

The Role of Training and Development in Employee Retention

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Abstract — Employee retention has become an important concern for organisations because employee turnover can increase recruitment costs, disrupt organisational continuity, and lead to the loss of knowledge and experience. Training and development can influence employees' perceptions of organisational support by providing opportunities to acquire skills, improve performance, and develop their careers. This research paper examines the role of training and development in employee retention, with particular attention to the mediating role of employee satisfaction. The proposed study will examine whether access to relevant training, career development opportunities, learning support, and development programmes is associated with employee satisfaction and employees' intention to remain with their organisations. A quantitative research design is proposed, using a structured questionnaire administered to employees from different organisations. The data may be analysed using descriptive statistics, reliability analysis, correlation, regression, and mediation analysis. The study is expected to contribute to human resource management literature by clarifying the relationship between development opportunities, employee satisfaction, and retention. It may also provide practical guidance to organisations seeking to design training and development practices that support employee retention.

Keywords— Training and Development, Employee Retention, Employee Satisfaction, Career Development, Human Resource Management

I. INTRODUCTION

Human resources are an important source of organisational knowledge, capability, and continuity. Organisations increasingly operate in environments characterised by technological change, changing employee expectations, and competition for skilled employees. In such circumstances, retaining capable employees can become an important human resource management objective.

Training and development refers to organisational activities intended to improve employees' knowledge, skills, competencies, and career capabilities. Training may address current job requirements, while development can provide broader opportunities for professional growth and future responsibilities. When employees perceive that an organisation invests in their learning and career development, they may develop more positive attitudes toward the organisation.

Employee retention refers to an organisation's ability to encourage employees to remain with the organisation over time. Retention is influenced by several factors, including compensation, leadership, organisational culture, career opportunities, job satisfaction, recognition, work environment, and development opportunities. This study focuses specifically on training and development and examines whether employee

satisfaction may help explain its relationship with employee retention.

Background of the Study

Training and development has traditionally been considered an important HR function for improving employee capabilities and organisational performance. Beyond immediate skill development, training can communicate that employees are valued and that the organisation is willing to invest in their future. Opportunities for learning can also help employees adapt to technological and organisational changes.

Career development is particularly relevant to retention because employees may be more willing to remain in organisations where they can see opportunities for learning, progression, and increased responsibility. Conversely, limited development opportunities may contribute to perceptions of career stagnation and encourage employees to consider alternative employment.

Employee satisfaction is also relevant to retention. Employees who are satisfied with their jobs and work environment may have stronger intentions to remain. The proposed study therefore examines a model in which training and development is related to employee satisfaction and retention, while employee satisfaction is examined as a potential mediating mechanism.

II. PROBLEM STATEMENT

Although organisations invest in training and development, the relationship between such investment and employee retention may vary across organisational contexts. Training programmes may not produce positive retention outcomes if employees perceive them as irrelevant, inaccessible, or disconnected from career opportunities. There is therefore a need to examine how employees perceive training and development and whether these perceptions are associated with satisfaction and intention to remain.

The proposed research addresses this issue by examining training and development, employee satisfaction, and employee retention within an integrated conceptual framework.

III. RESEARCH GAP

Existing literature has examined training effectiveness, employee development, job satisfaction, organisational commitment, and turnover intention as separate or partially connected areas. However, there is scope for an integrated empirical examination of whether employee satisfaction explains the relationship between training and development opportunities and employee retention. The proposed study will refine this gap through a systematic review of recent empirical literature and by identifying limitations in existing studies.

Research Objectives

- To examine the relationship between training and development and employee satisfaction.
- To examine the relationship between employee satisfaction and employee retention.
- To examine the relationship between training and development and employee retention.
- To determine whether employee satisfaction mediates the relationship between training and development and employee retention.
- To identify training and development practices that may contribute to employee retention.

Research Questions

- What is the relationship between training and development and employee satisfaction?
- Does employee satisfaction influence employee retention?
- What is the relationship between training and development and employee retention?
- Does employee satisfaction mediate the relationship between training and development and employee retention?

- Which aspects of training and development are most relevant to employee retention?

IV. CONCEPTUAL FRAMEWORK

Training & Development → Employee Satisfaction → Employee Retention

Independent Variable: Training and Development. This may include training relevance, access to learning opportunities, skill development, mentoring, career development, and organisational support for learning.

Mediating Variable: Employee Satisfaction. This includes satisfaction with the job, management, learning opportunities, growth prospects, and work environment.

Dependent Variable: Employee Retention. This may be measured through intention to remain, intention to search for another job, likelihood of continuing employment, and organisational commitment.

Research Hypotheses

- H1: Training and development has a significant positive relationship with employee satisfaction.
- H2: Employee satisfaction has a significant positive relationship with employee retention.
- H3: Training and development has a significant positive relationship with employee retention.
- H4: Employee satisfaction mediates the relationship between training and development and employee retention.

V. LITERATURE REVIEW

1. Training and Development

Training and development can enhance employee capabilities and support adaptation to changing job requirements. Effective development practices can include formal training, on-the-job learning, mentoring, coaching, professional development, and opportunities to acquire new skills. The value of these practices may depend on their relevance, accessibility, quality, and alignment with employees' career expectations.

2. Training and Development and Employee Satisfaction

Employees may evaluate development opportunities as part of their overall employment experience. Access to useful training can increase perceived organisational support and provide employees with opportunities for competence development. Where employees perceive learning opportunities as relevant

and beneficial, training may be associated with greater job satisfaction.

3. Employee Satisfaction and Retention

Employee satisfaction is frequently examined as an attitudinal factor related to turnover intentions and retention. Satisfaction may reflect employees' evaluations of their job, management, work environment, development opportunities, and other employment conditions. Higher satisfaction may be associated with stronger intentions to remain, although retention is influenced by multiple factors.

4. Training and Development and Employee Retention

Training and development may contribute to retention by improving employees' skills, strengthening career prospects, and demonstrating organisational investment. However, training alone may not guarantee retention. Employees may leave when external opportunities, compensation, management practices, workload, or other factors outweigh the benefits of development.

5. Mediating Role of Employee Satisfaction

The proposed model suggests that training and development may influence retention partly through employee satisfaction. When development opportunities improve employees' experiences and perceptions of their organisation, satisfaction may increase; increased satisfaction may in turn be associated with stronger intentions to remain.

VI. RESEARCH METHODOLOGY

1. Research Philosophy

A positivist research philosophy is proposed because the study focuses on measuring relationships among defined variables using structured quantitative data.

2. Research Approach

A deductive approach will be adopted. The study will derive hypotheses from existing literature and test them using primary data.

3. Research Design

A quantitative, cross-sectional research design is proposed. Data will be collected from employees at a defined point in time using a structured questionnaire.

4. Population and Sampling

The target population will consist of employees working in private and/or public organisations. The final geographical and organisational scope should be defined before data collection. Depending on access, purposive or convenience sampling may

initially be considered. The final sample size should be established using an appropriate power analysis based on the planned statistical model.

Data Collection Instrument

A structured questionnaire can be divided into the following sections:

- Section A – Demographic information: age, gender, education, work experience, job level, industry, organisational tenure, and organisation size.
- Section B – Training and Development: access to training, relevance of training, opportunities to learn new skills, mentoring/coaching, career development, and organisational support for development.
- Section C – Employee Satisfaction: satisfaction with the job, management, work environment, development opportunities, and career prospects.
- Section D – Employee Retention: intention to remain, intention to search for another job, likelihood of continuing employment, and organisational commitment.

Proposed Questionnaire Items

Respondents may rate the following statements using a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Variable	No.	Questionnaire Item
Training and Development	1	My organisation provides training that is relevant to my job.
Training and Development	2	I have sufficient opportunities to develop new skills.
Training and Development	3	My organisation supports my professional development.
Training and Development	4	I have opportunities to participate in career development activities.
Training and Development	5	The training provided by my organisation helps me perform my job effectively.
Employee Satisfaction	6	I am satisfied with my current job.
Employee Satisfaction	7	I am satisfied with the opportunities available for learning and development.
Employee Satisfaction	8	I am satisfied with my opportunities for career growth.
Employee Satisfaction	9	I am satisfied with the support provided by my organisation.
Employee Retention	10	I intend to remain with my organisation for the foreseeable future.
Employee Retention	11	I would recommend my organisation as a good place to work.
Employee Retention	12	I rarely think about leaving my organisation.

Employee Retention	13	I would prefer to continue working for my current organisation rather than seek another job.
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Data Analysis Plan

- Descriptive statistics to summarise respondent characteristics and variable distributions.
- Cronbach's alpha to assess internal consistency of multi-item scales.
- Correlation analysis to examine associations among training and development, satisfaction, and retention.
- Regression analysis to examine the predictive relationships among the variables.
- Mediation analysis to test whether employee satisfaction mediates the relationship between training and development and employee retention.

The final statistical techniques should be selected after the measurement scales, sample size, data quality, and assumptions of the statistical models have been evaluated.

Expected Outcomes

- The study may identify a positive association between relevant training and development opportunities and employee satisfaction.
- It may identify an association between employee satisfaction and employee retention.
- It may provide evidence regarding the direct relationship between training and development and retention.
- It may clarify whether employee satisfaction acts as a mediating mechanism between development opportunities and retention.
- It may provide practical recommendations for organisations designing employee development and retention strategies.

Theoretical Contribution

The study may contribute to human resource management literature by integrating training and development, employee satisfaction, and employee retention into a single conceptual model. The mediation framework may provide a clearer explanation of how employee development experiences can be connected with retention outcomes.

Practical Contribution

The findings may help HR managers design training and development programmes that are relevant to employees' current responsibilities and career aspirations. Organisations may use the findings to strengthen learning opportunities,

mentoring, career pathways, and development support as part of broader employee retention strategies.

Limitations

- The cross-sectional design may limit conclusions about causality.
- Self-reported responses may introduce response bias.
- Sampling and access to respondents may limit generalisability.
- Employee retention is influenced by multiple factors beyond training and development.
- Perceptions of training quality may vary across industries, organisational sizes, and employee groups.

Proposed Research Timeline

Stage	Activity	Proposed Period
1	Detailed literature review	Months 1–3
2	Research gap and framework	Months 3–4
3	Research design and questionnaire	Months 4–5
4	Pilot study	Month 6
5	Primary data collection	Months 7–9
6	Data analysis	Months 10–11
7	Findings and discussion	Month 12
8	Final paper and submission	Months 13–14

VII. CONCLUSION

Training and development can be considered an important component of employee experience and human resource management. Organisations that provide relevant learning and career development opportunities may strengthen employees' perceptions of support and growth. The proposed study examines whether these opportunities are associated with employee satisfaction and retention and whether satisfaction helps explain the relationship. Empirical data will be required before drawing conclusions about the strength or significance of these relationships.

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