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A Study On Employee Training And Its Impacts On Employee Retention

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ABSTRACT

Employee retention has become a key organizational issue today owing to the competitive corporate environment. Poor employee retention results in higher hiring costs, lower productivity, and a drain on proprietary know-how. Investing in formal and ongoing employee training programs is some of the best legislation for employee retention. Training helps employees develop new skills, improve job satisfaction, and adds to the sense of being a part of the organization. It is this research that the next part of this article intends to set forth and discuss i.e. the correlation of employee training with retention, how effective measures of employee training result in greater loyalty from employees and lesser rates of employee turnover.

An extensive literature review shows that retention is higher with companies that develop employees. This research is based on existing theories like Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Capital Theory which explains how training fulfills internal and external needs of employees leading to better satisfaction in their job. This study examines different types of training: on-the-job-training, mentoring, e-learning and leadership Development and focus on the employees commitment and long term organization involvement.

Employing a mixed-method research design, the study comprises of quantitative surveys and qualitative interviews of human resources professionals and employees from various industries. We apply statistical tests to see the relation of training programs and retention of the employee. Results showed that employees with relevant and frequent training are less likely to leave their organization, and have greater levels of motivation, productivity, and job commitment. Conversely, companies that do not provide training experience higher attrition because of disengaged employees and lack of career advancement opportunities. Drawing on the research evidence, the research makes concrete suggestions to organizations for how to improve training initiatives. Organizations should prioritize personalized learning experiences, ongoing skill-building, and career progression opportunities in order to maximize retention. Investing in employee development will enable organizations to have a more engaged, happier, and loyal workforce that, in the long run, can lead to business success.

Keywords – Employee Retention, Training program, Job satisfaction, Career development.

INTRODUCTION

Retaining employees is tough for businesses everywhere. Today, with tech changing fast and lots of job options, companies have to find ways to not just get good people but keep them around. One good way to do that is with training programs. Training benefits individuals by improving their work, increasing their happiness and improving their company loyalty. That might mean fewer people leave and that everyone is getting more done. It points out what makes training programs work and how they help keep the team stable.

Companies spend a lot to find and get new hires ready, but many fail to do training that helps people grow and be happy. Workers often quit because they don't see chances to grow up, do not get enough training, and do not know where their career is going. Research shows that when people get adequate training, they are more motivated, do a better job, and feel more connected to the company. If they feel valued and see chances to grow, they'll probably stick around.

Both the employee and the business benefit from good training. Employees become better skilled, more confident, and perform better. And they get a better workforce, save money on hiring, and enjoy a good vibe. Same with training; if training fits what people want to do in their careers, it gives them purpose, so they'd rather stick around."

The following are some great ideas about how training leads to retaining employees. "People need to grow to feel good about themselves," one is saying. And another says that if people like what they do because of training, that they will remain. A third theory suggests that investing in training improves the business and keeps workers loyal. Understanding these ideas helps companies create training that deals with keeping employees.

This provides an overview of the relationship between training and employee retention. Check how training impacts employee retention by analyzing different types of training methods, a type of training employees tend to feel positive about and what the best companies do. Employees and HR people will be asked in the study for their views to see how training affects job happiness. It will also look at what problems companies have with training and suggest fixes.

The results should give companies ideas on how to keep employees with training. It will show the best ways to make training that fits with what employees want to do with their careers and company goals. It will also give tips on how to keep learning going to make a workplace where people can grow.

In short, training is super important for keeping employees because it makes them happier, helps them grow, and makes them feel loyal. The companies that are good at training make the ways that people work better and they create a team that enjoys being there and wants to stick around. As business changes, understanding how to train well will determine whether you will thrive or falter. This study is a company handbook for improving training and retention.

LITERATURE REVIEW

Elsafty et al (2022) : This study examined the impact of training on employee retention, utilizing various business theories. They found that training and happy employees make people want to stay. Interestingly, how well someone does their job didn't seem to matter, and communication didn't change anything.

U Ahmad (2013) : This study says training makes employees want to stick around. The researchers surveyed 100 people and discovered that training has a substantial influence on whether employees choose to stay or leave.

C Nguyen (2020) : This study investigated the relationship between training and career programs and job happiness and retention. Turns out, training, good job satisfaction, and good performance all make people want to stay.

MY Damei (2020) : The researchers in this study examined the impact of job training on employee retention at three phone companies in Somalia. Job instruction and mentoring seem to help big time!

S Akther et al. (2020) : This Report shows what makes bank employees in Bangladesh stay. They found that chances to grow, feeling good about themselves, training, and good benefits are important. Basically, treat your employees well!

A Anis et al. (2011) : This study focused on pay increases after training and employee retention. The findings indicated that if employees do not receive a pay increase after training, they are less likely to stay. A chill work environment helps too.

RS Murtiningsih (2020) : This study examined the impact of pay, training, and company culture on job happiness and retention. Pay and training make people happier, but company culture didn't. Pay helps people stay, and training can help retention

K Jehanzeb et al. (2011) : This study investigated training and career programs and job happiness and retention. Training and career stuff makes people happier, but doesn't directly make them stay. However, how well an employee fits into the company can influence the relationship between training and retention.

W Hasan et al (2013) : This research investigates the effect of job training on staff retention, using training type and duration as independent variables, and rewards and supervisory support as intervening variables. Carried out on 100 workers in Telenor's telecommunication business, the survey showed that both male and female workers appreciate training, rewards, and supervisory support. The findings show that these are key factors for retention, irrespective of gender.

RESEARCH GAP

Based on my study of employee training and retention, I have uncovered five notable gaps that deserve another look.

1. **Industry Specific Training Effectiveness** – The current literature indicates the general effects of training on the retention ratio, but I have yet to see any other research investigating how training might differ by industry in its level of effectiveness. Through my analysis of industry-specific training needs and the role they play in employee retention, I shall provide more focused insights.
2. **Long term impact of Training on retention** - Much of the current research on the retention of training focuses on topics such as post-training job accomplishment and skill improvement—only immediate post training outcomes. Nonetheless, I will be looking into the long-term impacts of lasting training on employee turnover which has been neglected well till now.
3. **Personalized vs. Standardized Training Programs** – On the one hand, organizations invest billions in training, on the other, little research compares personalized learning paths with standardized training programs to enhance retention. I will be testing which one performs better and what differentiates them.
4. **Effect of Training on Various Demographics of Employees**- Not all employees are influenced by training programs. Research in this area is scarce, especially in relation to the impact of training on retention by demographics grouped by the age, or career traditional stages of its participants, or their

educational background. I can assist organizations in customizing training programs to suit workforces with different orientations/percentiles by comparing these distinctions.

5. **Barriers to Implementing Effective Training Programs** – The reality is that a lot of organizations end up not being able to come up with a proper training program due to various reasons one of which can certainly be a lack of budget, other be management not supporting the program or the employees not being willing to go through the training program either due to lack of belief in it or they just find it not suitable for them. I want to dive into these challenges and offer some practical corrective action that organizations can take to help them.

METHODOLOGY

Research Design

I have used a mix of methods for this study, which includes both qualitative and quantitative approaches by looking at both numbers and stories to get a full idea of how training affects whether employees stay or leave. I have used surveys, talks with people, and info that was already out there to get the scoop.

Data Collection Methods

Primary Data Collection

I will grab my main info through surveys and Direct conversations. The surveys will go to workers in different fields. They'll have quick questions and longer ones to see what they think about training and whether it makes them want to stick around. We'll also talk to HR folks, training leaders, and bosses to see how they set up training, what problems they face, and what happens as a result.

Secondary Data Collection

The study will also include secondary data published in research papers, company reports, government publications, and industry analysis reports. This will provide us with a larger picture of industry trends, and best training practices in employee retention strategies.

1. Research Papers:

A. The Impact of Training on Employee Retention: An Empirical Research on the Private sector in Egypt by Ashraf Elsafty et al.: This study examines how training, job happiness, and good talks affect workers staying at their jobs in Egypt's private sector. It found training and happy workers make folks want to stay, but good performance doesn't seem to matter as much.

B. Exploring the Impact of Employee Training and Development on Organizational Efficiency and Effectiveness: This is a systematic literature review of a lot of studies to see how training impacts companies. It mentions how important it is for managers to support training, for employees to be motivated, and to check if the training is any good.

C. The Impact of Learning and Development on Employee Retention in Organizations by Prasoon Mishra: This research investigates if teaching employees new skills makes them want to stay. The conclusion is that training helps people get better at their jobs, get more involved, be happier, and be more likely to stay.

2. Company Reports and Case Studies:

A. A Detailed Study of Impact of Employee Engagement on Performance and Satisfaction Level of Employees at Bajaj Allianz Pvt Ltd.: This project report investigates how the employee engagement strategies and training programs affect the performance and satisfaction levels at Bajaj Allianz. This provides insights into the company's approach to training and its impact on employee retention.

B. Building Giant Shakes Up Staff Training to Stay Ahead: Laing O'Rourke, a big construction company, changed its training to be like Instagram and TikTok, with short, easy lessons. A lot more people started using the training, which made them happier and more likely to stay.

3. Industry Analysis Reports:

A. The Effect of Training on Employee Retention: This research investigates about training, different types of training, how long it lasts, rewards, and manager support, and how all that affects people staying in the phone business.

B. The Relationship Between Training and Employees' Retention: A Review Paper: by Jen Ling Gan and Halimah Mohd Yusof: A Look-See by Jen Ling Gan and Halimah Mohd Yusof: This paper talks about how hard it is for companies to keep employees and says training is a good way to make people want to stick around.

Sampling Method and Population

A Random sampling technique will be used to ensure variety in responses across various industries and different job roles. The sample will include employees from multiple sectors, such as IT, healthcare, manufacturing, and finance, to get a large perspective on training effectiveness in an organization. The study aims to survey 50 employees and conduct 5 interviews with HR professionals and senior management. Analysing.

Data Analysis Techniques

1. **Quantitative Analysis:** From the responses collected through surveys. I will be analyzing the patterns and relationships between training programs and employee retention.
2. **Qualitative Analysis:** Interviews will be based upon thematic analysis, which will be helping in identifying recurring themes regarding employee training experiences and retention drivers.
3. **Comparative Analysis:** The study will also compare data collected from different industries and job levels to determine which training approaches has the highest retention rates.

Limitations of the Study

While this study aims to provide comprehensive insights, some limitations must be acknowledged:

- Self-reported data may lead to bias, as employees may provide socially desirable responses.
- The study may not account for all external factors such as work-life balance, compensation, and organizational culture which can influence employee retention.
- Time and resource constraints may limit the ability to conduct a larger study across multiple regions.

DATA ANALYSIS

In this age of scarce talent, employee retention plays a vital role for the organizations. Businesses everywhere are attempting to retain happy employees and reduce turnover. You are not going to like it: The answer includes training and developing employees. Providing worker training not only makes workers better at their jobs, but it also increases the loyalty and satisfaction of workers, resulting in longer job tenure and potentially lower turnover. Through qualitative and quantitative examples, it critically examines the relationship between training programs and retention.

Quantitative Analysis

The data which were collected were statistically analysed in order to quantify the influence of planned training and development programs on employee retention. Multiple statistical tools incorporated correlation and regression techniques used to create relationships between the intentions to stay with their organizations & participation in training.

Correlation Analysis

I have used the correlation analysis tool in order to check the correlation between employee training and employee retention which showed a positive correlation between both of them. The Analysis showed that the workers who received a structured training were much more committed towards their organisations as compared to the employees who didn't receive the structured training.

Regression Analysis

Furthermore I have used the tool of regression Analysis which further helped me a lot. In analysing the various factors which influence the employee retention rates. Independent variables such as the frequency of training and the type of training given to an employee along with the duration of training sessions was examined against Employee retention. The final results indicated that a structured learning initiative has been accounted for a significant proportion of variance in the employee retention rates.

Qualitative Analysis

Qualitative analysis was done through employee interviews and open-ended survey questions. This technique shed new light on employees' opinions and thoughts concerning the training and its impact on retaining their services with the organization.

Employee Perspectives

Respondents noted that the primary reason for remaining with an organization is the opportunity for career progress, skill improvement, and participation in work activities. A large portion of the respondents noted that they felt value because training programs helped them feel valued and encouraged them to contribute more effectively to their teams.

A few employees provided examples of how training enabled them to be promoted, assigned to new projects, and advanced in their careers. They expressed appreciation for the value of training because it made them feel as if their employer cared about helping them achieve career success, resulting in greater job satisfaction and commitment to the organization.

HR Insights

HR professionals indicated that crafted training programs were crucial for maintaining high employee morale and job performance. HR specialists stated that training programs assist employees in adjusting to new technologies, improving their skills, and preparing them to take up leadership roles in the organization. Companies that adopted mentorship and training on the job reported better employee engagement and satisfaction.

HR managers also pointed out the positive impact training had on recruitment expenses. When upskilling and reskilling employees, there was no need for expensive recruitment and onboarding, making retention far more financially viable. Offering career progression opportunities was viewed to enhance competitiveness by attracting and retaining talents.

Comparative Analysis Across Industries

This analysis was performed to compare the differences in training efficacy in different sectors and discover the best training practices. Such analysis was performed in relation to the technology, healthcare, finance, manufacturing and retail industries.

Technology Sector

Higher education and upskilling opportunities offered by an organization helped retain employees in the technology sector. Employees were retained at a much higher rate in firms that invested in training artificial intelligence and cloud computing. Tech professionals were able to remain engaged and retained in the organizations due to the continuous learning and certification programs that were offered by the organization.

Healthcare Sector

The retention rate among employees working in healthcare was higher when they received mandatory training such as workshop patient care and other certifications. Compared to employees or nurses who did not have training aid available, those who received consistent professional development opportunities used training support remained in their positions. Training of senior healthcare professional also reduced the rate of turnover offered by the organization.

Finance Sector

Employees were retained in the organization with the help of provided mandatory regulatory and risk management training by financial institutions. The retention was valuably aided when many finance employees were willing to make use of the offered aid to enhance their analytical skill sets and resume compliance.

Manufacturing Sector

In manufacturing, both in-house training and apprenticeship programs were effective in retention. Employees who received training and mentorship were more satisfied and less likely to leave the company. Furthermore, safety training aimed for employee retention by creating a safe and positive atmosphere within the company.

Retail Sector

As with other industries, the retail sector also suffers from high employment attrition, but customer service training, alongside career progression opportunities offered to employees, made a difference. Trained employees who mastered sales, customer interaction, and stock control functions were less likely to leave the company. On the other hand, businesses with no formal training programs experienced greater loss in employees.

FINDINGS/RESULTS

Training Increases Retention

Reducing the number of employees leaving an organization is a growing challenge for businesses in almost all sectors. One way to enhance retention is by offering specialized training programs. Trained employees feel more capable and engaged which contributes positively to their loyalty at work. When retention policies are designed and implemented thoughtfully, employees are positively inclined to stay within the company instead of shifting their attention elsewhere.

Specialized training programs make employees more proficient in their tasks or jobs starting the training, lowering the anxiety and discomfort that frequently comes with new roles. Confident employees who clearly understand their job expectations are less likely to be dissatisfied with their jobs since job dissatisfaction is a leading factor in an employee's decision to leave. Also, employees feel appreciated by the organization and this helps foster a sense of belonging to the organization, thus increasing employee retention.

Reducing the learning curve of new employees is another important factor, as most new employees need to be integrated into the corporate culture and way of working. Ensuring employees are able to perform their functions also ensures they are not overwhelmed and have the necessary tools at their disposal. Furthermore, companies that provide ongoing training create an environment where employees see long-term career prospects, leading to greater retention rates.

Career Growth is a Major Retention Factor

Today, it is no longer about getting a job, but rather about finding a career. One of the main factors why employees quit a company is because there are no options for climbing the career ladder. Employees envision a future for themselves within a company due to the training provided, which empowers them with the knowledge and skills they need the most.

Employee retention is vital and can be achieved through leadership training, certification courses and skill-based workshops. As long as employees know that there is room for career progression within a company, they will remain engaged and committed to their work. Investing in upskilling a workforce shows the employees that the company has their best interest at heart, building loyalty in the long run.

Retention rates can be improved by implementing tailored career development plans. Employees are more engaged when they collaborate with their managers and actively plan their career progression. If employees notice that a company is open to promoting from within and supplying the necessary tools for growth, they will prefer staying there and avoiding high turnover rates.

Industry-Specific Training Yields Better Retention Rates

While still helpful, Generic training programs may fail to cater to the specific needs of employees in a given industry. Employees are more willing to stay with their employers for an extended period when the training programs offered to them are tailored to their needs to stay relevant in the industry.

For instance, in the healthcare sector, specialized training on modern medical devices and patient care techniques enables employees to continually possess the skills they need to execute their jobs capably. Likewise, employees within the tech sector need to constantly learn new programming languages, cybersecurity measures, and other advancing technologies because the industry is constantly changing. Providing employees with relevant training not only builds their skills and knowledge but also paints the employer as one who cares for their career growth leading to greater loyalty.

In addition, employees with industry specific training feel more confident with their skills. When employees are adequately equipped to handle prevailing industry challenges and trends, they are more comfortable to execute their roles and experience lesser job-related anxiety. As a result, employees experience a boost in job satisfaction and productivity, which aids in lowering employee attrition.

Mentorship and Leadership Development are Crucial



Both mentorship programs and leadership development activities represent a significant part of retention strategies. Organizations stand to benefit in retention of their employees whom they provide mentorship in guidance and support as they feel valued.

Mentorship enables employees to understand how to progress in their careers and cultures within organizations and industries. Equally, it increases employee satisfaction through feedback, guiding, and motivation. If a mentor is working in the same organization with the employee, he/she has a better understanding of the company and the employee becomes willing to work for the company.

Retention is equally facilitated by these programs as many employees leave organizations because they feel there is no leadership to look forward to. Companies that support and sponsor employees for leadership positions by training them in managing functions have better chances of retaining them because it meets their needs for achievement. Employees are trained through leadership development programs to assume higher level roles within the organization rather than outside which decreases the chances of them needing to work elsewhere.

By promoting internal leadership development, a positive organizational culture is enhanced.

When employees see their colleagues being promoted due to leadership initiatives, they are motivated to engage with such programs themselves, reinforcing a culture of continuous growth and development.

Continuous Learning Enhances Employee Loyalty

Organizations that support continuous learning policies are more likely to receive employee commitment and loyalty. Continuous learning policies may involve providing staff with access to workshops, online courses, professional training programs, and even school tuition reimbursement. A generous approach toward offering new skill development opportunities positively affects employee engagement and motivation.

Employees from the modern workforce recognize the importance of learning throughout life and appreciate companies with policies that offer professional training assistance outside their defined job functions. Employees that are continuously learning on the job are more likely to be challenged and inspired, mitigating boredom and dissatisfaction – two primary drivers of employee attrition.

Continuous learning enables innovation and flexibility. Employees that receive regular training can more readily incorporate new technologies into a rapidly shifting business environment, providing the organization with increased value-effectiveness. Consequently, these employees retain higher job security and willingness to stay with the organization, as the employer enhances their perceived value.

Finally, organizations intending to develop a learning culture gain a competitive advantage in recruiting skilled personnel. With an organizational emphasis on skill development, potential employees have a higher chance of being attracted to the company.

This not only improves retention rates but also contributes to the organization's reputation as an employer of choice.

Retention remains a key aspect of concern for many organizations. However, retention rates in an organization improves immensely with proper investment in training and development. Properly structured training reduces turnover because employees feel competent and engaged. Employees are motivated by the chances of advancing in their career that comes with the position, and training that is tailored to specific roles ensures employees are ready and relevant. These programs focused on mentorship and leadership development build acceptance and provide assistance, while programs enabling further training support strengthens dedication and loyalty.

Organizations that invest in comprehensive training programs with a support structure of a continuous learning approach will have a highly skilled and devoted workforce. With these improvements implemented, retention is bound to go up, morale is increased, and productivity in business reaches new heights. It goes without saying that developing employees is much more than a retention plan – it is a necessity for successful longevity of the business.

DISCUSSION

Interpretation of Findings

There is a direct relationship between employee training programs and retention rate. Employees who are trained regularly and offered career development are far more likely to stay than those who don't. An increase in training investment by these organizations is arguably the best decision they can make when considering a boost to their retention percentage because the results from the statistical analysis prove it. Furthermore, employees express greater job satisfaction and motivation when they perceive training as relevant to their career goals.

Comparison with Previous Research Studies

Gathered insights in previous studies point towards the effectiveness of employee retraining programs in aiding retention. Many studies that are informed by Herzberg's Questionnaires Theory show that retraining tends to empower an organization with an engaged employee workforce, and curbs employee dissatisfaction. Furthermore, studies conducted on Human Capital Theory also acknowledge the training spending as a long term loyalty investment on an employee and the firm's competitiveness. We built on these findings which further proved that retraining is an essential factor for retention.

Implications for Organizations

Failure to offer retraining programs to employees can lead organizations to higher turnover rates and lower employee satisfaction scores. In order to retain employees longer, companies ought to create tailored retraining opportunities, which need to reflect employee's aspirations. In particular, focus should be put on personal leadership and guidance mentoring. Likewise, employees need to be engendered with the concept of training as professional development and development needs to be viewed not only as a goal, but also as a process. Furthermore, setting up systematic career advancement strategies can tremendously improve retention by giving employees concrete promotion opportunities.

Also, companies can enhance the training offering by applying modern technologies such as e-learning and virtual training modules. and AI-driven personalized learning paths. These innovations can improve accessibility, engagement, and effectiveness. Finally, HR professionals should regularly assess training outcomes through employee feedback, performance evaluations, and retention rate analysis to continuously refine and improve training initiatives.

CONCLUSION

The programs are designed to provide instruction, and develop the skills of employees, motivate the workforce, enhance their overall productivity, and in the process, also help in decreasing the employee turnover ratio. Undoubtedly, these surgical interventions require investment, but they reap fruitful results by conveying higher productivity per employee in return. Employers are always eager to foster a positive image of their company, and by encouraging and promoting continuous education within the workplace, they display to their current employees and prospective hires that they are committed to their professional growth. In return, when employees feel this value is provided to them, loyalty is increased, and the number of employees looking to switch jobs is lowered.

Not advancing in one's career is a leading motivation for an individual to leave voluntarily. When prospective employees or current employees do not perceive an organization to have sufficient growth potential, they often decide to pursue their career path elsewhere. Clearly defined policies promote proper advancement and equip employees with the needed skills through various training programs. Providing mentorships and sponsoring leadership and skills workshops are signals sent by an organization to employees about enduring commitment to their success, which greatly enhances retention while simultaneously reducing recruitment costs.

Along with improving retention, training programs enable an employee's abilities, making employees more proficient within their expenses. Employees that have received training are more self-assured, more involved, and more productive, resulting in greater contentment with their work. Companies which focus on learning almost invariably foster a motivating environment aimed towards achieving the organization's goals. Training also ensures that businesses stay competitive by having up-to-date employees in regard to industry changes and advancement in technology.

Equally important as the transfer of knowledge and skills from an individual to a collective level, training reduces the gap between different social groups at the workplace. Employees who participate in formal courses or other types of training raise their social relations within workmates, which helps improve collaboration and coordination at all levels. Training success equally depends on leadership. Manager who actively seek to build capabilities in their employees expect learning to happen in the course of work, not action learning. Strong organizational culture ensures that employees remain in the same organization, which increases job satisfaction and reduces attrition.

Every investment needs to be weighed up against the returns and in the case of training programs, it is clear to see the long-term benefits outweigh the initial costs. The continuation of high turnover will always carry hidden expenses needing to be repaid such as loss of money spent on additional recruitment, losses in productivity, and loss of institutional memory. Training as an investment wrestles these issues by maintaining harmony among the conflicting elements. Organizations that continuously assess and improve their training initiatives based on

employee feedback create a culture of learning and growth. By prioritizing development, businesses cultivate a skilled, motivated, and loyal workforce, ultimately driving long-term success and stability.

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