
RESEARCH ARTICLE

Exploring the Link between Training and Development, Employee Engagement and Employee Retention

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ABSTRACT

Training the employees also helps to reduce the revenge motive in managing stress levels and conflicts. 66% of employees have shown a high engagement level. In this research study, secondary qualitative methods have been incorporated with the help of a systematic review method of analysis. The major finding of the study includes that the training and development of the employees play a crucial role in the growth and development of the business organization. Implementing different innovative strategies made by different organizations helps to improve performance levels and results in high productivity and profitability. It helps to upgrade the organization's profile and reputation. Challenges faced by the organization include the fulfillment of the need and requirements of the employees associated with job satisfaction along with the safety and security of the job role. The impact of training and developmental procedures on the employees helps to increase engagement.

KEYWORDS

Training, employee, business organization, employee retention, performance level

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1. Introduction

In this research study, the topic of discussion is to analyze the consequences and the link between training and development and employee engagement and retention in an organization. There is a brief literature review to investigate the topic in-depth and to recommend innovative strategies to develop new ideas to enhance the organization's performance. The main aim and objective of the study are to identify the link between training and development, as well as between employee engagement and employee retention.

1.1 Background

With the help of appropriate research approaches, all the essential information has been gathered from authentic and relevant sources. Training and development of the employees is the major factor that improves engagement and retention power.

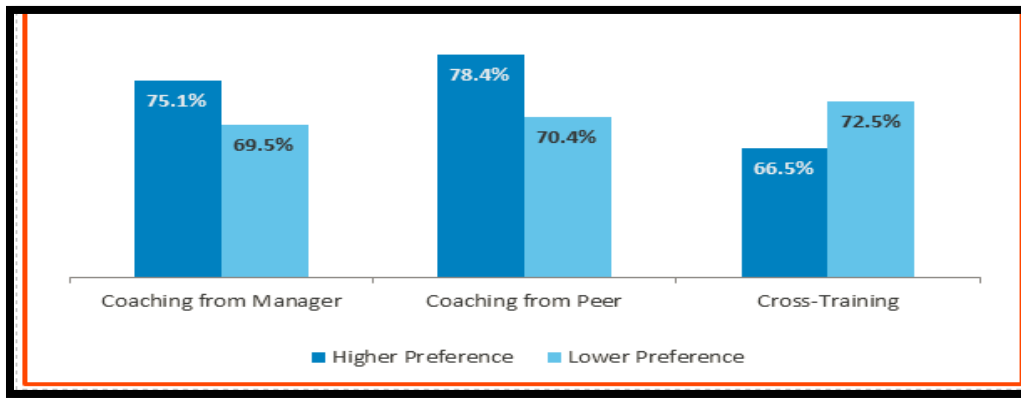


Figure 1: Employee engagement level
(Source: O'Connor and Crowley-Henry, 2019)

It helps the employees to manage the stress level associated with the work and make them more efficient and more productive. The training of employees is the learning experience that helps to bring about a positive change in the behavior of the employees in order to enhance productivity and creativity (Redondo *et al.* 2021). It also helps to increase the skills and knowledge regarding the work, resulting in high-performance levels by increasing the engagement of the employees. Training the employees also helps to reduce the revenge motive in managing stress levels and conflicts. The risk related to conflict can also be decreased by providing proper training. Therefore, it increases the retention power and engagement of the employees.

1.2 Aims And Objectives

1.2.1 Aim

Consequently, the main aim of this research is to analyze the link between the training and development of employees along with employee engagement and employee retention and the factors associated with it that will help in the growth and development of an organization.

1.2.2 Objectives

The following specific research objectives have been considered for the current study:

- To analyze the impact of training and development of the employees in a business organization
- To identify the link between employee engagement and employee retention
- To determine the influence of training on the employee engagement
- To explore the factors that enhance the employee's retention power

1.3 Significance of the Study

In the current era, companies and organizations are mostly facing challenges in growth and development as employees are switching companies and careers, and due to this reason, it is majorly essential for companies to have a strong employee retention and engagement strategy. The research study outlines the impact of training and developmental procedures on the employees that helps to increase engagement. This study is extremely beneficial for researchers as they can adhere to the information provided to develop a firm understanding of the influence of training and development on employee engagement and retention.

2. Literature Review

2.1 Training and development of the employees in organizations

Training and development of the employees have made an appearance as one of the essential elements of strategies in business origination. Investing and focusing on the training and development programs have provided the company owners with motivation (O'Connor and Crowley-Henry, 2019; Santoro *et al.*, 2020). Furthermore, it also helps to ensure that organizations build a highly skilled workforce. The training and developmental programs outline the associated approaches that are used by the organization to train their employees to enhance productivity and creativity. Additionally, the approaches come up with high goals for organizational success. The effective and continued efforts made by the organizations to enhance the performance levels of the employees (Verčič, 2021). There are several strategies and programs that help to create the training and developmental procedures easy and more convenient. The developmental programs can be applied to different situations that require expanded skills, and it includes various skills such as quick decision-making, advanced communication skills, and leadership skills. Although the training and developmental processes of the employees have a few drawbacks, the benefits of the programs significantly impact the growth

of the organizations (Cao *et al.* 2019). It helps to enhance the performance levels of the employees and provides an opportunity to instill the required skills that are lacking in the employees. Furthermore, the training and development of the employees help to expand the basic concept and ideas about the organizations. It assists the organizational managers to fill the gaps and the weak points within the organization, and among the employees, hence it reduces the risk factors and increases efficiency

2.2 Employee engagement

Employee engagement is an approach of human resources that shows the level of enthusiasm and dedication of employees and how they feel about their job. Engaged employees sincerely think about their work and about the performance levels of the organizations (Rameshkumar, 2020). Engaged employees are referred to as instrumental to organizational success; they majorly focus on the well-being of the organization rather than the paychecks. Employee engagement reflects the employee's journey and results in the up gradation of the organization's reputation. According to different investigations, it is observed that organizations having high employee engagement levels show a 21% increase in productivity levels. Employee engagement helps to analyze the level of enthusiasm and dedication of employees toward their work. Additionally, it has a great impact on the success of the organization as it is linked with the satisfaction levels of the employees. An organization with a high number of engaged employees is more likely to show high-performance levels and high productivity (Mikalef *et al.*, 2020). The engagement of the employees can be enhanced by the incorporation of different innovative and strategic plans, such as effective communication skills and leadership skills. More will be the engagement of the employees, and more will be productivity rates, as the committed employees understand the values and goals of the organization.

2.3 Employee retention

Employee retention is referred to as an organization's potential to inhibit the turnover of employees or the number of individuals who quit their job at specific times, either intentionally or unintentionally. Employee retention enhancement has a great effect on business performance and success (Afum *et al.*, 2020). In the leading human resource departments, one of the focused elements is employee retention, and they incorporated new innovative strategies to reduce employee retention as these approaches help to decrease turnovers. Business organizations need to keep their dedicated and sincere employees around to thrive. Employee retention refers to the new approaches undertaken by an organization in order to develop productivity by mitigating employee turnover risks. In today's times, reducing the turnover of employees is a major challenge for most business organizations (Ju and Li, 2019). The innovative plans and programs to reduce turnovers that is voluntary and regarded as detrimental to organizational success. As there is huge competition among business organizations to be on the top, employee retention is regarded as the essential factor for most organizations. Over 47.4 million individuals in America switched jobs due to a lack of engagement and retention powers for the organization and thus resulting in employee turnover; as compared to the year 2019 data, 42.1 million individuals in America have left their jobs.

2.4 The Impact of employee engagement on organizational performance

The employees of any business organization are regarded as the key elements and have a great impact on the performance levels of the organization. Employee engagement is the strategic approach in a workplace that is majorly designed to ensure the commitment of the employees towards their job and associated organizational values and set goals (Wang *et al.* 2020). Additionally, engaged employees help to contribute and improve the performance of the organization and hence resulting in organizational success. The engagement of the employees reflects their past experience with their work and with the organization and has a great impact on the growth and development of the company. The engagement of the employees is one of the crucial factors that help to analyze and reduce employee retention, as this is majorly involved in upgrading the workplace environment in order to absorb talent for a longer period of time. Implementing different strategies and innovative programs have a great influential impact on the overall engagement of the employees (Nani and Safitri, 2021). The connection between retention and the engagement of employees is huge in terms of the growth and development of an organization. Employee engagement in an organization often creates an emotional relation to their job and organization and will be mainly concerned with working toward their organization's goals.

2.5 Theory application

With the help of *Maslow's model*, it can be understood that the needs and requirements of humans play a great role in the growth and development of an organization. As per the model, it helps to determine satisfaction levels and helps to reduce the turnovers of the employees. The needs of the employees must be considered by the organizational managers and owners as it helps to build a strong connection between the growth of the organization along with the engagement and retention of the employees (Amor *et al.*, 2020). Furthermore, the employees also need to upgrade and improve their performance efficiency to be able to run with the strategies. The benefits of the implementation of innovative programs. For the enhancement of employee engagement is significantly important. It has a significant impact on the growth and development of the organization. It helps to enhance the performance levels of the employees and provides an opportunity to instill the required skills that are lacking in the employees. The help of incorporation of innovative proper training programs along with strategic plans can help the improvement of

engagement levels by reducing turnover numbers (Redondo *et al.* 2021). The employees, who are engaged, find themselves separated and disassociated from their job role, as it lowers personal involvement from a different perspective. As this model has many advantages and is easy to understand, and helps to showcase the needs and requirements of individuals at the basic factors such as the safety and security of the employees in an organization.

2.6 Literature gap

The research work has undertaken secondary research methods to uncover new aspects of the research study. However, the lack of experimental data has restricted the authenticity of the study. Experimental data presents a plethora of new data sources based on accurate experiments. In addition to this, the study does not consist of a graphical representation to outline the negative impact of employee retention and the positive effect of the engagement of the employees on the performance of the organization.

2.7 Conceptual Framework

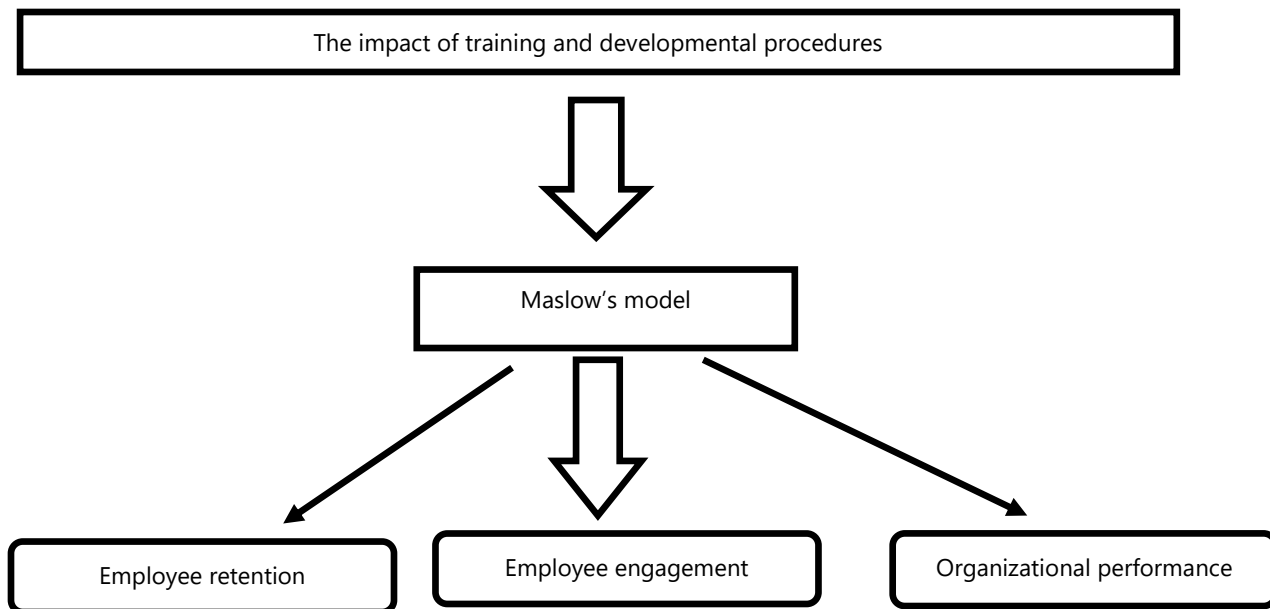


Figure 2: Conceptual Framework

3. Research Methodology

This research has been conducted with a secondary qualitative research technique to gather information according to the provided information of the study. As per the information by Guzeller and Celiker (2019), secondary qualitative analysis is highly impactful in acquiring reliable data analysis. In order to obtain relevant information on the basis of the research topic, different reliable data sources are taken, such as Science Direct, PubMed, and Research Gate; from these data sources, 5 reliable research journals are selected for informative data. A description of the inclusion and exclusion criteria is also given in this context of analysis, and it is highly critical to identify a strategy for acquiring relevant information. A systematic review of the secondary data is mainly applied in this study.

3.1 Inclusion and exclusion criteria

Inclusion criteria	Exclusion criteria
Peer-reviewed articles and journals published after 2019 are only selected in this research study.	No journals and articles published before 2019 have been considered in the conduction of the study.
Articles and journals adopting the primary English language have been included in the study for better reach.	Articles and journals other than English language or any coherent language have not been included in this study.
Journals and articles that are free of plagiarism have been considered in this study.	Articles and journals having plagiarism and copyright infringement have not been included in this research study.

Table 1: Inclusion and exclusion criteria

(Source: Influenced by Saridakis, 2020)

3.2 Boolean Table

KEYWORDS	OPERATOR	KEYWORDS	OPERATOR	KEYWORDS
Employee retention	AND	Employee engagement	OR	Organisational culture
Employee engagement	AND	Employee turnover rate	OR	Organizational performance
Organizational performance	AND	Organisational culture	OR	Employee performance
Training and development	AND	Work environment	OR	Work culture

Table 2: Boolean table
(Source: Influenced by Wang, 2020)

3.3 Prisma Diagram

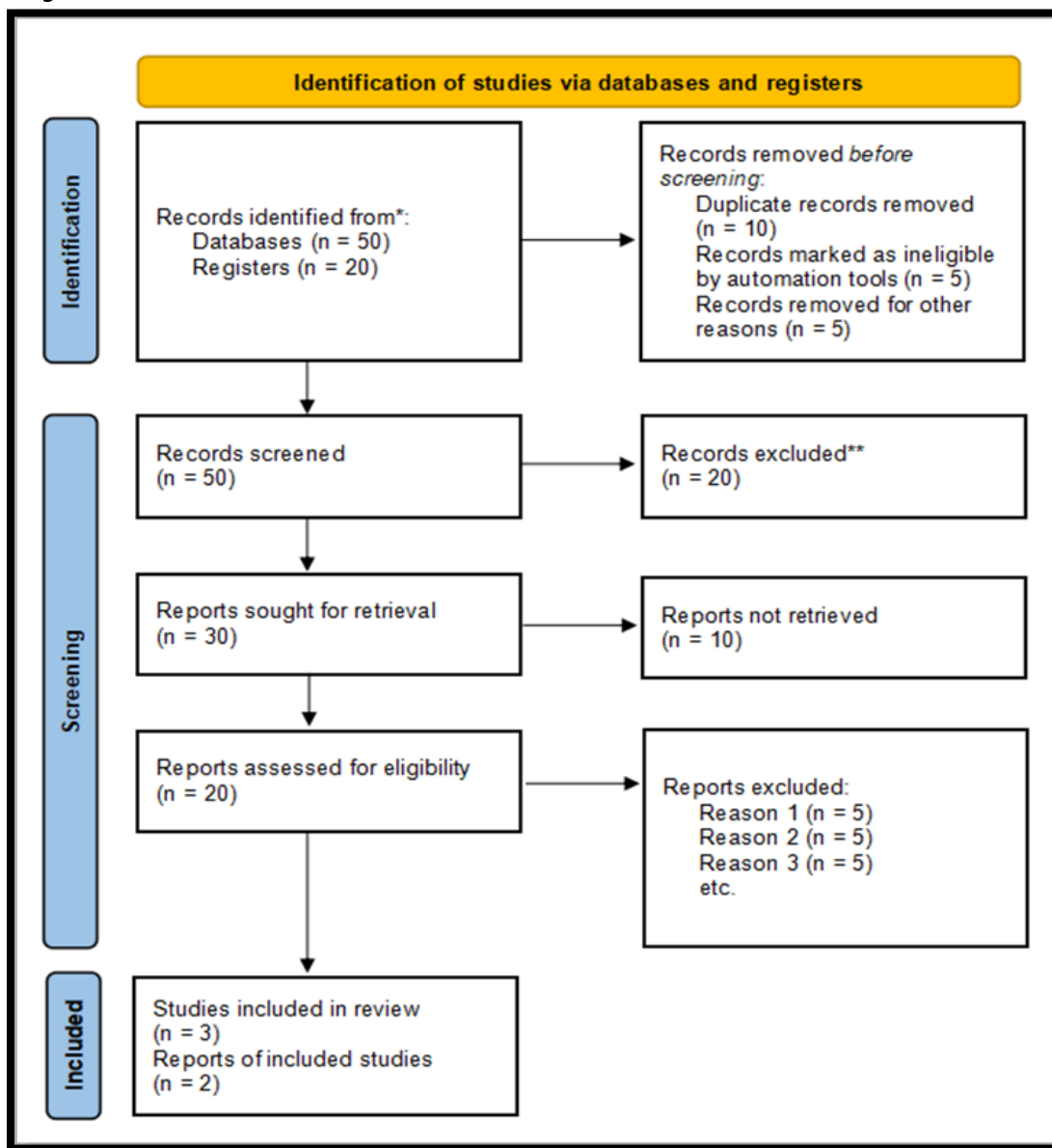


Figure 3: PRISMA diagram
(Source: Influenced by Zhang *et al.* 2019)

The above table has provided an involvement of the inclusion and exclusion criteria and screening process. This is to involve the evidence and resources to approach the secondary research process.

4. Results and Finding

4.1 Analyze the impact of employee engagement and retention in an organization

By analyzing this research study, it can be noted that the engagement of employees and the retention levels both are crucial elements within any organization, as it has an influential role in employee behavior. In order to keep the employees engaged, the business organization owners need to focus on lowering the retention rates. All the challenges can be inhibited by arranging innovative plans and new strategies in training and developmental procedures of the employees. According to many studies, it can be observed 92% of business executive believes that an organization having a large number of engaged employees have higher productivity, creativity and efficiency (Men *et al.*, 2020). Furthermore, this factor helps to boost the strong relationship between the employee and the organization. Therefore, it can be said that there is a strong connection between the retention and engagement of employees, and it has a great influential impact on organizational success.

4.2 The influential role of training and development of employees on the growth of an organization

Training and development of the employees are one of the crucial factors that need to be focused on by the organizations, and more often, it is ignored by the organizations and human resource management department (Silitonga *et al.* 2020). Additionally, the value and cost of arranging training programs and developmental plans are huge and due to these reasons, organizational lack in this implementation. In this research study, it can be seen that the training of the employees helps to gain new skills and basic knowledge about the organisation and associated job roles. Therefore, the implementation of training and development helps to increase the productivity and profitability of the organizations.

5. Discussion

Employee retention is a major issue which every organization and the issue need to be considered and focused on in order to reduce the negative impacts on organizational performance. On the other hand, employee engagement is the other essential factor that needs to be enhanced, as it has a great significant role in the growth and development of the organization (Wang *et al.* 2020). Additionally, it helps to upgrade the organization's profile and reputation. The other challenges that organizations face include the fulfilment of the need and requirements of the employees associated with job satisfaction along with the safety and security of the job role. There are many factors that influence the turnover of employees, such as due to lack of self-motivation and commitment. Furthermore, rewards and other motivational elements need to be considered by the organization to improve performance and productivity along with creativity. Considering all the factors and influential elements, this study is aimed to address such strong relation of employee engagement which is being avoided as part of organizational behavior.

6. Conclusion

This research study is based on the relation and linkage between training and development of the employees as well as the corresponding impact on employee engagement and retention power. With the help of the study, we can assert that if employees are trained and assisted in their development, it may help in their career growth in future, but it helps in the present growth of the business organisation. If employees are engaged through various training and development programmes, they will prove to be more productive for the organisation. The more the employee is engaged, the lower the turnover rate is as the satisfaction levels become higher. Employees are engaged in two ways with the training programme; one, they will become more efficient in the organisational activities, and two, they will be efficient in themselves to carry out any activities assigned to them related to their work. Therefore, training and development programmes will help the employee to become better for the present job and for future jobs of the same kind. There are other factors associated with turnover which come up due to stress in the workplace. That can be eradicated by training employees. It will keep them engaged while learning new skills, and it will help them in boosting their confidence and provide them with a sense of belongingness. This will, in turn, curb the menace of employee turnover, and the retention rate will be higher due to training and development programmes introduced exclusively for their growth. Through this study, the author reached a conclusion that, as stated in Maslow's model, training and development positively impact employee retention, engagement and, thus, organisational performance. When the employees feel that they are a part of the organisation not only for work but for their own development and the growth of the organisation, they develop a positive attitude towards it, and that enhances their productivity, innovative ideas and efficiency, and that becomes fruitful for the organisation. Sometimes, the training and development of the employees are not as par with the prevailing customs in all organisations, as every organisation has its own limitations related to funds, technicalities or human resources. But, the organisation should come up with the best innovative ideas for the development of their employees.

The study leaves a lot of scope for future research to see the impact of training and development on employees. Primary data can be collected through interviews and surveys to know the attitude of the employees towards the training and development practices going on in their organisation. An in-depth study of the kind of training the employee actually wants can be introduced instead of

going ahead with the training as decided in the closed rooms by the organisation as the requirements of the employees might be different overall. In short, no theory and practice can be carried out on real people with their thoughts specifically written and tested. An elaborate study can be conducted covering a wider geographical area. Lastly, a research discussion can take place in this research chapter to analyze the topic in depth.

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