliability and validity of the construct. Thus, the results showing higher factor loadings suggest that the variables have impact on the structure to which they are designed to capture. To obtain Internal Consistency, Cronbach's alpha reliability coefficient was used while Composite



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Reliability (CR) was used to determine the extent of construct homogeneity. As the values of CR are high, it can be stated that the observed changes for the structure can be quantified with a certain degree of accuracy. Average Variance Extracted (AVE) is calculated of the variance in the design divided by total variance inclusive of measurement error variance. The higher the AVE value, the effectiveness of the structure, with suitable adjectives describing the attribute of the structure. Internal reliability of the scale was measured by getting Cronbach's alpha value. If the number that is obtained here is more than the acceptable range then that is an indication that the measurement is reliable. Therefore, since the factor loadings are high, it could also be concluded that the observed variables are an expression of the structure. CR values are higher in comparison to initial consensus values which supports the structure's stability. Although the satisfactory AVE values revealed a good structure of the construct, the Cronbach's  $\alpha$  value, 0.870, was also higher than the acceptable level from which it can be inferred that the indicators were highly reliable. This analysis is qualified which allows for the stable interpretation of the effect of training on the staff, and the reliability of the results is provided.

### Loadings

In the SMART PLS, inner and outer Loadings examine the factor loadings of each item on its particular construct. High loadings which must be greater than 0.70 indicates the items are good indicators of the latent constructs.

### Outer Loadings

	Outer loadings
EC1 <- EC	0.840
EC2 <- EC	0.866
ER1 <- ER	0.831
ER2 <- ER	0.912
ER3 <- ER	0.701
JP1 <- JP	0.727
JP3 <- JP	0.928
JS1 <- JS	0.712
JS2 <- JS	0.741
JS3 <- JS	0.722
T&D1 <- T&D	0.777
T&D2 <- T&D	0.846
T&D4 <- T&D	0.813

### Reliability

The term Reliability evaluates the internal consistency of the constructs using Cronbach's Alpha and Composite Reliability (CR). In Reliability testing, values must be above 0.70 are considered satisfactory.

### Validity

In SMART PLS, we have run the validity test of our constructs as mentioned in below figure.





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### Structural Model Analysis

This section evaluates the relationship between the design in the model and evaluates the needs of the approach. The study evaluated how well the data fit the measurement model using confirmatory factor analysis (CFA). CFA focuses on factor analysis by analyzing factor loadings that show the strength of the relationship between variables and their constructs. In addition, composite reliability (CR) was evaluated to ensure that the constructs were consistent, while the average variance extracted (AVE) confirmed that the construction needs were different. Cronbach  $\alpha$  was calculated to verify the consistency of the scale. The effect of insurance is supported by the data. By testing these methods, this study provides clear evidence of the effectiveness of training programs and their impact on retention outcomes. This rigorous analysis ensures that the model clearly defines the relationships and processes needed in the study.

### Path Coefficients

Evaluate the strength and significance of the relationships between the independent variable (training and development) and the dependent variables (Employee Retention). Path coefficients are standardized regression weights, where values closer to 1 or -1 indicate stronger relationships.

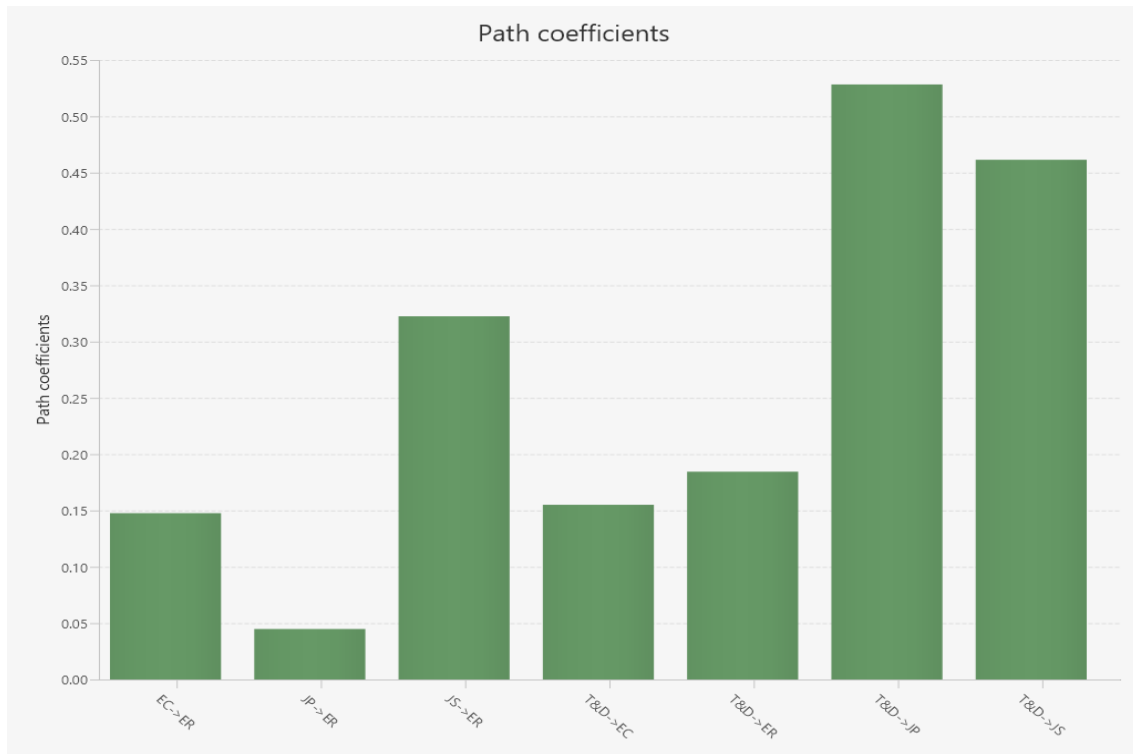
### Matrix

	Effective Communication	Employee Retention	Job Performance	Job Satisfaction	Training & Development
EC		0.148			
ER					
JP		0.045			
JS		0.322			
T&D	0.155	0.184	0.528	0.461	

### List

	Path coefficients
EC -> ER	0.148
JP -> ER	0.045
JS -> ER	0.322
T&D -> EC	0.155
T&D -> ER	0.184
T&D -> JP	0.528
T&D -> JS	0.461

### Table Chart



### Model Fit Indicates

Report fit indices such as Chi-Square/DF, RMSEA, CFI, and TLI to evaluate how well the structural model fits the data. Good fit indices suggest that the model contains the correct links connecting the variables within the system.

### Future Research

When these issues are examined in the future, both researchers and field practitioners are likely to have an improved and more sophisticated understanding of the training and development and employee turnover relationship. Such research may help create strategies that are more effective in increasing retention and bettering overall productivity.

### Limitations

The study adopts a cross-sectional design meaning that it collects data at one point in time. This limits the ability to explain causation and to look at changes over time. The study has a geographical limitation whereby only the private sector within certain scope is addressed. Findings may not be generalizable to other sectors or regions with different cultural, economic, or organizational contexts. The data collected is based on self-reported questionnaires, which may be subject to biases such as social desirability bias and recall bias. Respondents might provide answers they believe are socially acceptable or may not accurately remember past events. The sample size, while sufficient for this study, may not be large enough to capture the full diversity of the population. Additionally, the sample may not be fully representative of the entire private sector workforce, limiting the generalizability of the results. The study focuses on specific mediators (job performance, job satisfaction, and employee communication) and one moderator (employee communication). Other potentially influential



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variables, such as organizational culture, leadership styles, and personal motivations, are not considered.

### **Discussion**

Training and Development had a Key Role for retaining human resources in the Private Sector. For a long-term retention, organizations need these programs that develop employee skills, knowledge, and competencies. This Concludes with the Human Capital Theory which suggests that the more an employee invests in their development, the higher their output worth to the organization and lower turnover. The positive correlation between learning and development and employee retention highlights the need for organizations to facilitate learning and Professional Development Opportunities Regular training makes employees feel being valued thus increasing their retention rate. This discovery provides evidence for the genre that training programs must be considered one of the functionally important HR policies within an organization. The relationship between these three variables and training emphasize their contributions towards understanding the effects of training on retention.

**Job Performance:** Employees whose skills are enhanced through training will have higher productivity High-performing employees experience a sense of accomplishment and recognition, which increases their organizational commitment and reduces the likelihood of turnover.

**Job Satisfaction:** Training also serves the purpose of providing career opportunities advancement and satisfaction regarding some skills. Employees who are satisfied with their jobs are more inclined to stay and not change their jobs, which increases the retention rate.

**Effective Communication:** Effective training consists of communication skills training that enhances the culture of the organization. It also improved cooperation and interactions among employees in the organization, resulting in an increased level of job satisfaction and hence retention.

### **Conclusion**

The results of this research clearly indicate how crucial training and development are to increasing rates of retention among employees in privately owned enterprises. He further stressed that an organization which actively resorts to training programs is able to enhance the ability, performance and the satisfaction of the employees at the place of work, which leads to support and interest that ensures they are retained.” This conclusion was derived from both existing research and new research focusing on mediation variables like performance, job satisfaction and social interaction which were identified as critical links to be connected to training programs in order to realize the desired outcomes. With this understanding of the shifts that organizations undergo, one can also devise human resources strategies that not only serve in upgrading the skills of the employees but also in enhancing the involvement and satisfaction of employees. This becomes especially important in today's corporate climate where competition is fierce, and the ability to attract new employees while retaining previous ones is a necessity. Such knowledge joins the existing work on management of human resource but adds to it empirical evidence and understanding the connection between training and development programs and



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employees within private institutions.

The results of this study clearly show that training and development are important to increase employee retention. From a comprehensive review of the literature and research, it is clear that organizations that value and invest in the educational process will be more likely to retain successful employees. Training and development not only equips employees with the knowledge and skills they need to do their jobs well, but can also improve their job satisfaction and engagement in the organization. **Belief:** Employees are valuable assets whose skills and knowledge contribute to the organization's success and competitive advantage. By developing human resources through training, organizations can not only increase individual performance but also build capacity and motivate employees. This results in a positive work environment where employees feel valued, supported, and encouraged to contribute to the organization's goals. **Motivational information for degree and dissatisfaction.** Training and development programs address important factors such as skill development, career advancement and recognition, which are important aspects of job satisfaction. Employees who do their job well and are satisfied with their workplace are more likely to stay in the organization, thus reducing turnover rates. Work productivity, job satisfaction and good communication are important mediators in the relationship between training and development service and employee retention. These events lead through training courses on insurance benefits in an organization. **Job Performance:** Although this study finds that performance has a direct impact on employee retention, it is still an important part of job performance. Effective training programs that improve employees' skills and abilities are expected to increase performance. However, it is important to remember that work alone will not be enough to retain employees if other factors such as job satisfaction and organizational leadership are not addressed sufficiently. **Job satisfaction:** Job satisfaction has emerged as a mediating factor in employee retention, linked to training and development. Training programs that are consistent with the employee's desire to improve performance, provide opportunities for skill development, and recognize personal involvement lead to increased job satisfaction. Satisfied employees will trust the organization, which will reduce turnover and increase the stability of the organization. **Effective communication:** Research also shows the importance of effective communication in increasing the impact of training on employee retention. Open and transparent communication ensures employees understand the impact of training on their role and career development. It also promotes a culture of openness and trust in the organization, ensuring full employee engagement and retention. The organization has developed several barriers to startup:

**Comprehensive Approach towards Training:** It is important that an organization's training strategy is comprehensive and designed not just for the skill enhancement of the employees, but also for various aspects like focusing on the employee's career path, growing as an individual, and becoming a leader in the organization. This would also integrate the training programs with the objectives of the employees and the overall organization. Such a way can increase job satisfaction and foster commitment among the employees. **Learning Mindset:** Employments' ability to be involved and remain with the Company depends on the possibility of learning new things, and this will certainly require



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encouragement to ensure that there are constant new ideas and strategies coming forth from the employees. Therefore, formal training courses, workshops or self-study should be encouraged. This not only develops the skills of the employees but also encourages the workers to work for their own development. Employee Feedback and Recognition: Timely biodiversity and events recognition when employees take part are essential in maximizing the effects of training on work performance and satisfaction. Feedback methods need to be focused and organized if employees are to know their cuts and bits. Programs rewarding achievements, milestone events and other recognition boost workplace and employee morale. Leadership on Call: It would be remiss to assume that leadership has no bearing on the fate of training and development. Senior managers and leaders must support learning and organizational culture development and allocate resources and support to make training programs effective. Managers can build trust and confidence among their teams by showing a commitment to employee development. Evaluation and change: Regular evaluation of training programs is important to assess their impact on employee retention and organizational performance. Organizations should collect employee feedback, measure key performance indicators, and adjust training strategies as needed to meet job changes and employee needs. Institutions that can increase employee retention in private companies.

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