

RESEARCH PROJECT REPORT

ON

**"THE IMPACT OF TRAINING AND
DEVELOPMENT ON EMPLOYEES RETENTION"**

PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT

FO THE AWARD OF THE DEGREE OF

BACHELOR OF BUSINESS

SUBMITTED BY

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IN

BACHELORS OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNDER THE SUPERVISION OF

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SCHOOL OF BUSINESS

BONAFIDE CERTIFICATE

Certified that this project report "The impact of training and development on employee retention is the bonafide work of Shivangi Kumari (19GSOB1030059) and Shreya Shah (19GSOB1010167) who carried out the project work under my supervision.

SIGNATURE OF DEAN

SIGNATURE OF SUPERVISOR

APPROVAL SHEET

This thesis entitled "The impact of training and development on employee retention" prepared and submitted by Shivangi Kumari and Shreya Shah. Impartial fulfilment of the requirement in research for the degree of Bachelor of Business Administration has been examined and is recommended for the approval and acceptance.

Examiners

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STATEMENT OF PROJECT REPORT
PREPARATION

1. Thesis Titled: "The impact of training and development on employee retention"
2. Degree for which the report is submitted:
Bachelor of Business Administration (BBA)
3. Project supervisor was referred to for preparing the report.
4. Specifications regarding thesis format have been closely followed
5. The content of the thesis has been organized based on the guidelines
6. The report has been prepared without resorting to plagiarism.
7. All sources used have been cited appropriately.
8. The report has not been submitted elsewhere for a degree

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ABSTRACT

OrganisaEon's primary focus a^er recruiEng talent employees is to retain them. But in today's compeEEve environment, organisaEon is struggling hard to design a suitable strategy that could improve the retenEon rate and pulls the turnover rate downward. One such suitable strategy an organisaEon could be considered of improving employee's skills by providing training. The purpose of this paper is to examine the relaEonship between the training and development on employee retenEon and ascertain the extent of influence of training and development on employee retenEon. The study was carried out by using descripEve research design and adopted straEfied random sampling method to collect data. Results suggest that there is a relaEonship between training and development on employee retenEon and training has an impact on employee retenEon.

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1 .INTRODUCTION

Organization, and how great is the effect of training and development, which is a human resource practice that could have on employees' commitment and retention as compared to other practices.

This research could provide better understanding in the relationship of effectiveness of Human resource practices on employee retention in an organization, but the main focus would be on the impact of training and development on employees' retention. It will provide useful information regarding the impact that the employee training has on employee retention. This study will help readers to better understand and will serve as a guide to many organizations regarding the employee retention. It will also provide asolution using training and development practice to retain employees in organizations.This study has been initiated with an introduction, which includes the background of order to understand the other authors' point of view about the impact of training on employees' retention. Hypothesis will be tested in some ways that could prove or disapproves it. Methodology for conducting the study and analysis techniques used to analyze the collected data has been discussed. At the end of the study results and conclusion has been discuss. Most researchers use these variables like working environment, training and development, and compensation to observe their effect separately, on how working

environment affect employee turnover, how employee can be retained through training and development, and what are the impacts of compensation (Deckop et al.,2006; Acton and Golden 2003; Bhattacharyya et al.,2008). Few researchers also relate training and wages, in which they observe the effect of training on wage expectations (Renger, 2002; Hocquet, 1999; Dearden et al., 2005; Meer and Ringdal, 2009; Scheme, 2001 ;Renaud, 2009). No one focused on how employee can be retained after training, if they are not properly compensated. However, the effect of what will happen, if an employee is not properly compensated after his training, and whether he is satisfied or not and does not want to stay with the company, because after training his skills improved, is seen in this paper. As a consequence ,he has more opportunities of switching.

OBJECTIVES OF STUDY

The main objective of the study is to critically examine the impact of training and development and development on employee retention in an organization. Specific objectives of the study are:

1. To identify the factors affecting high employee turnover in an organization.
2. To identify the effect of training and development, its type and duration on employee retention in an organization.
3. To identify the extent by which management support and rewards affect employee retention.

SIGNIFICANCE OF THE STUDY

The study will help firms understand the importance of training and development programs. It will also enable them structure their training and development programs to make them more effective in terms of helping to improve the efficiency of the workforce and lead to less employee turnover. This also ensures the existence of a pool of skilled workforce who could be utilized for national development. Labour is a major input to the success of the company. If labour is efficient it will help improve the performance of the company. As companies perform better they are able to increase output and contribute more to the economy. They are also able to grow and hire more people thus helping to

decrease the level of unemployment. As companies perform better, they are also able to compete better enabling the economy to remain vibrant.

The study will also be of great benefit to student researchers who wish to explore more into the impact training and development has had on the overall performance of employees in various organizations. The study will serve as a guide to these students who may further get more insights into the recommendations and findings from the study thereby, forming an empirical literature for them

Literature Review

Employee retention can be defined as the policies and practices organizations use to avoid precious employees from quitting their jobs. However, Ben-Bakr, Al-Shammari, Jefri and Prasad (1994) argued that organizations can avoid business instability when talented employees are retained. Retention can be seen as the ability to hold onto those employees you want to keep, for longer than your competitors (Johnson, 2002, cited in Shaibu, Noor, Tirmizi & Bashir, 2009). Again, Denton (2000) puts forward the view about employee retention that employees who are contented and satisfied with their jobs are more devoted towards their job always put their effort to progress their organizational customers' satisfaction. Researchers such as Taplin, Winterton, and Winterton (2005), Amadasu (2003) and Gberebie (2003) have established in their studies that, employees will surely stay and work for the flourishing and accomplishment of organizational goals if suitable

employee retention strategies are adopted and implemented by organizations. In addition, Action and Golden (2003) state that retention of employees is not only important but retention of valued skills is more important. According to the researchers, human resource department plays the dynamic role for retention of employees.

Freyermuth (2007) commented that retention starts with the recruiting of correct individuals and continues with practicing program to keep them engaged and committed to the organization. According to him, it is considered as multifaceted component of an organization resource policies. Baker (2006) said that employee retention is very important as because of the fact that hiring new employees are far complicated as well as costlier than to remain with the present employees in the organization.

However, Olowu and Adamolekum (2005) stated that because of the need for effective and efficient delivery of goods and services by organizations in public or private sector, it is becoming more essential to secure and manage competent human resource as the most valuable resource of any organization. Gberegbe (2008) has assured that employee retention implementation strategies is very important. In today's competitive environment there is a great need of employees' commitment and an appropriate strategy that pulls the retention rate downward. Companies consider retention of employees as a challenge due to the increased flexibility of jobs.

Various studies have been conducted that popular HR practices are not the only ways to enhance commitment and reduce retention. Scott Brum (2007) highlighted that when the employees are introduced to more trainings, they show higher level of commitment as compared to others. Roya Anvari et al (2010) revealed that it is possible only with the help of planning training programs that are totally based on needs valuation to

achieve commitment and retention. Training is considered important in developing a feeling of belongings among employees. Eva Kyndt et al (2009) revealed that training has a potential to change the turnover thoughts and is an important factor that helps in originating the intentions of turnover. Those employees that are highly committed to the organization have lower turnover thoughts. Trainings basically bring association between commitment and retention. Danlami Sani Abdul kadir et al (2012) has considered training as an investment, organization bears the whole expenditures of training employees which eventually act as an investor and expect a return in the form of commitment and retention from employees. Trainings elevate commitment and retention rate, when employees consider it as investment and force them to offer a return to the organization. Alexandras G. Sahinidis and John Bouris (2007) Training is a long term investment in the skills of employees. Training is not a tool to polish current skills of employees but to prepare employees for future impacts from competitive forces. This kind of training boosts the commitment and employees think that organization is opening doors to our success. This sense eliminates the thoughts of intentions to quit from employees mind and force them to retain. Mohammad I. Fheili (2007) has stated that employee turnover is a major human capital risk for an organization, which needs to be catered. Organizations that provide trainings which are specific in nature applied only to the specific work within the organization that makes the employees specialists not generalists. By doing this Organization limits the employment opportunities and leads to the development of committed employees and will eventually affect retention rate.

The review of the literature will explore facts that have to do with coaching on employee

retention. The review based on training, coaching, and retention, to identify other factors that influence retention. The chapter will focus mainly on the following:

- Training and Development
- Coaching
- Employee Retention
- Turnover

The aim of this research is to investigate the impact of training and development on employee retention in retail sector, an examination of the role of coaching and the impact it.

Training and Development

In any organisation especially the retail sector, training and development of employees play a significant role in achieving the organisational goals. The qualities of these trained employees will determine how far an organisation will go among its counterparts.

Rosti and Shipper (1998) outlines that training and development of the employees ensure good performance and this enables the organisation to achieve its objectives, to attract, train and develop talent employee that will exploit all the obtainable resources to bring about expansion in the company. Armstrong (2003) summarize training as an appropriate and orderly modification of behaviour through learning, development, which happen as result of teaching, coaching, development and designed experience. He sees training as a process to equip the employee's with the necessary skills, knowledge to handle their

professional tasks. According to Armstrong (2003), employee's development helps to enhance staff ability for future requirements and adaptability prospect. Beardwell and Hidden (1997) consider training and development as an intended process to modify the attitude, knowledge through coaching experience to achieve effective performance in their roles. Many organisations offer different training programmes to improve the employee's skills especially in the area of technology development and business practice, such as supervisor training, exclusive development and interpersonal skills (Beardwell and Hidden, 1997).

The Importance of Training and Development

Lorette (2006) suggested training and development as an ability designed to encourage both new and old employees to improve and enhance the performance of qualified employees and the managers. As well as to be more effective in performing their tasks in the workplace, this highlights needs for more systematic approach to assess the training needs of individual employees, such as reviewing individual capability in the workforce. Training is an instrument to enhance the performance and it is one of the possible solutions to progress in business (Lorette, 2006). In today's business, training and development does not only link with work-related development, but it linked to influence option, sentiment and performance. Therefore, it is a pathway for employees to learn new skills and creating an advancement towards employee satisfaction (Armstrong, 2009). Training strengthens employees to be more active towards their career development, which leads to retention. Choo and Bowley (2007) supported that training have impact on career development, improving employer brand and employee's retention. Jehanzeb and Bashir (2013) suggested that training and development aims is to improve employee's skills and helping them to understand the organisational culture. In

addition, understanding the necessary level of career choice.

The Impact of Training and Development

Kraimer, Seibert Wayne, Liden and Bravo (2011) highlight that many employers in the past was not investing in training of employees due to cost, the recent development in technology has increase job opportunities, that has led to the needs of training and development in the workplace. Yates (2006) outlines the benefit of training and development as way of developing the employees to be active in their roles. Although training of employees is quite expenses which involves money. MacLeod and Clarke (2009) highlights that many organisations especially the leading retailers are investing on training their skilled employees. The well skilled employees are like an asset to the organisation, training enable employees to display positively in their roles. Jehanzeb and Bashir (2013) also suggested training as way of improving the skills and products, and reduce turnover.

Coaching Besson (2012) defined coaching as a way of collaborating with employees in a stimulating and innovative development that will motivate the employees to exploit in their personal and professional prospective. Any organisation that invest on coaching increases their outputs; it strengthens the success to develop working relationships, work gratification and teamwork, which can be used to develop employee's inspiration. Coaching can enhance the talent and shape the capabilities of the employees (Besson, 2012). However, coaching is considered as a vigorous appraisal, used in developing the employees to be more successful in their career and improve their performance as a leader. Some organisation coaches some of its employees who are with high potential for advancement, because coaching has a significant impact on employee's job performance. It adds value to the organisation, to maximise their own potential to create an opportunity for change in

employee's career, which increases organisational competence to retain its employees (Besson, 2012). Coaching can add value to organisational development; it retains and motivates employees to perform well in their roles. It improves executive learning, performance and leadership efficiency with working relationship with supervisors and customers.

The Impact of Coaching

Eggers and Clark (2000) define coaching as the most effective instrument for inducing positive change, ensuring a better chance for achieving good management, and stick to longterm goal in the retail store. Coaching is a clearance instrument for the managers to develop the activities by the core specialists or the HR executives in the coaching role, as to manage the employees, in order for the employee to be active in their role. However, Franckeiss(2010) describes two types of customers served by coaches, which is the individual and organisations. The two approaches suggest permission of individual or group of employees to find its own solution. The other group of employees need the coach to shove them towards action. However, finding the right approach and balance in a retail store, coaching has an impact on employee's retention as well as to adapt to the changing needs of the customers.

Importance of Coaching

Coaching help to discover solutions for the growth of business, coaching is use as a means of correcting some issues within the organisations. In many organisations, it perceives to be a positive instrument to help

employees to explore and achieve their professional development (Whitmore, 2010). However, coaching is for the advantage of the individual down to the focus of organisational growth, there might be individual feature whereby results assessed with the performance requirements of the organisation for the person being coach. Coaching is incessant rehearsal used in the organisations to institute and maintain professional relations on employee's recital level. Coaching identified the growth of an employee, and help in planning and developing their effectual skill, with the help of their coach to measure the needs for development (Whitmore, 2010). Whitmore (2010) review that companies believe that when their value and ethics are falling in some cases, it weakening the assessment of their employees as well as their customers. The use of coaching is extremely effectual for revealing true values, to create position for the employees. Without this, business performance cannot function. Coaching is to keep up with the psychological development, it is an important viaduct in measuring from hierarchy to self-responsibility by creating condition for learning and growing (Whitmore, 2010). However, the result of coaching is not reliant on how old; it depends on more experienced, whereby a person is passing down his knowledge to another person, which requires an expertise person.

How to Improve Retention in the Organisation

The best approach to manage employee retention is for managers to know the reason. What is causing problems, why they employees are leaving the organisation (Taylor, 2002). The organisation can use the best practices to evaluate various aspect of its competitor. It is very important to know and have the ability to understand the issues of what is happening internally within the members and the managers, work-life balance and career development is significant. Once the management

recognise these specific issues, it can easily reduce the turnover, and increase the retention (Taylor, 2002). Gunnigle, Morley, Clifford, Turner Heraty and Crowley (2011) outlines that employee retention is often related with a boundless package; high pay and benefits, which many researchers have tried to review, to know what aspect does retention embrace; solution is yet to be discover, which will be appropriate to all organisations. It is unpredictable from sector, culture, groups etc. However, higher pay and attractive benefit normally encourage employees not to leave the organisation. Although when an employee develops its career, it will definitely lead to higher payment. Based on this, career development, opportunities recognition and responsibilities are hidden factors behind the idea of higher payment. It is very necessary for organisation to recognise the issues that causes turnover (Taylor, 2002).

However, many mangers and human resource managers have been challenge on the issues of retention, which have affected organisations until the present days. Therefore, losing well skilled employees in any specific area within the business environment will be an issue for the organisation (McCarthy, Tyrrell and Lehan, 2003)

Impact of Employee Retention

Employee retention relate to impact of training on the tendency for workers to stay, it is important to invest on the coaching appraisal to encourage employees to remain within the organisation. Lack of training and coaching of employees can leads employee seeking for an alternative employer who will be willing to provide training (Taylor, 2014). However, he argued that training and coaching of the employees could give room for other competitor or employers to start attracting them with better offer that might lead to their leaving (Taylor, 2014).Greenhalgh and Mavrontas (1996) cited in Taylor (2014) recommended from the research

conducted, that younger men had a higher tendency to quit than women after receiving training which was observed in public sector, where mobility remains low regardless of the high-level of training. High turnover is found in smaller organisations than in big organisations. Research conducted based on the effect of training, higher percentage response that training was more likely to make them look for another job. While less percentage of the employee's response that training makes no difference to their interest if they decided to leave the organisation. The key findings were that the training paid for by government or the employees themselves tends to raise job mobility, Firm-specific training is associated with relatively low turnover' (Taylor 2014, p.302). Allen and Bryan cited in Taylor (2014) highlights on most recent research that it is important to provide training and development opportunities and career development.

Conclusion

The literature review uncovered the need for training and coaching in the organisations cope with the increment in technological development in the organisations has called for career development. This modifies the development of prospective employees as well as to upgrade those previously employed as to develop the organisational image. The literature review has identified some gaps and the challenges facing organisations to retain competent employees, while indicating the needs for continuous development in the sector. Using training, coaching, and good human resource management to structure the strategy and using other factors that will encourage retention in the organisations especially in the retail sector. In summary, the researcher has learned about lots of information to show the impact of training and coaching on employee retention. The researcher is going to discuss about the of training and coaching and focus more on how important it is to use training and

coaching in developing the employees in their different roles. However, there is obvious gap of knowledge around how coaching helps in retention. Based on the review conducted by the researcher, the retail sector has the highest employee turnover rate; this was due to some characteristics of competitiveness in the sector. The next section will underline the aims and objectives of the study.

METHODOLOGY

The focus of this research was aimed at clarifying the impact of training on employee retention. Questionnaire was developed to collect data for determining the effect of independent variable (training) on dependent variable (retention). Quantitative data was collected through questionnaires using non probability sampling. The questionnaire consists of 16 questions, which includes eight questions on independent variable (training) and nine questions on dependent variable (retention). Questions asked from employees were based on 5-points likert scale. The collected data has been analyzed through excel data analysis tool pack.

DATA COLLECTION

The study relates to previous studies on the impact of training and development on employee retention, an examination of the role of coaching on employee retention. The two source of data collection were the primary and secondary, which stands as a source for comparison as the primary data provide evidence of facts that may disagree or agree

with the existing fiction.

Primary Data

This involved the pilot and initial work of the researcher, which is the foundation of the current study including the aim of creating data through the sentiments of the participants in relation to employee retention among other independent variable of the study. In view of this, questionnaires adopted as the primary source of data collection.

Secondary Data

This is to assess the literature and to understand what done previously in relation to the present study. The secondary data collection method gathered and using the previous works of other researchers; Books, Google scholar, Journal article, management documents and other useful information from magazine and business bulletins were the secondary source used in collecting data.

Questionnaire Structure

Brace (2008) defined questionnaire as multiple-choice questions carefully designated for review and a target designed questions to create information from participants. Johnson and Turner (2003) outlines simple and open-ended questions to improve participation and to allow participants to express their sentiments. Therefore, the questionnaire was structure as both open-ended questions and close-ended questions.

The close-ended question will allow the participants choose from the options available while the open-ended questions allows the participants state their opinions and views of the questions asked (Sekaran, 2003).

This will help to get a deeper knowledge of the participant's view towards answering the research question. The questionnaire subdivided into five sections. Using Questionnaires will enable participants give feedback on the exact question that was ask. This will help to get a precise answer for the research work. Section one of the questionnaire comprises of the demographic information of the respondents.

Sample Technique

A non-probability sampling technique was use for this study. According to Saunders et al (2009), a non-probability technique permits subjective judgement. This based on the opinions, feelings and views of the participants of the study, the subjective judgement of the participants will help in answering the research question. The non-probability technique involved the use of a Purposive, Snowball, self-selection and Convenience Sampling (Saunder et al., 2012). The purposive sampling was select because of the group of people; the researcher seeks to find information from the employees.

Sample Size and details

The sample of this study are employees of Marks and Spencer Dublin, Republic of Ireland. The total sample size is 150 full time and part time male and female employees; the age is between 25 years or under to 51 years and above, working in Mark and Spencer, Dublin 1 and 2. The two Mark and Spencer stores selected because it would help acquire the required sample size needed. A probability simple random sampling

technique used to ensure that all employees of Mark and Spencer have a chance to participate. This is because every employee in Mark and Spencer would have in one way or another get the chance to be involved in training and coaching. This technique would help to achieve the research aim. Participants will randomly select, and every participant given an opportunity to participate voluntarily in line with the ethical circumstances. The questionnaire printed and hand administered to the participants. In conclusion, the chapter proposed to address the practical and proper methodological approach, the justification for excellent and sample sizes, data collection method and other significant area mention above.

DATA ANALYSIS TECHNIQUES

Three analysis techniques have been used to examine the relationship and significance between independent variable (training) and dependent variable (retention)

1. Descriptive statistics
2. Correlation
3. Regression

THEORETICAL FRAMEWORK

TRAINING

EMPLOYEE
RETENTION

The purpose of the research is to examine the effect of training opportunities on employee retention. Training is considered as an independent variable while employee retention is considered as a dependent variable.

Organizational equilibrium theory by March and Simon's states that employees who value acquiring new skills and polishing the existing one for their career growth maybe more willing to work for an organization who equips them with well-run knowledge. In organizations skills can be polished or developed through trainings, this theory clearly shows that there could be direct or indirect effect on training on employee retention. In indirect relationship, commitment could act as a bridge between training and employee retention.

Results and Discussion

Descriptive Statistics

	TRAINING	RETENTION
Mean	3.79	3.51
Median	3.8	3.5
Standard DeviaEon	0.4414	0.4746
Minimum	2.5	2.41
Maximum	4.6	4.41
Count	100	100

Table 1.1

The calculated mean for independent variable (training) is 3.79, which means that average people from sample of 100 are somewhat satisfied. Since the value of 3.79 rounds off to 4, which is equal to somewhat agree. For dependent variable (retention) the calculated mean is 3.51, which means that average people from sample of 100 are somewhat satisfied. Since the value of 3.51 rounds off to 4, which is equal to somewhat agree. The median for the independent variable (training) is 3.8, and the value of median for the dependent variable is 3.5. The median suggests the option four of the questionnaire which is somewhat agree and option three for retention which is average.

The standard deviation for independent variable (training) is 0.44, and the standard deviation for dependent variable (retention) is 0.47. This shows that the data of training is spread out at 0.44 and for retention it is at 0.47

In the sample size of 100, the minimum value of independent variable (training) is 2.5. This minimum value of 2.5 means that minimum option selected by the respondents for provision of training is somewhat disagree. The maximum option selected by the respondents for independent variable (training) is 4.6, which rounds to strongly agree. The minimum value of dependent variable (retention) is 2.41. This minimum value of 2.5 means that minimum option selected by the respondents for retention is somewhat disagree. The maximum option selected by the respondents for dependent variable (retention) is 4.41, which rounds to somewhat agree. **CORELATION**

	Training	Reten=on
Training	1	
Reten=on	0.5289	1

Table 1.2

The correlation test has been conducted to express the strength of relationship between training and retention on a scale from -1 to 1. The value of 1 has been considered as a perfect correlation between variables. The value of correlation between training and retention is 0.5289, this value is deviated more towards perfect correlation. This value indicates a positive relationship in which change in training will produce a change in retention.

REGRESSION

	Coefficient	t-stat
Intercept	1.3583	3.862
Training	0.5668	6.1703

R-square	0.2708	
F-stat	38.0737	

Table 1.3

The regression test is conducted to determine whether there is an evidence of a linear relationship between provision of trainings to employees and their return in the form of retention. The regression equation for the data is $y=1.3583+0.5688x$. This means that for every single training opportunity, the retention rate has been

increased by about 0.5688. The constant term in this equation is 1.3583. This is the y intercept, and it means that if the independent variable i.e. training is 0, the value of the retention would be 1.3583. The R Square value is 0.2798; variation in the values of the retention that can be clarified by the change in the independent variable which is training has been measured. The R Square values vary between 0 to 1. A value of 0.2798 means that 27.98% of the variation in the retention rate is due to provision of training to employees in organizations. The remaining 72.02% of the variation has been supposed to be due to other human resource practices like compensation, performance management system and working environment. The F ratio is 30.0737, indicates that the regression is statistically significant. The p value is displayed in the next column and equals 1.536E-08. This p value is less than 0.05, the regression is statistically significant. The analysis shows that there is a significant impact of training on employee retention so, we reject the null hypothesis and accept the alternative hypothesis. T-stat is 3.8620 which is greater than 1.96 with significance less than 0.05 indicates that there is significant relationship exist between provision of trainings to employees and their retention. This t-stat value of 3.8620 also shows that the independent variable.

Learning, T & D, retention and compensation

As commented by Srimannarayana (2011), training and development play an important role in retaining the employees. If proper training is not given to them then they can't develop. Compensating them in correct terms and giving them feedbacks will encourage them. The work environment is also an essential attribute that is required for retaining employees. It is considered as one of the most important aspects in context to employee retention. Work environment is subjected important in this case as it the driving force behind a successful organization. For example, if the work environment is not suitable or

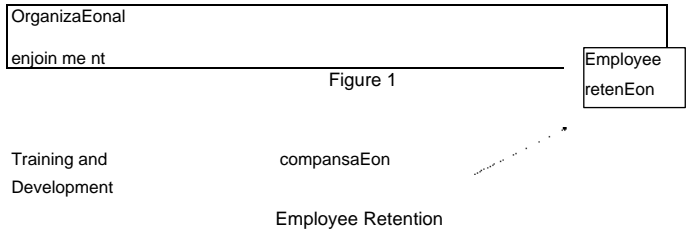
uncomfortable for the employees, the productivity and the quality of the work will be affected. An effective organization is not only responsible for human capital but also to retain experienced and knowledgeable employees. Work environment is entailed effective as if the worker remains satisfied with his work environment, then he or she will continue to work in the present space positively. Having a positive perception in context to the organization is very important and it can be adhered by appreciation of the employees. It will encourage and enhance the worker to perform better in every condition. The HR practices need to be in high terms so that the employees stay longer and provide effective work. HR sources are good sources in context to development of an organization and retaining employees.

Requirement and Need of Learning, Training and Development

Evaluating these elements can be done by the higher level authority if the organization. They can monitor the work of their workers and give them feedback. Development and learning is not an instant process it can avail through experience. In this time of development, where innovation changes once in a while, training turns essential for each organization to stay in the worldwide market. Organizations can't depend just on regular specialisms, however, to contend, later on, they should build up their worker abilities, since it is a time of efficiency and quality. As commented by Lundmark et al. (2017), training is described as the orchestrated mediation that is planned to improve the determinants of individual work execution. The organization suffers in quality and use in light of nonappearance of training.

In a general sense, training began from changes grabbed by learning, notwithstanding the way that change is critical for human improvement. In this promising authoritative reality for survival, an organization must be furnished

with properties of flexibility, versatility, and unending quality. With these qualities, the survival of an organization can be practiced through training and advancement of their workers. It is generally related to the present spot of work and the nonstop situation. Of course, advancement is the path toward creating for future businesses. Training must be need-based; appropriately, the firm needs to, first, do the assessment on account of training is required or not. Consequently, comprehensive training needs performed assessment, that exhibits why and where the preparation is required, and besides observe which worker needs training and who should be set up for improvement reason. Now and again, training isn't incredible, the firm gives unequivocal training to the workers since these capacities were not totally traded to them. Along these lines, it is neither productive for the specialist nor for the organization.



Practical implications and recommendations

The results of this research will be useful for organizations to understand that training practice could be shaped into a retention strategy. Research explores the perception of employees about training practice of organization, when employees are interested to stay with an organization. There could be a possibility that if organization fulfills the employees needs regarding polishing existing skills and preparing them for upcoming challenges, retention rate will be boosted. This research can help the organization to build a reputation of a learning organization; it will become a favorite organization for people who are employed. The future recommendation is that researchers can study the impact of training on employee retention, but try to explore other factors that can affect retention along with training. Researchers can compare the results of training against other human resource practices that can retain employees.

Data Analysis

Quantitative Analysis

Q1. What is your gender?

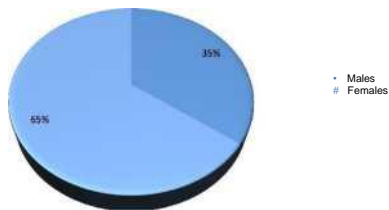


Figure 2

Respondents	Variables	Percentage
Male	35	35
Female	65	65

The higher side than those of the males who constitute only 35% of the total respondents. The female respondent's percentage has emerged to be of 65%. It can be understood in a better way by the diagrammatic representation of the data chart in the form of a pie diagram. In which it shows that the first quarter reflects

the total percentage of the female respondents whereas the second quarter represents the male respondent's percentage.

Q2. What is your educational qualification ?

Respondents	Variables	Percentage
MatriculaEon	20	20
Under	10	10
Graduate	40	40
Post -	20	20
Doctorate	10	10

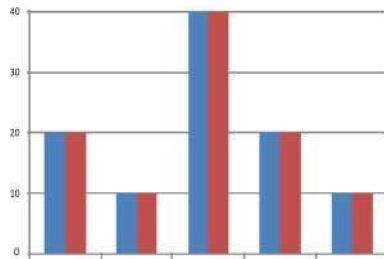


Figure 3

The researcher took 100 respondents to impart in this study.

MatriculaEonUnder - Graduate Graduate Post Graduate Doctorate

Variables Percentage

The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on education qualification. It is very much evident from the above table that matriculation respondents resemble 20%, undergraduate resembles 10%, graduate resembles 40%, post-graduate resembles 20% and doctorate resembles 10%. It can be understood in an efficient way through the representation of bar diagram.

Q3. What is your monthly income ?

Monthly Salary (Rupees)	Number of Respondents	Percentage
Below \$2000	30	30
\$2000 - \$5000	20	20
\$5000 - \$7000	25	25
Above \$7000	25	25

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the

results obtained are correct the reality of the data has been checked and then presented in the below format. In this above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on the monthly income of the population. It is quite evident from the chart that the monthly income the respondents with below \$2000 is 30. The respondents with \$2000-\$5000 is 20. The respondents with monthly income \$5000-\$7000 is 25. The respondents above \$7000 is 25. The percentage of the respondents in context to the monthly salary is 30%, 20%, followed by 25% and then 25%.



Figure 4

Q4. Does training program enable the employees to be accountable and authoritative in making decision ?

Respondent	Variables	Percentage
Strongly agree	11	11
Agree	55	55
Neutral	29	29
Disagree	2	2
Strongly disagree	3	3

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this

above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on that do training programs enables employees to be accountable and authoritative in making decision. It has been seen that 55% of respondents agree to this fact and 2% of respondents disagreed to this fact. The respondents who strongly agreed to this fact were 11 % whereas the respondents who were neutral were 29%. The respondents who strongly disagreed to this fact were 3%. Decision making is a very important attribute that every employee needs to adhere. So training programs can definitely be subjected to induce the performance rate of the employees. However, it can be seen that 55 percentage of the respondents have agreed to the fact that training programs are imparted to make them, better and work effectively.

**Does training program
enable the employees to
be accountable and
authorative in making
decision ?**

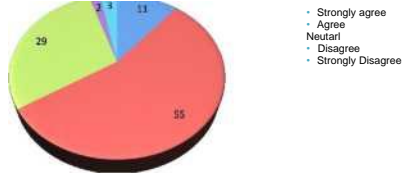
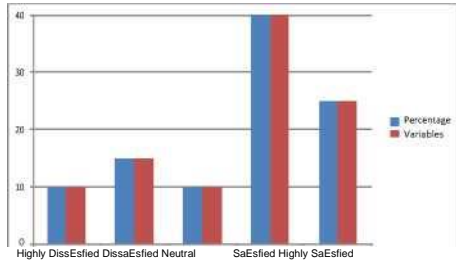


Figure 5

Q5. Does your organisation emphasizes and provides for the required training and development of its employees for better employee retention ?



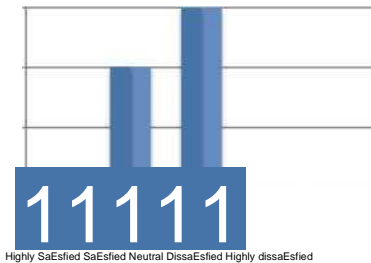
The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if the organization emphasizes and provides for the required training and development of its 6. employees for better employee retention. The reaction of the respondents related that the percentage of satisfied respondents were 40% whereas 10% of the respondents were highly dissatisfied. 25% of the respondents were highly satisfied whereas 15% of the respondents were dissatisfied. 10% of the population. Q6. Does your employees finds the training provided to

them relevant to their job ?

Respondent	Variable	Percentage
Highly SaEsfied	10	10
SaEsfied	30	30
Neutral	40	40
DissaEsfied	10	10
Highly dissaEsfied	10	10

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if the employees find the training provided to them is relevant to their job. The reaction of the respondents related that the percentage of satisfied respondents were 30% whereas 10% of the

respondents were highly dissatisfied. 10% of the respondents were highly satisfied whereas 10% of the respondents were dissatisfied. 40% of the population were neutral in this case.



Q7. Do frequent training and development programs help retain the employees ?

Responden	Variable	Percentage	
Highly	11	11	
SaEsfied	55	55	
Neutral	29	29	
DisaEsfied	2	2	

Highly dissatisfied	3	3	
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The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if Do Frequent Training and Development programs help retain the employees. The reaction of the respondents related that the percentage of satisfied respondents were 55% whereas 3% of the respondents were highly dissatisfied. 11 % of the respondents were highly satisfied whereas 7% of the respondents were dissatisfied. 29% of the population were neutral in this case. In this context it has been evident that 55% of respondents had been satisfied with the fact that training and development adhered by the organization motivates them to work effectively.

Q8. Do you think Training and development program increase the efficiency in retaining the employees ?

Respondent	Variable	Percentage
------------	----------	------------

Yes	80	80
No	20	20

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if the training and development program increase the efficiency in employees. The reaction of the respondents related that the percentage imparted that 80% of the respondents believed in the fact that training and development increases the efficiency in retaining the employees. If the employees are given proper training then they can conduct their given work in an effective manner, this will alsohelp to increases the productivity ad effectivity of the organization. 20% of the

respondents thought that training and development does not increase the efficiency of the organization.

Do you think Training and development program increase the efficiency in retaining the employees ?

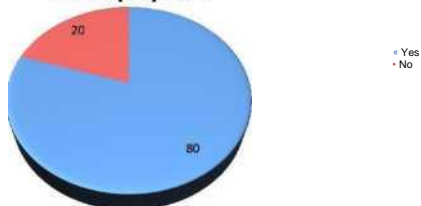


Figure 6

CONCLUSION

As the research has shown, there is a significant impact of training on employees' retention. The research provides empirical evidence that supports the cause of training and its effect on employee retention. Researchers who examined the relationship between training and employee retention, agree that the relationship exist between these two variables. The research has proved that employees' decision to stay for a longer period of time can be influenced by trainings.

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