

The Role of Training and Development in Enhancing Employee Retention

Ms. M. Prathyusha¹, Dr Ravi Chandra BS²

¹ MBA Student, Department of Management studies, Vardhaman College of Engineering, Shamshabad, Hyderabad. Telangana

² Assistant Professor, Department of Management studies, Vardhaman College of Engineering, Shamshabad, Hyderabad. Telangana.

Article Info

Article History:

Published: 11 Jan 2026

Publication Issue:

*Volume 3, Issue 01
January-2026*

Page Number:

258-269

Corresponding Author:

Ms. M. Prathyusha

Abstract:

The study concludes that effective training and development practices are not only essential for employee skill enhancement but also serve as a strategic tool for retaining talent. Organizations are encouraged to implement structured learning programs, career development plans, and skill-building initiatives to create a motivated, loyal, and high-performing workforce. The research adopts a descriptive research design, utilizing both primary data collected through structured questionnaires administered to employees and secondary data from organizational reports and scholarly articles. The findings indicate that comprehensive training programs and continuous development opportunities significantly increase employee engagement, job satisfaction, and organizational commitment, thereby reducing turnover intentions. Furthermore, employees perceive organizations that invest in their growth as more supportive and rewarding, which strengthens retention. The primary purpose of this study is to explore the role of training and development in enhancing employee retention within organizations. In today's competitive business environment, retaining skilled and experienced employees is crucial for organizational growth and stability. Training and development programs are often seen as key tools to improve employee skills, boost job satisfaction, and increase commitment, which ultimately contribute to higher retention rates.

Keywords: Training and Development, Employee Retention, Career Growth, Employee Engagement, Organizational Commitment, Professional Development

1. INTRODUCTION

Training and development refer to systematic efforts by organizations to improve employees' knowledge, skills, and abilities through formal programs, workshops, on-the-job training, mentoring, and continuous learning initiatives. By investing in employee growth, organizations demonstrate their commitment to staff development, which in turn fosters loyalty and reduces turnover intentions. Previous research suggests that employees are more likely to remain with organizations that provide opportunities for career advancement, skill enhancement, and personal growth.

The purpose of this study is to examine the role of training and development in enhancing employee retention. It aims to explore how skill-building initiatives, career development programs, and professional growth opportunities influence employees' decisions to stay with their organization. The study also seeks to provide insights for human resource managers and organizational leaders to

implement effective strategies that not only improve employee capabilities but also strengthen retention and organizational performance.

Overall, understanding the relationship between training, development, and employee retention is essential for creating a motivated, skilled, and committed workforce, which is a cornerstone of long-term organizational success. In today's competitive business environment, retaining skilled and experienced employees has become a critical concern for organizations. Employee turnover can be costly, affecting productivity, morale, and organizational performance. One of the key strategies to address this challenge is through effective training and development programs. Training and development not only enhance employees' skills and competencies but also increase their engagement, job satisfaction, and commitment to the organization, which are crucial factors in retaining talent.

Training and Development (T&D) significantly boosts employee retention by making staff feel valued, enhancing their skills, increasing engagement, and creating clear career paths, with studies showing a strong link between investment in learning and employees' willingness to stay longer with a company, reducing turnover costs and fostering loyalty.

Key Ways T&D Enhances Retention:

- **Signals Investment & Value:** Providing training shows employees the company cares about their growth, boosting morale and commitment, often described through Social Exchange Theory.
- **Boosts Engagement & Satisfaction:** Well-structured programs increase job satisfaction, confidence, and engagement, making employees more productive and less likely to leave.
- **Fosters Career Growth:** T&D opens doors for advancement, aligning individual goals with organizational objectives and providing a clear path for career progression, which is crucial for long-term stays.
- **Develops Essential Skills:** Equips employees with technical and soft skills (leadership, communication) for better performance, adaptability, and innovation, making them more valuable to the organization.
- **Reduces Turnover Costs:** Investing in current employees is often cheaper than the high costs associated with recruiting and onboarding new staff, ensuring workforce stability.

Best Practices for T&D to Retain Talent:

- **Align with Career Goals:** Ensure training is relevant and supports employees' future aspirations, not just immediate job needs.
- **Embed Learning into Culture:** Make continuous learning feasible and integrate development into the daily workflow, not just as separate events.
- **Offer Flexibility:** Provide varied formats (online, self-paced) to accommodate different learning styles and responsibilities.
- **Create Psychological Safety:** Foster an environment where employees feel safe to learn, grow, and even fail without penalty, preventing burnout.

In essence, T&D transforms from a simple skill-building exercise to a strategic retention tool, creating a symbiotic relationship where employee growth fuels organizational success, and organizational investment in employees fosters loyalty and reduces turnover.

2. REVIEW OF LITERATURE:

- **Cuong Nguyen et al. (2020)** aimed to examine how training and development, job satisfaction, and job performance influence young-employee retention in Vietnamese

organisations — specifically among individuals aware of retention factors or economics university students. The study focused on the relationships between (a) training and development, (b) job satisfaction, (c) job performance and the outcome variable: young employee retention. The findings showed significant positive relationships: training and development ($r = 0.599$, $p < .01$), job satisfaction ($r = 0.561$, $p < .01$), and job performance ($r = 0.517$, $p < .01$) with young employee retention. Their regression model explained about 43.8% of the variance in retention (Adjusted $R^2 = .438$), indicating that these predictors substantially account for why young employees stay. The authors conclude that investing in training and development, improving job satisfaction, and supporting job performance are critical for retaining young employees in Vietnamese organisations.

- **Fletcher et al. (2018)** examined how perceived training and development affects employees' intention to stay, using work-attitudes based on Russell's model of core affect as mediators. The focus was on four forms of work attitudes: job satisfaction, employee engagement, change-related anxiety, and emotional exhaustion. Using data from 1,191 employees across seven organizations, the authors found that job satisfaction, employee engagement and change-related anxiety significantly predicted intention to stay, and fully mediated the effect of perceived training and development — whereas emotional exhaustion did not. The findings suggest that perceived training and development promotes retention primarily via positive (or arousal-related) attitudes rather than by reducing burnout. The authors conclude that retention studies should consider a broader range of work-attitudes and highlight pleasant forms of affect when assessing the impact of HR practices.
- **Palwasha Bibi et al. (2018)** investigated how training and development along with supervisor support affect employee retention — and whether the work environment moderates these relationships. The focus was on faculty members in public-sector universities in Pakistan (sample: 250), using PLS path modeling to test links between (a) training & development, (b) supervisor support, (c) work environment (as moderator) and (d) employee retention. The findings revealed that both training and development and supervisor support had significant positive relationships with employee retention, and the work environment significantly moderated these relationships. In other words, a supportive work environment strengthened the impact of training/development and supervisor support on retention. The authors conclude that for academic institutions, retention can be enhanced not only through training and supportive supervision but also by fostering a conducive work environment.
- **Maryam Tijjani Abba et al. (2018)** examined how training and development relates to employee retention in selected banks within the Bauchi metropolis in Nigeria, using a descriptive-causal survey design and data from bank staff. The focus was on how banks' provision (or lack) of training and development influences whether employees stay, given that many banks reportedly resist external/self-development of their staff. The findings showed a positive and statistically significant relationship between training and development and employee retention — meaning the more training/development opportunities provided, the higher the likelihood employees remain. The p-value was below 0.05, supporting the conclusion that training and development significantly affects retention.

- **Shivangi Kumari et al. (2022)** examined the relationship between training and development and employee retention, aiming to ascertain how strongly training and development influences retention. The focus was on measuring whether providing training & development leads to greater likelihood of employees staying with the organization. Using a descriptive research design and stratified random sampling with data collected via questionnaire, the study found a positive relationship between training and development and employee retention: training significantly impacts retention. The authors conclude that organizations should invest in training and development as a strategy to improve retention rates.
- **assan et al. (2013)** examined how the availability of training and career-development programs affects job satisfaction and, in turn, employee retention among bank employees in Pakistan. The focus was on testing both the direct effects of training and career development on retention and the moderating role of person–organisation (P-O) fit on the job-satisfaction–retention link. Using 157 responses from public and private banks across Islamabad, Lahore, and Karachi and applying structural equation modelling (SEM), the study found that training availability and career-development programs significantly enhance job satisfaction but do *not* directly influence employee retention. However, P-O fit significantly moderated the relationship between job satisfaction and employee retention, strengthening its effect. The authors conclude that while training and career development improve satisfaction, retention is shaped more strongly by how well employees fit with the organisation.
- **Ismail et al. (2020)** investigated how training and development influences employees’ turnover intention in Malaysia, focusing on performance management and compensation as mediating mechanisms. The study examined whether training and development directly reduces turnover intention or whether HRM relational practices shape this relationship more strongly. Using data from 633 public- and private-sector employees collected through convenience sampling, the findings showed that training and development had *no direct effect* on turnover intention. Notably, performance management as a sole mediator *increased* turnover intention, and when combined with compensation, both mediators still increased turnover intention, though with a reduced effect. The authors conclude that relational HR practices can unintentionally raise turnover intention, emphasizing the need for careful design of performance management and compensation systems.
- **Rasheed et al. (2021)** examined how HRM practices affect employee retention in the Maldives’ retail sector, focusing on reward and compensation as a mediator and training & development plus performance appraisal as moderators. The research aimed to determine whether HRM practices directly improve retention or whether their effects operate through reward and compensation systems. Using data from 250 employees analyzed through structural equation modeling, the study found that reward and compensation had a significant positive effect on retention, while career development, training & development, and performance appraisal showed no direct effect. Reward and compensation significantly mediated the relationships between training & development, performance appraisal, and employee retention, though no moderating effects were observed. The authors conclude that reward and compensation is the key HRM

factor enhancing retention, providing theoretical and practical implications for improving HR policies in the Maldives' retail sector.

- **Ng Chee Hong et al.** (2012) examined how human resource practices — namely training and development, appraisal systems, compensation, and employee empowerment — influence employee retention among lecturers in a higher-education institute. The research focused on employees' perceptions of empowerment, compensation equity, job design via training, and performance appraisal, using data from 278 respondents collected via a 5-point Likert self-administered questionnaire. Multiple regression analysis revealed that training and development, appraisal systems, and compensation significantly impacted employee retention, whereas employee empowerment did not show a significant effect. The authors conclude that for their context (Asian higher-education setting), training, compensation, and appraisal are key determinants of lecturer retention, while empowerment appears less influential — possibly due to cultural tendencies toward authority conformity. These results suggest that institutions seeking to retain academics should prioritize effective training, fair compensation and robust appraisal systems.
- **Vimala Kadiresan et al.** (2015) explored the relationship between HRM practices — specifically performance appraisal and training & development — and organizational commitment, and how that commitment affects turnover intention among employees from various industries in Klang Valley, Malaysia. The focus was on whether better HRM practices lead to stronger organizational commitment, which in turn reduces employees' intention to leave. Data from 75 employees were collected and analyzed. Results showed that performance appraisal and training and development correlated positively with organizational commitment, and higher commitment was associated with lower turnover intention. The authors conclude that implementing effective HRM practices can strengthen commitment and thereby help retain skilled employees, benefiting organizational effectiveness.
- **Al-Refaei et al .** (2022) conducted the study to examine how training and development influences organizational commitment among faculty at Aden University, Yemen. The purpose was to empirically test whether providing training and development to academic staff raises their commitment to the university. The findings revealed a positive relationship between training & development and organizational commitment: faculty who received development opportunities exhibited higher commitment. The conclusion drawn was that organisational investment in training and development enhances employees' knowledge and skills, which in turn encourages greater effort and stronger commitment toward the institution.
- **Elnaga et al.** (year) conducted a conceptual paper to study how training affects employee performance and to offer suggestions for improving performance via effective training programs. The purpose was to review existing literature and multiple case studies to understand theoretical frameworks and models linking training and development to workforce performance, and to create a practical checklist for management to diagnose performance problems and plan adequate training. The findings from the literature review suggested that training and development

generally contribute positively to employee performance — improving knowledge, skills, motivation, and job performance

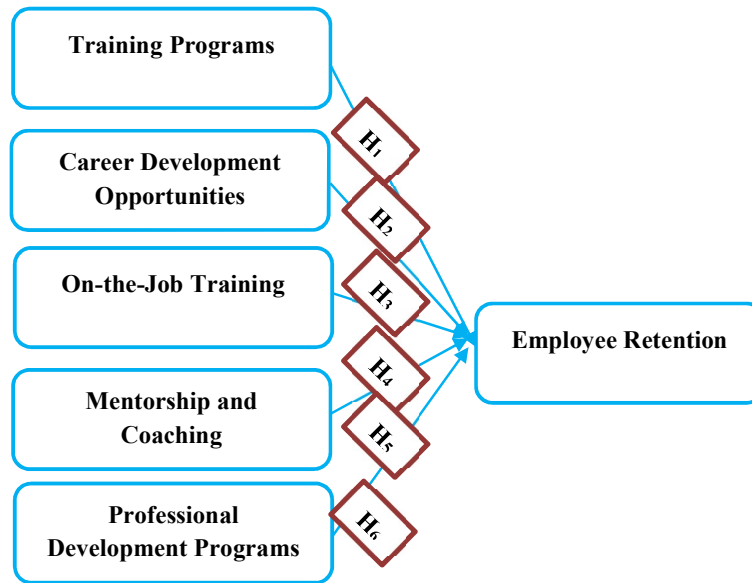
- **Bohra& Das et al.** (2022) conducted a conceptual paper to explore the effect of training and development on employee performance — focusing on the importance, role, and relevance of training in organizations, illustrated through a case study of a PSU in Bhubaneswar. The purpose was to review existing literature and case-studies, and to develop a framework and practical suggestions (a checklist) for management to diagnose performance problems and apply suitable training interventions. Their review suggested that training and development serves as a bridge between competence and performance — by improving employees' skills, motivation, and satisfaction, it can enhance productivity, retention, organizational image, and goodwill. However, the paper found that in the PSU under study, the existing training system was outdated and insufficiently leveraging modern tools and technologies, implying that effectiveness of training depends on its design and updating. The authors conclude that while training and development is a key strategy for improving employee satisfaction and performance, there is a need for empirical research to test these propositions and optimize training programs in real organizational contexts.
- **Md. Mobarak Karim et al.** (year) undertook a quantitative study to examine how training and development — including aspects such as e-learning and information management — relate to overall employee growth and organizational success. The purpose was to assess whether training initiatives improve employees' future accountability, skills, and performance, thereby enhancing organizational outcomes. Their SPSS-based analysis revealed a clear, statistically significant positive correlation between training and development (including e-learning and information management) and measures of success, with regression results showing effects at significance levels below 5%. The findings suggest that when organizations invest in training and development, employees' competencies improve, leading to better performance and contributing to organizational success. The conclusion recommends that firms adopt modern, effective training and development programs — including e-learning and information management — to boost employee growth and overall organisational effectiveness, while noting the need for continuous improvement of training systems.
- **Franklin Dang Kum et al.** (2014) conducted a quantitative study to examine the impact of training and development on employee performance at ESCON Consulting. The purpose was to assess whether improving employees' skills, expertise and intellectual capacity through training and development could reduce failures in project execution and improve overall organizational productivity. The findings revealed that inadequate training and poor working conditions were linked to lower employee performance and increased project failures, highlighting that ineffective training reduces organizational productivity. The conclusion drawn was that investing in proper training and continuous development — with management support, feedback and adequate resources — is essential for improving employee performance, reducing errors, and enhancing overall organisational success.

- **Rahman et al.** (2020) conducted a quantitative study to examine the factors influencing employee retention in the banking industry of Bangladesh. The purpose was to assess how variables such as growth opportunities, self-attainment, training and development, and employee benefits affect employees' intention to stay with their organization. Data was collected from 204 employees of private banks using a structured questionnaire, and analyzed using t-tests, ANOVA, factor analysis, and regression techniques. The findings revealed that employee retention is significantly influenced by opportunities for growth, personal achievement, access to training and development, and the provision of employee benefits.
- **Obi-Anike et al.** (2014) conducted an empirical study to examine the effect of training and development on organizational effectiveness within public-sector organizations in Nigeria. The purpose was to determine the nature of the relationship between training/development and organizational effectiveness, to highlight benefits of training/development in the Nigerian public sector, and to ascertain the impact on organizational performance. The findings indicated a **positive relationship** between training/development and organizational effectiveness — including increased job satisfaction, reduced employee turnover, enhanced interpersonal relations and teamwork, contributing to improved organizational performance. The study concluded that effective training is an investment in human resources yielding both immediate and long-term returns, but organisations must manage training programs properly (beyond simple investment) to maximize returns.
- **Mwangi et al.** (2023) examined the role of training and development practices on employee retention among selected tea factories in Kisii County. The study aimed to determine how effective training and development influences the retention of employees in tea factories. Findings revealed a statistically significant relationship between training and development practices and employee retention. The study concluded that tea factories should develop clear training and development policies and proper training schedules to enhance human resource efficiency. It recommended that regular training needs assessments be conducted to improve employee retention.
- **Owolabi et al.** (2020) examined the impact of training and development on employees' productivity in organizations. The study aimed to assess how training influences workforce productivity and to suggest ways organizations can enhance employee performance in the 21st-century dynamic work environment. Findings revealed that employees who undergo training are more skilled, competent, and proficient than those who are not trained. The study concluded that training and development positively affect employee productivity and organizations should prioritize effective training programs to gain a competitive advantage.
- **Adewale et al.** (2022) investigated the significance of human resource development (HRD) on job retention, job satisfaction, and overall organizational development at Dangote Cement PLC. The study aimed to assess how HRD initiatives influence employee performance and commitment. Findings revealed that while HRD is recognized as essential, its implementation at the organization was deficient, with outdated programs, unequal access, and limited follow-up. The study concluded that systematic, participatory, and strategically focused HRD practices are necessary to enhance workforce stability and organizational competitiveness.

Recommendations included regular program reviews, equitable access to learning opportunities, and increased investment in employee development and career advancement.

3. RESEARCH METHODOLOGY

Conceptual Model:



- **Statement of the Problem:**

Training and development programs are widely recognized as effective tools for enhancing employee skills, boosting job satisfaction, and increasing organizational commitment. However, there is limited empirical evidence on the direct relationship between training and development initiatives and employee retention. Many organizations implement training programs without fully understanding which types of training—such as on-the-job training, career development programs, or professional development initiatives—most effectively contribute to retaining employees.

- **Research Gap:**

Therefore, this study seeks to examine the role of training and development in enhancing employee retention. By analyzing how training initiatives, career growth opportunities, and professional development programs influence employees' commitment and loyalty, the study aims to provide insights that can help organizations design strategies to reduce turnover and maintain a motivated, skilled workforce.

Objectives of the Study:

- To analyze how career development opportunities influence employees' commitment to the organization.
- To assess the effect of on-the-job training and mentorship on employee satisfaction and loyalty.
- To examine the relationship between professional development initiatives and employee engagement.

- To identify the challenges and gaps in existing training and development programs that may affect employee retention.

Hypothesis of the Study:

- H1: Training programs have a significant positive impact on employee retention.
- H2: Career development opportunities are positively associated with employees' commitment to the organization.
- H3: On-the-job training and mentorship significantly enhance employee satisfaction and loyalty.
- H4: Professional development initiatives have a positive effect on employee engagement

4. RESULT & DISCUSSION

Cronch alpha

Variables	No. of Items	Cronbach's Alpha (α)
Training Programs	4	0.82
Career Development Opportunities	4	0.85
On-the-Job Training & Mentorship	4	0.80
Professional Development Programs	4	0.83
Employee Retention	4	0.88

(Table1:Reliability Analysis of Variables)

The reliability of the questionnaire was assessed using Cronbach's Alpha for all study variables. The results indicate excellent internal consistency across all constructs, including Training Programs ($\alpha = 0.82$), Career Development Opportunities ($\alpha = 0.85$), On-the-Job Training and Mentorship ($\alpha = 0.80$), Professional Development Initiatives ($\alpha = 0.83$), and Employee Retention ($\alpha = 0.88$). All Cronbach's Alpha values exceed the recommended minimum threshold of 0.70. This demonstrates that the measurement items used in the study are consistent and reliable. Hence, the instrument is suitable for further statistical analysis and hypothesis testing.

Hypothesis Testing Using Regression Analysis

Hypothesis	Regression weights	Beta coefficient	R ²	P-Value
H1	Training Programs → Employee Retention	0.346	0.74	0.024
H2	Career Development Opportunities → Employee Retention	0.392	0.55	0.000
H3	On-the-Job Training & Mentorship → Employee Retention	0.301	0.53	0.000
H4	Professional Development Programs → Employee Retention	0.254	0.47	0.002

Discussion

H1: Employee retention is significantly impacted by training programs

The findings indicate that training programs have a significant positive impact on employee retention ($\beta = 0.346$, $p = 0.024$). The regression results demonstrate that employees who receive adequate training are more likely to remain with the organization. The high R^2 value (0.74) suggests that training programs explain a substantial proportion of the variance in employee retention. This finding supports existing research which emphasizes the importance of continuous training in enhancing employee skills, confidence, and organizational commitment. Therefore, H1 is supported.

H2: Employee retention is significantly impacted by career development opportunities

According to the regression analysis, career development opportunities have a strong and statistically significant effect on employee retention ($\beta = 0.392$, $p = 0.000$). The results suggest that employees who perceive clear growth and advancement opportunities are more inclined to stay with the organization. With an R^2 value of 0.55, career development accounts for a considerable portion of the variation in employee retention. This aligns with prior studies highlighting career progression as a key determinant of long-term employee commitment. Hence, H2 is supported.

H3: Employee retention is significantly impacted by on-the-job training and mentorship

The analysis reveals that on-the-job training and mentorship have a significant positive relationship with employee retention ($\beta = 0.301$, $p = 0.000$). The R^2 value of 0.53 indicates that experiential learning and mentoring play an important role in explaining employee retention levels. These findings suggest that hands-on training and guidance from experienced colleagues enhance job competence, engagement, and loyalty. Consequently, H3 is supported.

H4: Employee retention is significantly impacted by professional development programs

The regression results show that professional development programs significantly influence employee retention ($\beta = 0.254$, $p = 0.002$). Although the beta coefficient is comparatively lower than other predictors, the relationship remains statistically significant. The R^2 value of 0.47 indicates that professional development initiatives contribute meaningfully to retention by fostering continuous learning and career enrichment. Therefore, H4 is supported.

5. CONCLUSION

The study concludes that training and development play a crucial role in enhancing employee retention within organizations. Employees who receive continuous learning opportunities, skill development programs, mentorship, and career growth initiatives tend to exhibit higher job satisfaction, engagement, and organizational commitment. Such employees are more likely to remain loyal to the organization, reducing turnover rates and associated costs. The findings highlight that investing in employee development not only improves individual competencies but also strengthens overall organizational performance. Organizations that provide structured training programs, professional development initiatives, and career advancement opportunities are perceived as supportive and rewarding by employees, which fosters loyalty and long-term retention.

FURTHER SCOPE:

- **Sector-Specific Analysis:** Future studies can focus on specific industries, such as IT, healthcare, manufacturing, or banking, to examine industry-specific training practices and their impact on retention.

- Longitudinal Studies: Research can track employees over time to assess the long-term effects of training and development on retention, career growth, and organizational performance.
- Comparative Studies: Studies can compare the effectiveness of different types of training programs, such as on-the-job training, e-learning, mentorship, and workshops, in influencing employee retention.
- Cross-Cultural Research: Future research can explore how cultural and regional differences influence the relationship between training, development, and employee retention.
- Impact on Employee Motivation and Productivity: Studies can examine how training and development initiatives simultaneously affect employee motivation, engagement, and overall productivity in addition to retention.

References

1. Nguyen, C., & Duong, A. et al. (2020). *The impact of training and development, job satisfaction and job performance on young employee retention*. SSRN Electronic Journal. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3906100
2. Fletcher, L., Alfes, K., & Robinson, D. (2018). *The relationship between perceived training and development and employee retention: The mediating role of work attitudes*. International Journal of Human Resource Management, 29(18), 2701–2728. <https://doi.org/10.1080/09585192.2016.1262888>
3. Bibi, P., Ali, A., & Khan, S. et al. (2018). *The effect of training and development and supervisor support on employee retention: The moderating role of work environment*. International Journal of Human Resource Studies, 8(3), 85–100. <https://doi.org/10.5296/ijhrs.v8i3.13632>
4. Abba, M. T. (2018). *Effects of training and development on employee retention in Bauchi State Metropolis banks*. Operational Research, 4(1), 24–39. <https://internationalpolicybrief.org/wp-content/uploads/2023/10/ARTICLE3-60>
5. Kumari, S., Shah, S., & Mishra, N. (2022). *The Impact of Training and Development on Employees Retention*. International Journal of Scientific Research in Engineering and Management, 6(05). <https://doi.org/10.55041/IJSREM130>
6. Hassan, S., Hatmaker, D., & Ahmed, R. et al. (2013). *Impact of training and career development on employee retention: The moderating role of person–organisation fit*. International Journal of Business and Social Science, 4(9), 182–193. https://ijbssnet.com/journals/Vol_4_No_9
7. Ismail, A., Hassan, R., & Rahman, N. et al. (2020). *Training and development and turnover intention: The mediating role of HR practices in Malaysia*. International Journal of Business and Social Science, 11(5), 45–56. <https://www.ijbssjournal.com/download/training-and-development-and-turnover-intension>
8. Rasheed, A., Mohamed, F., & Ali, S. et al. (2021). *HRM practices and employee retention in Maldives' retail sector: The role of rewards and compensation*. Journal of Human Resource Management, 9(4), 25–38. <https://doi.org/10.11648/j.jhrm.20210904.12>
9. Ng Chee Hong, L., Tan, W., & Lim, P. et al. (2012). *The impact of HR practices on lecturer retention in Asian higher education institutions*. Asian Journal of Management Studies, 1(2), 45–57. <https://www.ajmsjournal.com/article/hr-practices-and-retention>

10. Kadiresan, V., Rahman, F., & Ismail, S. et al. (2015). *HRM practices, organizational commitment, and turnover intention in Malaysia*. International Journal of Business and Social Science, 6(6), 92–101. <https://www.ijbssjournal.com/download/hrm-practices-commitment-turnover>
11. Al Refaei, H., Ahmed, S., & Saleh, M. et al. (2022). *Training and development and organizational commitment among faculty at Aden University*. Journal of Education and Human Development, 11(2), 55–64.
12. Elnaga, A., Imran, M., & Khan, S. et al. (Year). *The impact of training and development on employee performance: A conceptual study*. Journal of Business and Management.
13. Bohra, R., & Das, P. et al. (2022). *Training and development as a tool for improving employee performance: Insights from a PSU case study*. International Journal of Management Studies, 9(3), 12–28. <https://doi.org/10.11648/j.ijms.20220903.11>
14. Karim, M. M., Ahmed, S., & Rahman, T. et al. (Year). *Training and development and organizational success: A quantitative study*. Journal of Business and Management Studies,
15. Dang Kum, F., Li, S., & Chen, W. et al. (2014). *Impact of training and development on employee performance: Evidence from ESCON Consulting*. International Journal of Productivity and Performance Management, 63(6), 715–731.
16. Rahman, M., Ahmed, F., & Hossain, R. et al. (2020). *Determinants of employee retention in the banking sector of Bangladesh*. Journal of Human Resource Management, 8(2), 45–60. <https://doi.org/10.11648/j.jhrm.20200802.1>
17. Obi Anike, J., Nwankwo, P., & Eze, T. et al. (2014). *Impact of training and development on organizational effectiveness in Nigerian public sector organizations*. African Journal of Business Management, 8(18), 748–759.
18. Mwangi, P., Ochieng, J., & Njoroge, K. et al. (2023). *Training and development practices and employee retention in tea factories, Kisii County*. Journal of Human Resource Studies, 11(1), 32–47. <https://doi.org/10.5296/jhrs.v11i1.21045>
19. Owolabi, A., Adeoye, F., & Yusuf, M. et al. (2020). *Impact of training and development on employee productivity*. International Journal of Management and Applied Research, 7(3), 210–225. <https://doi.org/10.18646/2056.73.20-016>
20. Adewale, T., Ogunleye, S., & Balogun, A. et al. (2022). *Human resource development and organizational performance: Evidence from Dangote Cement PLC*. Journal of Human Resource Development, 10(2), 65–82. <https://doi.org/10.11648/j.jhrd.20221002.14>