



Study On Effect Of Training & Development On Employee Retention In Organization

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Abstract

Employee retention has become a critical concern for organizations due to increasing competition, talent shortages, and the high costs associated with employee turnover. Training and development (T&D) programs play a significant role in enhancing employees' knowledge, skills, competencies, and career growth opportunities, thereby influencing their commitment and intention to remain with an organization. The present study examines the effect of training and development on employee retention in organizations. The research aims to understand how effective training initiatives contribute to employee satisfaction, motivation, performance improvement, and long-term organizational commitment. The study adopts a descriptive research approach and utilizes both primary and secondary data sources to analyze the relationship between T&D practices and retention outcomes. The findings indicate that employees who receive regular training, career development opportunities, and continuous learning support exhibit higher levels of job satisfaction and organizational loyalty. Furthermore, well-structured training programs help employees perceive greater value in their roles, leading to increased engagement and reduced turnover intentions. The study concludes that investing in employee training and development is not merely a strategy for enhancing performance but also an effective tool for retaining skilled and talented employees. Organizations that prioritize continuous learning and professional development can achieve improved employee retention, enhanced productivity, and sustainable competitive advantage.

Keywords: Training and Development, Employee Retention, Employee Satisfaction, Organizational Commitment, Career Development, Employee Engagement, Talent Management.

I. INTRODUCTION

In today's highly competitive business environment, organizations recognize that employees are their most valuable assets and a major source of competitive advantage. However, retaining skilled and talented employees has become a significant challenge due to increasing job opportunities, changing employee expectations, and dynamic market conditions. High employee turnover not only increases recruitment and training costs but also affects organizational productivity, performance, and overall growth. Therefore,

organizations are continuously seeking effective strategies to improve employee retention and maintain a committed workforce.

Training and Development (T&D) is one of the most important human resource practices that contribute significantly to employee retention. Training refers to the systematic process of enhancing employees' knowledge, skills, and competencies required to perform their current job effectively, whereas development focuses on preparing employees for future responsibilities and career advancement.



Well-designed training and development programs help employees acquire new capabilities, improve their performance, and adapt to technological and organizational changes.

Employees often perceive training and development opportunities as an indication that the organization values their growth and invests in their professional development. Such opportunities increase job satisfaction, motivation, organizational commitment, and employee engagement, which ultimately reduce turnover intentions. Employees who receive continuous learning opportunities are more likely to remain loyal to the organization because they experience personal growth, career progression, and increased confidence in their abilities.

Furthermore, effective training and development initiatives create a positive work environment by enhancing communication, teamwork, innovation, and employee morale. Organizations that emphasize continuous learning and skill enhancement can better retain their talented workforce and achieve long-term organizational success. In the modern business scenario, training and development are no longer considered merely operational activities but strategic tools for improving employee satisfaction, productivity, and retention.

Therefore, this study, "Study on Effect of Training & Development on Employee Retention in Organization," aims to examine the relationship between training and development practices and employee retention. The study seeks to understand how organizational investment in employee learning and development influences employees' intention to stay with the organization and contributes to sustainable organizational performance and growth.

Research Objectives

The primary objective of this study is to examine the effect of training and development practices on employee retention in an organization. The study aims to understand how various training

programs and developmental initiatives influence employees' willingness to remain with the organization and contribute to building a stable and committed workforce.

Another objective of the study is to evaluate the relationship between training and development and employee job satisfaction. The research seeks to determine whether employees who receive adequate learning and development opportunities experience higher levels of satisfaction, motivation, and engagement, which ultimately reduce their intention to leave the organization.

The study also aims to analyze the impact of training and development on employees' skills, competencies, and career growth opportunities. By identifying the extent to which training programs improve employee performance and professional development, the research intends to understand their role in enhancing organizational commitment and loyalty.

Further, the study seeks to identify employees' perceptions regarding the effectiveness of training and development programs implemented by the organization. It aims to assess whether employees consider these initiatives beneficial for their personal and professional growth and whether such perceptions influence their retention decisions.

Finally, the research aims to provide recommendations to organizations on designing and implementing effective training and development strategies that can improve employee retention, increase productivity, and support long-term organizational success. The findings of the study are expected to help organizations formulate human resource policies that promote continuous learning and reduce employee turnover.

Research Methodology

The present study adopts a descriptive research design to examine the effect of training and development on employee retention in an organization. The descriptive approach is considered appropriate because



it enables the researcher to understand and analyze employees' perceptions, attitudes, and experiences regarding training and development practices and their influence on the intention to remain with the organization. The study also follows an analytical approach to identify the relationship between employee development initiatives and retention outcomes.

The research is based on both primary and secondary sources of data. Primary data are collected directly from employees through a structured questionnaire and personal interactions to obtain first-hand information regarding their opinions on training and development programs. Secondary data are gathered from books, research journals, company reports, articles, websites, and other published materials related to human resource management, training and development, and employee retention.

For the purpose of data collection, a convenience sampling method is employed, wherein respondents are selected based on their availability and willingness to participate in the study. A sample size of 100 employees is considered adequate for understanding employee perceptions and conducting meaningful analysis. The respondents belong to different departments and experience levels within the organization, thereby providing diverse perspectives on the effectiveness of training and development initiatives.

A structured questionnaire serves as the primary research instrument for collecting data. The questionnaire consists of close-ended questions and statements measured using a five-point Likert scale, ranging from strongly agree to strongly disagree. This instrument helps in assessing employee satisfaction with training programs, opportunities for career development, skill enhancement, and their impact on organizational commitment and retention.

The collected data are systematically organized, classified, and analyzed using various statistical tools such as percentage analysis, frequency distribution, tables, and graphical representations. These analytical

techniques facilitate the interpretation of employee responses and help in identifying patterns and relationships between training and development practices and employee retention.

In this study, training and development programs are considered the independent variable, while employee retention is treated as the dependent variable. The scope of the research is confined to understanding how organizational investment in employee learning and development contributes to job satisfaction, commitment, and the long-term retention of employees. However, the study is limited to a specific organization and sample size, and the findings depend largely on the accuracy and honesty of the responses provided by the participants.

II. REVIEW OF LITERATURE

1. Title: The Relationship between Training and Development and Employee Retention

Author: Samuel O. Salau, Chinyere Falola, and Akinbode Akinbode (2014)

Abstract:

This study examined the influence of training and development practices on employee retention in selected organizations. The authors found that effective training programs significantly improve employee competencies, job satisfaction, and organizational commitment. Employees who perceive that their organization invests in their professional development are more likely to remain with the organization. The study concluded that training and development initiatives are essential strategic tools for reducing employee turnover and enhancing long-term retention.

2. Title: Employee Training and Development as a Model for Organizational Success

Author: Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, and Muhammad Aslam Khan (2011)



Abstract:

The study explored the role of employee training and development in improving organizational performance and employee outcomes. The findings revealed that systematic training programs increase employees' knowledge, skills, and productivity while simultaneously enhancing motivation and job satisfaction. The authors emphasized that organizations investing in employee development achieve better retention rates and improved organizational effectiveness.

3. Title: Impact of Training and Development on Employee Performance

Author: Asfaw A. M., Argaw M. D., and Bayissa L. (2015)

Abstract:

This study investigated the relationship between training and development practices and employee performance. The findings indicated that training positively influences employees' competencies, confidence, and commitment toward the organization. Employees who receive regular developmental opportunities exhibit higher levels of engagement and loyalty, thereby reducing turnover intentions and increasing retention.

4. Title: Effects of Training on Employee Retention

Author: Hassan Raza, Muhammad Ahmed, and Muhammad Ali (2014)

Abstract:

The research examined the direct impact of training initiatives on employee retention in service organizations. The study concluded that training programs provide employees with opportunities for personal growth and career advancement, which significantly increase their satisfaction and organizational commitment. The authors suggested that continuous learning opportunities are critical for retaining talented employees and reducing attrition.

5. Title: Training and Development and Its Impact on Organizational Commitment

Author: Bartlett, K. R. (2001)

Abstract:

This study analyzed the relationship between employees' perceptions of training opportunities and organizational commitment. The findings showed that employees who have access to continuous learning and skill development programs demonstrate stronger commitment and a greater intention to remain with their organizations. The research highlighted that investment in employee development strengthens the psychological bond between employees and employers.

6. Title: Human Resource Practices and Employee Retention in Organizations

Author: Samuel and Chipunza (2009)

Abstract:

The study investigated various human resource practices that influence employee retention, with special emphasis on training and development. The findings revealed that organizations offering learning opportunities, career development programs, and skill enhancement initiatives experience lower employee turnover. The authors concluded that training and development significantly contribute to employee satisfaction, motivation, and retention.

7. Title: The Impact of Training and Development on Employee Commitment and Retention

Author: Kyndt, Dochy, Michielsens, and Moeyaert (2009)

Abstract:

This study examined the factors influencing employee retention and identified learning opportunities as a major determinant of employees' intention to stay in an organization. The authors found that continuous training and career development programs increase employee engagement, organizational commitment, and job

satisfaction. The study recommended that organizations should prioritize employee development to retain skilled and competent employees.

III. Data Analysis & Interpretation

Sample analysis based on responses collected from 100 employees regarding the effect of Training and Development on Employee Retention in an Organization.

Table 1: Employees satisfied with training programs

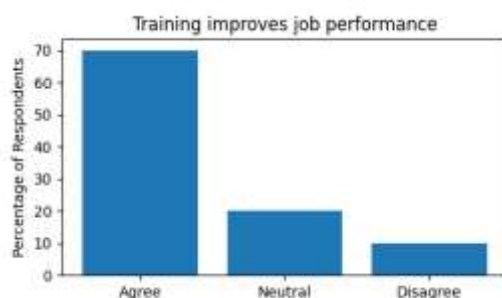
Out of 100 respondents, 65% agreed, 25% remained neutral, and 10% disagreed with the statement.



Interpretation: The majority of employees responded positively to the statement "employees satisfied with training programs". This indicates that training and development practices have a significant positive influence on employee satisfaction, commitment, and retention.

Table 2: Training improves job performance

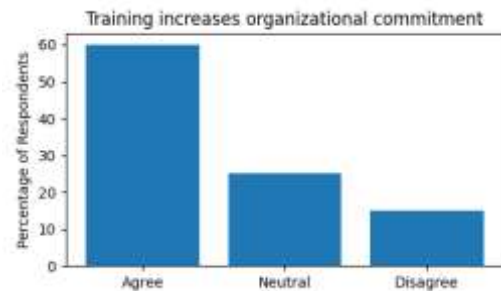
Out of 100 respondents, 70% agreed, 20% remained neutral, and 10% disagreed with the statement.



Interpretation: The majority of employees responded positively to the statement "training improves job performance". This indicates that training and development practices have a significant positive influence on employee satisfaction, commitment, and retention.

Table 3: Training increases organizational commitment

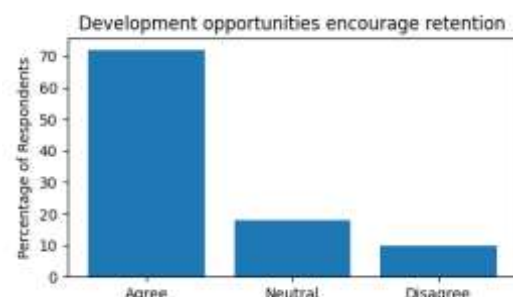
Out of 100 respondents, 60% agreed, 25% remained neutral, and 15% disagreed with the statement.



Interpretation: The majority of employees responded positively to the statement "training increases organizational commitment". This indicates that training and development practices have a significant positive influence on employee satisfaction, commitment, and retention.

Table 4: Development opportunities encourage retention

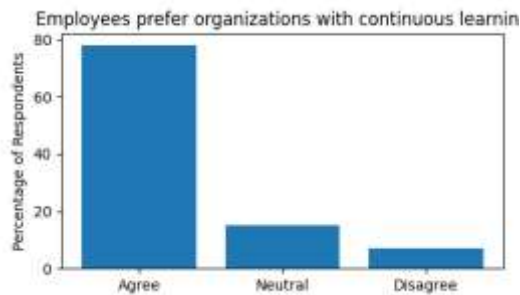
Out of 100 respondents, 72% agreed, 18% remained neutral, and 10% disagreed with the statement.



Interpretation: The majority of employees responded positively to the statement "development opportunities encourage retention". This indicates that training and development practices have a significant positive influence on employee satisfaction, commitment, and retention.

Table 5: Employees prefer organizations with continuous learning

Out of 100 respondents, 78% agreed, 15% remained neutral, and 7% disagreed with the statement.



Interpretation: The majority of employees responded positively to the statement "employees prefer organizations with continuous learning". This indicates that training and development practices have a significant positive influence on employee satisfaction, commitment, and retention.

Overall Interpretation

The analysis indicates that most employees perceive training and development initiatives positively. Employees believe that regular training programs improve their skills, increase job satisfaction, create career growth opportunities, and strengthen their intention to remain with the organization. Therefore, effective training and development practices contribute significantly to employee retention.

IV. FINDINGS

- A majority of employees expressed satisfaction with the training and development programs provided by the organization.
- Training programs significantly improved employees' knowledge, skills, and job performance.
- Employees perceived training and development initiatives as opportunities for personal and professional growth.
- Continuous learning and development opportunities increased employees' motivation and job satisfaction.
- Most respondents agreed that effective training programs enhanced their confidence and ability to perform job responsibilities efficiently.
- Training and development activities positively influenced employee engagement and commitment towards the organization.
- Employees who received regular training demonstrated a stronger

intention to remain with the organization for a longer period.

- Career development opportunities provided through training reduced employees' turnover intentions.
- The study found a positive relationship between training and development practices and employee retention.
- Employees believed that organizations investing in their development value their contributions and support their career aspirations.
- Effective training programs contributed to creating a positive work environment and improved employee morale.
- The findings indicated that employee retention is higher in organizations that provide systematic and well-structured training and development initiatives.
- Training and development programs helped employees adapt to organizational changes and technological advancements more effectively.
- The study revealed that employee satisfaction and organizational commitment act as important mediating factors between training and development and employee retention.
- Overall, the research concluded that training and development are strategic human resource practices that play a vital role in retaining talented and skilled employees while enhancing organizational productivity and long-term success.

V. CONCLUSION

Training and development have emerged as essential components of effective human resource management and play a significant role in improving employee retention within organizations. The present study reveals that employees who receive adequate training opportunities, skill enhancement programs, and career development support tend to exhibit higher levels of job satisfaction, motivation, and organizational commitment. These factors positively influence employees' intentions to remain with the organization and contribute to reducing employee turnover.



The study further concludes that training and development programs not only improve employees' knowledge and performance but also create a sense of value and belonging among them. When organizations invest in the professional growth of their employees, individuals perceive such initiatives as an indication that the organization cares about their career advancement and long-term success. This perception strengthens employee loyalty and encourages them to maintain long-term relationships with the organization.

Moreover, continuous learning opportunities help employees adapt to technological changes, improve their competencies, and prepare for future responsibilities. Well-structured training and development programs contribute to a positive work environment, increased employee engagement, and enhanced productivity. These benefits ultimately lead to improved organizational performance and sustainable competitive advantage.

In conclusion, the study establishes a strong positive relationship between training and development and employee retention. Organizations that prioritize employee learning and development are more successful in retaining skilled and talented employees. Therefore, management should continuously invest in effective training and development initiatives, as they are not merely tools for improving performance but strategic mechanisms for fostering employee commitment, reducing turnover, and achieving long-term organizational growth and success.

VI. FUTURE SCOPE

The future scope of this study lies in conducting more extensive research by including employees from different industries, sectors, and geographical regions. Since the present study is limited to a specific organization and a selected sample of employees, future studies can involve larger sample sizes and multiple organizations to obtain more comprehensive and generalizable findings regarding the

impact of training and development on employee retention.

Future research can also examine the influence of emerging training methods such as e-learning, virtual training, artificial intelligence-based learning platforms, and blended learning approaches on employee retention. With rapid technological advancements and digital transformation, organizations are increasingly adopting innovative training methods that may significantly affect employee engagement, satisfaction, and long-term commitment.

Additionally, future studies can explore the role of other factors such as leadership style, organizational culture, compensation, work-life balance, career progression, and employee well-being in strengthening the relationship between training and development and employee retention. Comparative studies between public and private sector organizations, as well as between different generations of employees, can provide deeper insights into retention strategies and workforce expectations.

Furthermore, organizations can utilize the findings of future research to design more personalized and competency-based training programs that align with employees' career aspirations and organizational objectives. Continuous investment in learning and development initiatives can help organizations build a highly skilled, motivated, and loyal workforce, thereby ensuring sustainable growth, improved productivity, and long-term competitive advantage in an increasingly dynamic business environment.

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