

## Productive Employee Training and Its Impact on Retention

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### Abstract

**Background:** The present research examines the financial aspects of efficacious employee training and its influence on employee retention in corporate environments. The study aims to assess how management assistance for employee retention, training and development, and future growth are related to performance reviews.

**Methods:** Using a frequency distribution, the study looks at the demographic and social status of 297 participants who make up its sample. The reliability analysis demonstrates good consistency in the measurement scales.

**Results:** Correlation analysis finds significantly positive correlations between the variables. A multiple regression analysis reveals a well-fitting model (R Square = 0.841), confirming the significant contribution of future growth, training, development, and management support to employees and performance reviews to explain variance in employee retention.

**Conclusion:** The coefficient analysis emphasizes the significance of strategic approaches to improving employee retention and highlights the individual contributions of these factors.

**Novelty:** This research adds to our understanding of the changing direction of employee retention. It offers valuable advice to firms looking to maximize managerial support and training strategies to cultivate a loyal and contented workforce.

**Keywords:** employee satisfaction, human capital investment, personnel development, workplace training

## **Introduction**

Since investing in human capital substantially impacts overall productivity and success, employee retention has become a concern for organizations ([Blundell et al., 1999](#); [Schultz, 1961](#)). Optimizing organizational effectiveness requires businesses to understand the complex interactions between these factors and their economic implications as they navigate a dynamic and competitive landscape. When used in a corporate setting, performance appraisal, and future growth refer to evaluating a worker's present work and their perception of their chances for future career advancement ([DeNisi & Smith, 2014](#); [Ghimire et al., 2021](#); [Greenhaus et al., 1990](#)). It includes professional development opportunities, feedback, and assessments. Systematic efforts are made within an organization to improve employees' skills, knowledge, and capabilities through training and development ([Dahal, 2018](#); [Mohd et al., 2020](#); [Rodriguez & Walters, 2017](#); [Salas et al., 2012](#)). It includes actions intended to raise performance levels individually and collectively, promoting individual and organizational development. The amount of help, direction, and resources that managers and corporate leaders give staff members to support them in their roles is referred to as management support to employees ([Cheung & Wong, 2011](#); [Dahal et al., 2023](#); [Kaplan et al., 2014](#); [Shanock et al., 2019](#)). It involves managerial initiatives to meet the needs of staff members and establish a favorable work environment. These variables hold practical implications for organizations seeking to improve their human resource management strategies for long-term success, adding to the theoretical understanding of workforce dynamics.

Banks are investing significantly in hiring and staff development ([Karki et al., 2023](#)). In a present competitive business setting, effective retention-related strategies have grown, becoming a focal point for organizations seeking productivity and sustained success ([Madueke & Emerole, 2017](#); [Yaseer & Murthy, 2023](#)). Retaining talented employees is seen by an organization as essential to gaining a competitive edge over competitors ([Sawaneh & Kamara, 2019](#)). If staff retention strategies are not implemented effectively, the organization may see high employee turnover rates ([Krishna & Garg, 2022](#)). Employee retention is considered a critical component for most businesses, as intense competition exists among them to be at the top ([Bhakuni & Saxena, 2023](#)). It is widely acknowledged that elements like training and development, managerial support, future growth opportunities, performance appraisals are essential in influencing employee retention ([Anis et al., 2011](#); [Gulzar et al., 2017](#); [Kundu & Lata, 2017](#); [Omoikhudu, 2017](#); [Prabhu & Drost, 2017](#); [Wassem et al., 2019](#)), there is a significant problem with comprehending these components' complex interrelationships and economic consequences. This study aims to address the absence of comprehensive research that systematically examines the effect of training for employees on retention in Nepal's banking industry. Organizational issues prevent companies from implementing evidence-based strategies that can improve their

HRM procedures, preventing them from retaining a highly qualified and motivated workforce. It is imperative to examine how training and development programs, management support for staff, performance reviews, and prospects for future advancement all contribute to the general degree of employee retention in organizations. The study's goals are to address this issue in the following ways:

- i) To evaluate the relationship between performance appraisal and future growth, training, and development, as well as management support for employees with employee retention.
- ii) To examine the effect of performance appraisal and future growth, training and development, and management support to employees with employee retention.

This study has significant implications for academia and organizational management. It delivers valuable insights into human resource management and organizational behavior by investigating the economics of practical employee training and its impact on retention. Understanding the links between performance appraisal, growth opportunities, training, and management support is critical for developing evidence-based strategies. The findings offer practical advice for organizations looking to improve human resource practices and manage a workplace that enhance long-term employee commitment, satisfaction, and organizational success.

The research structure is logically organized, beginning with an introduction emphasizing the study's significance and objectives. The literature review critically examines current theories, frameworks, and studies on employee training, performance appraisal, and retention. The methodology section elucidates the research design, data collection procedures, and analytical approaches. Presentation and analysis section presents and interprets the collected data, while the discussion connects the findings to relevant literature. The conclusion summarises key findings and recommendations for future research in final section. A substantial reference section, which provides academic rigor and carefully examines employee training, performance reviews, and retention in corporate settings, fortifies the structure.

## **Literature Review**

According to human capital theory, employees contribute to the success of their organizations not only through their labor but also by gaining experience, knowledge, and skills ([Strober, 1990](#)). According to this theory, firms can improve their human capital in employee retention by funding training and development initiatives and offering chances for future advancement ([Sweetland, 1996](#)). According to the theory, workers are more likely to sense appreciated, engaged, and dedicated when they believe their development is a continuous investment, increasing retention. The dynamics of reciprocal relationships and exchanges between people and organizations are the main focus of social exchange theory ([Cook et al., 1993](#); [Cook et al., 2013](#)). This theory, when applied to the problem of employee retention, contends that workers build social exchanges with their employers based on reciprocity and fairness. The organization views management support, training

and development, and performance reviews as investments in its workforce. Social exchange theory states that employees are more likely to return these investments with incredible dedication and retention since they see the company as a just and helpful workplace. By combining these theories, the study aims to explore how the concepts of human capital theory—which emphasizes the importance of employee development—and social exchange theory—which stresses the reciprocal relationships between employers and employees—co-shape the economics of employee training and its ensuing impact on retention. This theoretical framework offers a thorough prism to examine the complex connections between management support, employee retention, training and development, future growth, and performance evaluation.

### **Performance Appraisal & Future Growth [PAFG]**

[Gulzar et al. \(2017\)](#) explored the effect of performance appraisals on employee retention in banking sector. With 316 respondents from 39 branches, the study discovered that regular implementation of performance appraisal, career development, job satisfaction, and reward systems had a positive impact on employee retention. [Abboud \(2021\)](#) investigated how 360-degree performance appraisals influence employee retention. The study addresses high turnover rates in the banking sector in Lebanon by focusing on the relationships between job satisfaction and performance reviews. It also highlights the significance of human resources in keeping skilled workers in the banking sector, emphasizing the crucial role the HR division plays in putting into practice efficient worker retention strategies.

[Nawaz and Pangil \(2016\)](#) investigated the impact of Performance Appraisal (PA) fairness and career growth on faculty turnover intentions in Pakistan's private universities. The study used survey data and path modeling to discover a significant negative relationship between salary, performance appraisal fairness, and intention to leave. It emphasizes the impact of specific career growth dimensions, such as promotion speed and remuneration growth, on turnover intention and offers practical recommendations for organizational retention strategies. Upadhyay et al. (2020) looked on how team effectiveness (TE) in this business was impacted by PA, employee satisfaction (ES), and employee retention (ER). The study discovers a substantial correlation between PA and TE using statistical techniques including confirmatory factor analysis and structural equation modelling. PA and TE are partially mediated by ER, whereas PA and ER are mediated by ES. The service industry in Uttarakhand will be impacted practically by the findings.

[Absalom and Alexander \(2021\)](#) look into how setting goals and giving comments affects keeping employees. A descriptive research design and 123 subjects were used for the study. SPSS was used for quantitative analysis and content analysis was used for qualitative analysis. The results showed that setting goals and giving feedback had a big and good effect on keeping employees. The study says that telecommunications companies use effective reviews, make sure their goals are aligned, and get their employees involved to keep more of their employees. Furthermore, [Dhanabhakym and Fahad \(2023\)](#) evaluated the effects on employee morale and the efficacy of the performance assessment system in Kerala's private sector banks. The Performance Appraisal system had a major negative

influence on employee morale at private-sector banks, according to the research, which included 244 bank workers. The study focused on how an effective evaluation system influences various employee outcomes, such as dedication and job satisfaction. The study focused on how an effective evaluation system influences various employee outcomes, such as dedication and job satisfaction

### **Training & Development [T&D]**

[Fletcher et al. \(2018\)](#) examined how work attitudes affect how employees see their training and growth. The study used Russell's model of core affect to group people's feelings about their jobs into four groups: job happiness, employee engagement, change-related anxiety, and emotional exhaustion. The study looked at data from 1191 employees at seven companies and found that job satisfaction, employee engagement, and change-related anxiety play a big role in the link between how much training and growth an employee feels they are getting and their decision to stay. [Aleem and Bowra's \(2020\)](#) study examined how training and development affects keeping employees and their commitment to the company in Pakistan's central banks. The study used a sequential exploratory design and both qualitative and quantitative data collection methods. It found that employee loyalty and retention are greatly affected by training and development. The results stressed how important training and development are for helping employees advance in their careers, get better at their jobs, and build their skills, all of which help the company reach its goals in a competitive business world.

[Nguyen \(2020\)](#) determined the connections among work satisfaction, employee performance, training and development, and retention of young employees. A quantitative method, especially Multiple Linear Regression, was used in the research to gather information from 351 Vietnamese participants. The results demonstrate a favorable correlation between training and development and young employee retention, work performance, and job satisfaction. These predictor factors, according to the regression model, explain at least 43.8% of the variation in employee commitment. [Alrazehi and Amirah \(2020\)](#) evaluated the links between training and development, job satisfaction, and employee retention in Yemen's banking industry. Recognizing employee retention as critical to organizational success, the study investigates how T&D opportunities influence job satisfaction and, as a result, retention. Using a quantitative research design, the study employs descriptive and correlation research methods, with data collected via questionnaires. The findings highlight the importance of T&D in influencing job satisfaction, thus contributing to employee retention in Yemen's banking sector.

[Aleem et al. \(2018\)](#) explored relationship between T&D and employee retention in pharmaceutical organizations. Training and development are identified as critical factors in retaining employees in businesses. Based on a local pharmaceutical company, the study seeks to understand how such organizations keep employees through training initiatives. Through an analysis of the effects of training initiatives on staff retention at Pharmevo, the

study highlights the significance of corporate commitment in bolstering employee loyalty. With a population of 350 at Pharmevo and a sample size of 282, the research used multiple regression analysis to look at the link between dependent and independent variables. Twenty-five-item surveys were used to gather data, with a focus on quantitative analysis. The results highlight the significance of training and development programs in pharmaceutical companies by showing that training has a major influence on staff retention. [Miric and Slavkovic \(2023\)](#) examined whether high levels of organizational commitment affect the strength of the relationship between training and development and employee retention. The study included 97 hotel employees and used descriptive and correlational analysis, ANOVA, T-tests, and regression models to test mediation effects. The findings revealed a statistically significant link between training and development and employee retention, with organizational commitment as a mediating factor. [Bhakuni and Saxena \(2023\)](#) investigate the impact of training on stress reduction and conflict resolution, finding that 66% of employees are highly engaged. The research analyses secondary qualitative methods using a systematic review. The main findings highlight the importance of T&D in the growth and development of business organizations.

Organizations that implement innovative strategies are credited with improving performance, productivity, and profitability, ultimately raising the organization's profile and reputation ([Dahal, 2021](#)). The challenges include meeting employee needs and requirements for job satisfaction and job role security. The impact of training and development on employees has been identified as a critical factor in increasing engagement. [Bharadwaj \(2023\)](#) explored how employer branding in T&D affects employee retention as mediated by organizational identification. Using data from Indian IT employees, the study tests hypotheses using regression analysis and the PROCESS Macro. The findings show that training and development significantly influence retention and organizational identification, with the latter acting as a mediator. The study proposes a strategic direction that emphasizes the effectiveness of branding on development values. Still, it also acknowledges limitations, such as the possibility of common method bias from data collected from a single source.

#### **Management Support to Employees [MSE]**

[Patriota \(2009\)](#) showed that how employees feel about the help they get from certain HR practices affects the growth of POS and job satisfaction. Opportunities for growth and challenging work are important reasons to keep key workers. Another important thing to think about is pay and the association between R&D managers and workers. [Yamamoto \(2011\)](#) speculated that improving how benefits are managed and how people feel about their jobs might help family-friendly policies keep employees. Second, as we already said, it looks into any possible gender gaps in the model. The results of a study of 1228 employees show that better management of employee benefits and job satisfaction have big effects on keeping workers.

[Iqbal and Hashmi \(2015\)](#) investigated the relationship between Perceived Organizational Support (POS) and employee retention, with psychological empowerment as a mediator.

The study focuses on higher education institutions in Pakistan. A 31-item questionnaire includes eight items for POS, 12 for psychological empowerment, and 11 for employee retention. Out of 200 distributed questionnaires, 170 were returned and analyzed with SPSS 18. The results show a significant positive relationship between POS and employee retention, partially mediated by psychological empowerment.

[Kossivi et al. \(2016\)](#) looked into what makes employees stay with a company. The paper stresses the importance of attracting and keeping top talent over time because it knows that employees are an organization's most valuable commodity. The study looks at the results of several other studies, mainly those that looked at training and development, management and leadership, work environment, social support, autonomy, and development possibilities. [Malik et al. \(2020\)](#) determine the link between HRM policies and keeping employees. On top of that, it looks at how perceived supervisor support (PSS) affects HRM practices and keeping employees. The study uses data from the textile business to show that there is a strong connection between HRM practices and keeping employees. The study stresses how important it is to use HR practices that boost employee motivation and happiness. This will lead to less employee turnover and more skilled, driven workers staying with the company.

[Shah and Asad \(2018\)](#) explored how intrinsic and extrinsic drives affect employee retention, with a focus on how perceived organizational support plays a role in this. 342 people who worked at commercial banks in Lahore, Pakistan, took part in the study. Partial Least Squares-Structural Equation Modelling is used to look at the data. The results show that both intrinsic and extrinsic motivation have a big effect on how long employees stay with a company. Perceived organizational support acts as a bridge between extrinsic and intrinsic motivation and employee retention. THE study add to the Hertzberg Two Factor Theory, the Organizational Support Theory, and the Social Exchange Theory with this work. [Febrian et al. \(2023\)](#) evaluated the effect of transformational leadership on organizational goals and employee retention in their article. The study takes a qualitative approach with graphic techniques, drawing on literature from international journals, the internet, and books. The findings emphasize that transformational leaders foster practical organizational goals, employee empowerment, and a positive work environment, leading to outstanding employee performance. Furthermore, by creating a developmental work environment and meeting the needs of their employees, these leaders make a significant contribution to long-term retention. The article offers a qualitative perspective on existing variables, acting as a researcher reference and adding valuable insights to human resource knowledge.

[Sorn et al. \(2023\)](#) showed that pay is a big part of keeping employees and looked into what causes and effects this. Higher pay is linked to more employee retention, but the article stresses that retention is more complicated than that. It involves things like job satisfaction, work-life balance, career growth, engagement, recognition, and communication. According to the study, competitive pay isn't enough to keep employees. To help keep employees,

companies should look at a lot of different factors. The piece gives useful advice to businesses that want to keep their employees longer and be successful in the long run.

[Bharath \(2023\)](#) emphasized the importance of a strategic approach to retention that extends beyond financial incentives. The study takes a qualitative approach, collecting information on retention measures through interviews with 36 healthcare experts, and a quantitative approach, administering an opinion survey to 350 healthcare employees. The findings highlight the importance of both paycheque and non-paycheque factors for retention, with strategic initiatives such as the "thank you board," "camp head," and "success corner" having a positive impact on retention. This research highlights the significance of tackling healthcare-associated problems and professional connections, offering valuable perspectives on preventing compassion fatigue and enhancing staff welfare.

The reviewed studies add to the existing literature by addressing different aspects of employee retention across industries, regions, and organizational contexts. Every study focuses on a particular aspect and how it affects employee retention. Examples of these include performance reviews in Kenyan mobile phone companies, the function of T&D development in Indian private sector banks, and the connection between perceived training and development and employee retention in the UK. The studies use a variety of methodologies, such as quantitative analyses, regression models, and qualitative content analysis, to improve our overall understanding of the complex dynamics influencing employee retention across sectors and geographical locations. However, more comprehensive international comparisons, longitudinal studies, and a deeper exploration of factors other than traditional HR practices could help to provide a more holistic view of employee retention in a rapidly changing global work landscape. The framework includes the following elements:

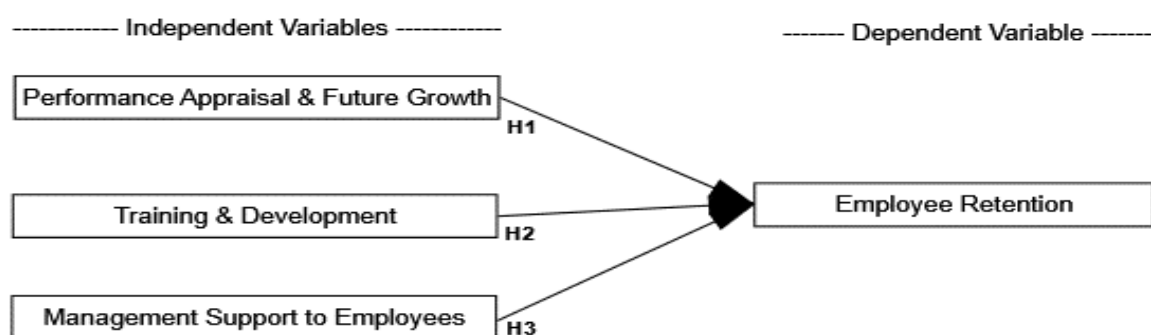


Figure 1 Research Framework

To explore the relationship between the variables in this study, the following hypotheses are put forth:

- H1: Performance appraisal and future growth significantly affect employee retention.
- H2: Training and development have a significant effect on employee retention.
- H3: Management support has a significant effect on employee-on-employee retention.



## Methodology

The study is based on quantitative research because it emphasizes numeric and statistical analysis. The numerical data gathering made possible by the research methodology enables statistical analysis and interpretation. The staff of 20 commercial banks in Nepal is the study's overall population. Government banks, private banks, and infrastructure banks are categorized as ownership. Convenient sampling techniques are employed to select an employee from each bank, and its pinpoint is to select conveniently available respondents. The total commercial area in 13 districts is in Bagmati province, with 1,807 branches (36.08 percent of total branches of commercial banks). Commercial banks have employed 46,408 individuals as of mid-July 2022 (NRB, 2022). As this ratio, approximately 16,745 (36.06% of total individuals) work in Bagmati province. It is impossible to find out the exact number of employees in Kathmandu, so it has divided by 13, resulting in 1288 employees in one district. As per Cochran's sample calculation with a 50 % population proportion at a 95% confidence level, the study used a sample of 297 working employees as the final size.

The study employed a survey questionnaire to gather primary data. The survey instrument comprised 22 items adapted from a reliable scale previously done by [Akther et al. \(2020\)](#) to assess the study hypotheses. The completed questionnaires were collected from the participants on the same day or at a mutually agreed-upon time. The collected data was analyzed using applicable statistical techniques. Descriptive statistics, including means, frequencies, percentages, and standard deviations, were used in the research. Validity and inferential statistics—such as correlation and regression analysis—were also used. The social science statistical tool SPSS V26 was used to examine the data.

The econometric model specifications used in this study were as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \dots \dots \dots (i)$$

Where,

$$\text{Employee Retention (ER)} = \beta_0 + \beta_1\text{PAFG}_1 + \beta_2\text{T\&D}_2 + \beta_3\text{MSE}_3 + e$$

PAFG<sub>1</sub> = Performance Appraisal & Future Growth

T&D<sub>2</sub> = Training & Development

MSE<sub>3</sub> = Management Support to Employees

e = error term

### Demographic Profile of the Respondents

This section examines the study participants' demographics, including gender, age distribution, and educational levels.

Table 1: Frequency Distribution and Study Demographics

Variables	Group	Frequency	Percent
Gender	Male	179	60.3
	Female	118	39.7

Age (years)	Below 25	118	39.7
	26 to 40	118	39.7
	41 to 50	46	15.5
	Above 51	15	5.1
Educational level	Up to intermediate	7	2.3
	Bachelors	149	50.2
	Masters or above	141	47.5
Total		297	100.0

[Table 1](#) provides an overview of the study participants' demographic and social characteristics. In terms of gender distribution, the majority of respondents are men, accounting for 60.3% of the total sample, while women make up 39.7%. The age distribution shows that the majority of participants (39.7%) are between the ages of 26 and 40, followed by those under 25 (39.7%), 41 to 50 (15.5%), and those over 51 (5.1%). Educational levels show that majority of participant's have a bachelor's degree (50.2%), with individuals with a master's degree or above (47.5%) and a smaller proportion with education up to the intermediate level (2.3%). The study had a total of 297 respondents. The significantly higher proportion of male participants, combined with the concentration of two-thirds in the 26 to 40 age group and the balanced educational distribution, provides a foundation for future research. These demographic distinctions will be critical in developing a more nuanced understanding of the complex interplay between training practices, managerial support, and employee retention dynamics.

#### Reliability Test

The results of the reliability tests, which were carried out to evaluate the measuring scales' dependability and internal consistency, are shown in this part.

Table 2: Reliability Analysis

Dimensions	Statements	Cronbach Alpha
Performance appraisal and future growth	6	0.786
Training and development	5	0.811
Management support to employee	4	0.779
Employee Retention	7	0.826
Total	22	0.937

[Table 2](#) shows comprehensive reliability analysis with Cronbach's Alpha. The dimensions of variables consider commendable levels of internal consistency within each dimension, as indicated by their respective Cronbach's Alpha values. The scales for performance appraisal and future growth, training and development, and management support for employees show strong reliability with values of 0.786, 0.811, and 0.799, respectively. The employee retention dimension has even higher internal consistency, with a Cronbach's Alpha of 0.826. Incorporating all sizes into the total scale strengthens the study's

measurement instruments, which have an impressive Cronbach's Alpha of 0.937. These findings boost confidence in the data's reliability, confirming the study's measurement scales and laying the groundwork for subsequent analyses on the economics of practical employee training and its impact on retention (Taber, 2018).

## Results

This section contains a detailed presentation and analysis of the collected data, delving into critical findings related to the relationships between variables, the impact of predictors on the dependent variable, and an exploration of other statistical dimensions.

Table 3: Correlations among study variables

	PAFG	T&D	MSE	ER
PAFG	1			
T&D	.817**	1		
MSE	.660**	.650**	1	
ER	.798**	.745**	.864**	1

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

Table 3 shows the correlation matrix for the dependent variable (ER) and the independent variables (PAFG, T&D, and MSE). Correlation coefficients measure the strength and direction of associations between variables. PAFG has a significant positive correlation with T&D ( $r = 0.817$ ,  $p < 0.01$ ), MSE ( $r = 0.660$ ,  $p < 0.01$ ) and ER ( $r = 0.798$ ,  $p < 0.01$ ). This suggests that as PAFG increases, so do T&D, MSE and ER. Similarly, T&D is significantly correlated with MSE ( $r = 0.650$ ,  $p < 0.01$ ) and ER ( $r = 0.745$ ,  $p < 0.01$ ). Such strong positive correlations imply that as training and development increase, so do performance management support for employees and employee retention. Finally, MSE significantly correlates with ER ( $r = 0.864$ ,  $p < 0.01$ ). This indicates that as management support for employees increases, so does employee retention. The strong correlations demonstrate the importance of these factors in understanding employee retention dynamics in the context of effective training practices and managerial support.

Table 4: The Study Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Est.	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.917	.841	.840	.29345	.841	517.549	3	293	.000

a. Predictors: (Constant), PAFG, T&D, MSE

b. Dependent Variable: Employee Retention

Table 4 shows that organizational practices related to performance appraisal, future growth, training and development, and employee management support are essential in shaping employee retention. The high R Square value emphasizes the significance of these variables in explaining the variation in retention rates. From a philosophical standpoint, this reinforces the idea that a strategic and supportive approach to employee development and management practices can help foster a work environment conducive to long-term employee engagement and satisfaction.

Table 5: Coefficients results

	Unstandardized Coefficients		t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.255	.089	2.86	.004	.080	.430		
PAFG	.329	.041	8.13	.000	.250	.409	.303	3.297
T&D	.072	.035	2.06	.039	.004	.141	.310	3.225
MSE	.527	.029	18.15	.000	.470	.584	.528	1.894

a. Dependent Variable: Employee Retention

Table 5 shows the coefficients derived from a multiple regression model, providing a detailed examination of the relationships between the independent variables and indicating a baseline retention level. PAFG is a strong predictor, with a coefficient of 0.329 and a significant t-value of 8.13 ( $p < 0.001$ ). A one-unit increase in PAFG leads to a 0.329-unit increase in Employee Retention. T&D makes an important contribution, with a coefficient of 0.072 and a t-value of 2.06 ( $p = 0.039$ ). MSE has a considerable impact, with a coefficient of 0.527 and a t-value of 18.15 ( $p < 0.001$ ). Collinearity statistics show acceptable levels, indicating that the predictors are independent. These findings highlight the unique contributions of each factor and emphasize the critical role of strategic performance appraisal, training initiatives, and managerial support in influencing and improving employee retention in organizational settings.

## Discussion

Several studies provide a thorough examination of various studies looking into the factors that influence employee retention, with a focus on performance appraisal, training and development, and employee management support. The benefits of performance appraisals for retaining employees in the banking sector are highlighted by [Gulzar et al. \(2017\)](#) and

[Abboud \(2021\)](#), who also stress the significance of regular implementation, career development, work satisfaction, and incentive structures. This supports the results of [Upadhyay et al. \(2020\)](#), who discovered a strong correlation between team effectiveness and performance reviews, emphasizing the mediating function of employee retention. Through a variety of work attitudes, [Aleem and Bowra \(2020\)](#) and [Fletcher et al. \(2018\)](#) provide insight into how perceived training and development impact employee retention. [Nguyen's \(2020\)](#) found favorable connections between work satisfaction, job performance, training and development, and young employee retention. These results are consistent with the mediating roles of job satisfaction, employee engagement, and change-related anxiety. [Aleem et al. \(2018\)](#) and [Bhattarai et al. \(2020\)](#) highlighted the relevance of organizational commitment in fostering employee loyalty and the noteworthy influence of training and development on employee outcomes in pharmaceutical businesses.

According to [Iqbal and Hashmi \(2015\)](#), [Patriota \(2009\)](#), and [Yamamoto \(2011\)](#) employee support is an essential factor in employee retention. The studies highlight the importance of supportive HR practices, employee benefit management, and perceived organizational support in promoting job satisfaction and retention. This is consistent with the findings of [Kossivi et al. \(2016\)](#), [Malik et al. \(2020\)](#) and [Shahi et al. \(2022\)](#), who highlight the factors of ER, emphasizing the importance of factors such as development opportunities, compensation, work-life balance, and leadership/management. [Bharath \(2023\)](#), [Dahal \(2022\)](#), [Febrian et al. \(2023\)](#), and [Sorn et al. \(2023\)](#) added to the discussion by investigating the effects of leadership, compensation, and strategic initiatives on employee retention. According to [Febrian et al. \(2023\)](#) transformational leadership has a good effect on corporate objectives and retention of employees. They also stress the need of fostering a encouraging work atmosphere. [Sorn et al. \(2023\)](#) emphasize the multifaceted nature of retention, arguing that competitive compensation, job satisfaction, and work-life balance are important. [Bharath \(2023\)](#) emphasizes the strategic approach to retention, highlighting the importance of initiatives beyond financial incentives. The studies collectively add valuable insights to the discussion on employee retention, emphasizing the multifaceted nature of the phenomenon and the interconnectedness of factors such as performance appraisal, training and development, and management support for employees. The findings have practical implications for organizations looking to improve employee retention strategies, emphasizing the importance of holistic approaches considering various aspects of the work environment and leadership practices.

## **Conclusion**

This study sheds light on the critical dynamics that underpin the economics of practical employee training and its profound impact on retention. The comprehensive analysis of demographic and social status provides a nuanced understanding of the study participants, laying the groundwork for future investigations. The reliability analysis ensures the robustness of the measurement scales, strengthening the collected data's credibility. Correlation analysis emphasizes the interconnected nature of performance appraisal, future

growth, training and development, employee management support, and employee retention, emphasizing their importance in organizational contexts.

The multiple regression model, with a high coefficient of determination (R Square = 0.841), supports the combined influence of performance appraisal, future growth, training and development, and management support for employees in explaining employee retention variability. The coefficient analysis clarifies the individual contributions of these factors, accenting their distinct roles in influencing employee retention. From a practical standpoint, these findings give organizations actionable insights into tailoring training practices and managerial support to maximize employee retention. The study adds to the belief that organizational success is inextricably linked to a strategic approach to creating a supportive work environment. The emphasis on performance appraisal, future growth, and continuous training emphasizes the importance of investing in employee development as a critical driver of organizational success. As businesses navigate the complex landscape of talent retention, the findings of this study provide valuable guidance for increasing long-term employee commitment and satisfaction.

### **Future Research**

Future research can expand upon the current study by examining particular aspects of performance appraisal and potential growth to identify the primary drivers influencing employee retention. We could learn more about these relationships by investigating mediating and moderating factors like external market forces and organizational culture. Richer insights might result from using qualitative approaches to record employee perspectives and experiences. The generalizability of findings will be enhanced by examining variations across industries, organizational sizes, and cultural contexts. Finally, considering the effects of evolving work dynamics—like flexible and remote work—on staff retention and training may provide insightful information for changing organizational environments. Prospective investigations will advance our comprehension of the complex interactions among talent retention, management support, and employee development strategies.

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