

The Impact of Training on Employee Retention: An Empirical Research on the Private Sector in Egypt

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Abstract

Human resource is an important asset in any organization. Therefore, organizations need not only attract experienced and talented employees to the organization, but they also need to keep them for a long time. This paper reviews the findings and the results of researchers to find and explore the relationship between employee training and employee retention. Training is an important factor to enhance organizational performance and is considered the main strategy to influence employee retention. However, there is not sufficient investment in training practices because some managers see training as an expensive risk. Based on Human Capital Theory and Herzberg's theory, this research closely looked at the impact of training on employee retention, because the most important employee retention strategy is employee training. The study focuses on the impact of Training and development, job performance, job satisfaction, and effective communication on employee retention, a field study was performed using a questionnaire method to collect data from employees working in the private sector in Egypt. A hierarchical multiple regression analysis was performed using IBM SPSS Statistics 28.0, and statistical significance was set at $\alpha = 0.05$. The results are that training and development, and job satisfaction positively impact employee retention however job performance has no impact on employee retention, effective communications have no impact on the relationship between job performance and employee retention.

Keywords: employee retention, training and development, job satisfaction, job performance, effective communications

1. Introduction

In a highly developed environment of business nowadays. There has been an obligation to give priority to the importance of human resources inside the organization. This helps in improving productivity and to have the maximum utilization of resources, therefore, companies regularly keep effective employees from searching for employment elsewhere, holding those who are efficient not become easy nowadays (Jaseel, 2019). Employees need Training for developing the skills and knowledge to fit job requirements (Koteswari et al., 2020). There is a relationship between training and employee retention, therefore, in this paper, the impact of training on employee retention is studied as it is one of the most important retention strategies.

Employee retention strategies are one of the most important factors needed to maintain experienced employees, therefore knowledge and expertise do not migrate from the organization and reduce the cost of recruitment and training new employees. The most important problem consequences from uncontrolled employee retention inside the organization are the high turnover rates and losses as employees move to competitors with their experience and skills gained in the organization (Watson et al., 2019).

It is useful for top managers to design HR policies and strategies to enhance retention (Jaseel, 2019). It is important to know strategies that enhance employee retention such as training methods, as understanding the impact of training on employee retention determine the most suitable training methods to achieve the best employee retention rate and understand the required knowledge needed for an employee to enhance performance and productivity, moreover as Ziglar (2007) said: "*You don't build a business - you build people - and people build the business*"(p. 110).

The human capital theory developed by Becker (1962) explains the importance of investing in human capital and its earnings. Herzberg's theory stated that two factors impact employee satisfaction which are motivators factors and hygiene factors (Herzberg et al., 1959).

Alshurideh (2019) in his study stated that it is more costly to train a new employee than keep an old one. Therefore, many strategies help in the employee's retention such as relationships, work environment, compensations, and training and development. Training is the function of developing workers' skills and knowledge which leads to an increase in productivity, job satisfaction, and employee retention (Beynon et al., 2015).

The research used the Nine elements model/framework by Elsafty (2018, 2019, 2020, 2021) to analyze the context as the model has nine main elements covering all needed contextual analysis for business and management related cases, and has been used in several research papers (Elsafty, A., Elsayed, H., & Shaaban, 2020; Elsafty, A., & AlNawaly, 2020; Elsafty, A. & Ragheb, M., 2020/2021; Elsafty, A., & Abadir & Sharawy, 2020; Elsafty, A., Elbouseery, I., & Shaarawy, A., 2020; Elsafty, A., & Elzeftawy, A., 2021/2022; Elsafty, A., & Elshahed, M., 2021; Elsafty, A., & Osman, M., 2021; Elsafty, A., & Lydia, S., 2022; Elsafty, A., & Shaarawy, M., 2022).

In the following review, previous studies related to the relationship between employee retention and training and development will be presented. These studies are classified and categorized according to the chronological and development of thought.

2. Literature Review

This section reviews the literature on the influence of training and development practices on employee retention. It covers the theoretical foundation of the study, training and development practices, factors that influence employee retention, and empirical studies on training and development and employee retention.

2.1 The Concept of Employee Retention

Aruna and Anitha (2015) considered employee retention as a technique by which there are some training and development programs provided to employees who then become experts in their work and be committed to their job, and this adds to the advantage of the firm. Therefore, the ultimate target for any firm is employee retention starting from recruiting qualified persons, although employee retention is more important than recruiting as training new employees costs more than retaining old ones, as the new employees would cost training and take a long time to get perfect performance which decreases the production (Alshurideh, 2019).

Ali et al. (2014) considered diversity among sexual orientation and age as an employee retention technique, although managers should select new employees that fit the organization and job attributes. Another study discussed various strategies to improve employee retention such as Oladapo (2014) who conducted a study in the IT field to know the retention strategies used and the retention rates in the IT (Information Technology) industry and founded Five main retention strategies which are compensation, organization environment, opportunities for advancement, relationship and job security.

Oladapo (2014) found that the turnover rate is high in the IT industry and this occurs because of weak growth parameters, unhealthy relationships, work stress, and less guidance, therefore many firms adopted retention strategies to reduce this turnover such as perfect communications, Knowing employees expectations and needs and reward system depends on performance, therefore, the researcher conducted an exploratory study on the impact of training, organization environment and culture and job factors on voluntary turnover and involuntary turnover, then the findings assured that all previous factors impact involuntary turnover significantly, therefore, the study recommended to all managers to ensure that retention strategies decrease turnover.

Cloutier et al. (2015) suggested that employee retention strategies should be the major factor in any organization through developing a strategic plan that focuses on employee retention starting from vision, values, and operational policies, They suggest four strategies that successfully keep employee retention; they are effective communication, a diverse workforce, hiring skilled employees and development and training programs as they think that effective communication influences employee commitment with organization vision values then secondly give more attention to the diversity of workforce with accurate selecting of the right man for the right job, finally, effective training should be done, They think this plan offers job satisfaction and a positive environment in the firm.

Cloutier et al. (2015) focused on the more effective strategies that influence employee retention, they discussed every strategy from each importance and the way to develop them in the organization using a strategic plan; they tried to build a new culture in the organization that depends on the value of employee retention that allows both the firm and its employees to gain and win together as stakeholders.

Cascio (2015) in his study in the UK selected a sample from top-level managers and through exploratory research tried to identify employee retention dimensions in the IT industry and found that job satisfaction, employee engagement, flexible growth, and motivation influence the rate of employee retention significantly and suggested that the most effective one was employee engagement as employee engagement affect the decision of the employee to leave the organization and search for another job in competitive companies.

2.2 The Concept of Training

One of the most important functions of human resource management is training, as it improves the skills and knowledge of workers, therefore, it makes worker skills fit job needs (Koteswari et al., 2020). Besides the benefit that the company gains when it trains its employee, there is a cost that is reduced. Therefore, Chen (2014) advised firing poor performance employees, but it is most costly to lose the talented ones.

Chen (2014) in his research focused on the factors that affect employee retention and grouped them into two categories which are external and internal factors. External factors are not under the control of the employer, but training is recognized as one way that can keep an employee for a long time, then he supposes that training is more beneficial for both employees and business, for the same reason employees that lack training is more willing to leave work to search on another company. Therefore, the researcher asked why the organization does not invest in training.

Cloutier et al. (2015) advised employers to look at long-term investment in training which should be formal and job-related training and available for all employees, this investment brings more loyal employees and high productivity, and less turnover which gives the firm a highly competitive advantage and strong financial position.

Beynon et al. (2015) stated that one of the most important issues in the firm is employee retention which affects organization performance and its growth, therefore their study focused on the effect of training methods on employee commitment and found that there is a different impact on employee loyalty and thinking to leave the organization and go to a competitor. Overall, their study support that there is a positive strong relationship between training and employee loyalty although the amount of the relationship is affected by the training method used such as off-the-job training which has a minimal amount of impact, this makes more utilization of company resources by directing them on the right and specific training which is more beneficial. The study found the employees who are less associated with the organization got independent training therefore they have a greater tendency to leave the firm to get better opportunities.

According to the method used in Beynon et al. (2015) paper, it is not suitable as there is not much literature on training alternatives used in the study such as on-the-job training or off-the-job training and their influence on employee retention and not all organizations used all training methods, this makes the data collected from managers differ according to using the training method or not because this affects their scores. Therefore, traditional techniques were not suitable, they used the regression type classification and ranking belief simplex technique which can perfectly deal with sparse data set, the data source is old which collected in the year 2008 from the Federation of Small Business bi-annual survey, and this survey conducted only with managers or owners of the firm. Using old data is not sufficient nowadays because of huge and increasing progress in technology and knowledge of the workforce and firms.

The sample selected from only the upper level of management in the paper of Beynon et al. (2015) makes the sample not fully representative of the community under study, it will be more favorable to include data collected from various levels of management and employees despite this study has a beneficial side by opening the discussion about the value of training to the firm besides the direction and the amount of the relationship between each type of training and employee retention that helps the firm to select the suitable and efficient training alternative.

2.3 Human Capital Theory

Becker (1962) an economist who developed the Human Capital Theory (HCT), considered that in a perfect labor market, it differs between general and specific human capital on their effect on employee retention as general human capital which refers to the overall education and practical experience decreases employee retention but specific human capital which is gained through education, training and experience in a specific context increases employee retention, Becker considered that unspecific training can enhance productivity in any other organization, as a result, this theory reporting the importance of training in enhancing income and productivity by providing important skills and knowledge to organization staff.

Hatch and Dyer (2004) explained that there is an important role for this theory in contemporary staff learning, as it shows that investing in training can enhance staff skills and knowledge. According to this definition, the forms of

training include formal training, job instruction, work experience, and on-the-job training (Miller et al., 2015). Any organization can gain more profits from productivity enhanced by firm-specific human capital (Mahoney & Kor, 2015). According to that, it suggests training practices to give an advantage to the organization.

Georgiadis and Pitelis (2016) conducted a study to explore the relationship between employee training and profitability through random training of small and medium firms' employees in the UK, then the results showed that there is a positive relationship between employee training and their productivity. Pigou (1912) stated that there is a complaint of deceased resources invested in training because some trained employees leave the organization, although investing in training decreases the turnover rate itself.

2.4 Herzberg's Motivation Theory

Herzberg et al. (1959) developed a theory that suggests that two factors cause the employee to stay in his job, which are motivator factors and hygiene factors. They also defined them as factors leading to employee satisfaction by motivator factors and others leading to dissatisfaction by hygiene factors. According to the theory, motivator factors that describe the relationship between the worker and his work, include recognition, achievement, work growth, and advancement. Hygiene factors that describe the relationship between the worker and work environment to managers and colleagues, salary, work conditions, and the company's policy (Alshmemri et al., 2017). According to Alshmemri et al. (2017), work growth and opportunity for advancement depend on the actual opportunities gained by employees to experience personal growth and promotion through learning new skills, professional knowledge, and getting training programs.

Hur (2018) conducted a study to test the applicability of Herzberg's two factors theory on public sector managers. The study confirms that theory can be applied to public managers and helps in motivating them. So, the theory can be conducted in any organization and the two factors should be implemented with each other as they affect each other.

2.5 The Relationship between Training and Employee Retention

Lusewa (2015) illustrated that training programs are a determinant factor of employee retention, however, training alone is not sufficient to maintain employee retention as other factors enhance employee retention that can be conducted with training programs, for example, good relationship, performance management, leadership style, and career development, and advised managers to best recognize these factors besides training programs.

Lusewa (2015) collected data from 105 employees as a sample to conduct a qualitative and quantitative analysis. Data was collected through interviews, focus groups, and structured questionnaires. It allowed the researcher to understand the positive effect of training and other factors on employee retention.

Duah and Danso (2017) conducted a study on the impact of training and development of retention in the capital bank in Ghana, where data was collected through questionnaires from one hundred people as a sample. He found that most employees stated that training influences their retention, and this training applies to their work, but they also complained about poor communication, poor compensation, lack of career path, and appraisal system.

In another study, Omoikhudu (2017) discovered that training and coaching alone do not affect employee retention, there are many factors besides training that can affect employee retention such as wages for example that motivate employees to stay. He recommends investing in other factors besides training to achieve organizational goals.

Nelissen et al. (2017) stated that there is a danger for employers that may arise because of training. Training not only enhances performance and builds competitive advantage but also helps the employee to find any job in the competitive organizations which may be considered as a trigger for turnover employees become more prepared and more employable.

Jaseel (2019) in his investigation stated that training of employees affects their wages and makes them happy with their current job which enhances employee retention and therefore enhances the performance of the firm and profitability then the employee will be part of the company's competitive advantage.

Nguyen and Duong (2020) found that to keep employees, there are many factors to consider such as training, job satisfaction, and job performance, and found that training, job satisfaction, and job performance positively affect young employee retention. Using a quantitative method to investigate the hypothesis, the researchers collect a questionnaire from 351 people who all are junior employees, although the accuracy of the results cannot be generalized to all employees' ages. Therefore, this study provides a model that helps researchers to focus on the main variables that influence employee retention.

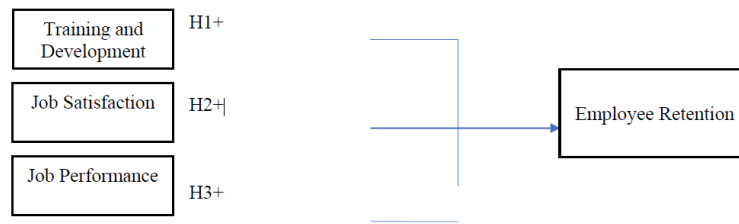


Figure 1. Nguyen and duong research model

Source 1. International Journal of Future Generation Communication and Networking, Vol. 13, No. 3, (2020), pp. 373-386.

Akther and Tariq (2020) considered that the ability to keep employees is influenced by many factors, the most influential are seven factors which are performance appraisal and future growth, leadership support with the work environment, training and development, recruitment policy, employee benefits, management support to employees, and job security. Besides, training provided by the organization benefits employee knowledge and skills as a retention tool, and this diminishes the gap between standard and desired performance which increases the rate of employee retention.

Aleem and Bowra (2020) in their study in Pakistan especially in the bank sector including public, private, foreign, and Islamic banks found that training and development impact employee retention and commitment significantly. Aleem and Bowra (2020) illustrated that there is an important role of training in employee career growth, skills enhancement, and capacity building to enhance the quality of services provided to clients to achieve firm goals.

Koteswari et al. (2020) conduct a study using a structured questionnaire to collect data from a random sample of various employees working in startups from India. The sample size was 270 respondents. The study found job satisfaction influences employee retention, besides that, the study stated that training affected job satisfaction, job satisfaction is a mediating factor in the relation between training and job retention (Koteswari et al., 2020). Training does not have a direct impact on employee retention but training and other factors such as a healthy work environment influence job satisfaction which leads to an increase in retention rate in the organization (Koteswari et al., 2020).

As shown in the Koteswari et al. (2020) research, the sample is not representative of all employees in many organizations; it focuses only on startups in Bangalore. The small sample size represents another limitation. But the study declared the role of job satisfaction on the employee retention strategy.

There is no technical meaning of training and career development methods, it is simply mean formal techniques to perform training to workers, therefore when training is done at work it will be on-the-job training and when it conducted outside the organization, it will be off-the-job training and the learning by doing training is done when training performing by observing and handling the work, the method of on-the-job training includes coaching, job orientation and job rotation which influence performance in Tanzania banks and the methods of the off-the-job training are any training practices done outside the workplace (Ngailo, 2019).

Bediako (2019) in his study on the effects of training on employee retention in a hospital, found that the skills, and team working skills. Therefore, it is recommended for managers to use measures to make sure that conduct a suitable training system according to employee needs, therefore productivity will increase, turnover will decrease, loyalty and morale of employees will increase, and cost will be decreased. The employee needs analysis should be performed to know the employee motivators which have a positive impact on employee retention and focus on training needs every year in continuous search and improvement. Following training skills have a positive effect on employee retention, these are leadership skills, communication skills, problem-solving skills, interpersonal skills, customer service.

3. Methodology

The researcher supposed that Employee retention as the phenomenon is affected positively by four variables which are training, job satisfaction, effective communications, and job performance directly while through literature review, the researcher found the most prevailing and relevant paper is Nguyen and Duong (2020) paper which has good credibility and its model contain most of the claimed variable as illustrated in the literature review area, so after integration of the claims with the paper model, next model was produced.

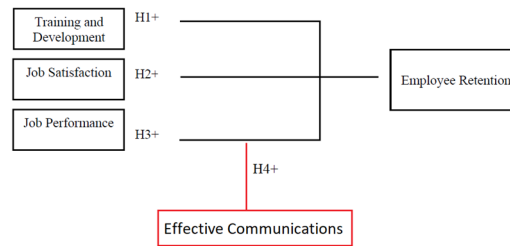


Figure 2. Theoretical framework model

Employee Retention is the phenomenon that determines the companies' ability to keep employees and this is the dominant variable.

Training and development is educational activities within a company created to enhance the knowledge and skills of employees, it is an independent variable that has a positive impact on employee retention directly.

Job satisfaction is the extent to which an employee feels self-motivated and satisfied with his job, it is an independent variable that has a positive impact on employee retention directly.

Job performance assesses whether a person performs a job well, it is an independent variable that has a positive impact on employee retention directly.

Effective communications are an essential tool in achieving productivity and maintaining strong working relationships so it is a moderating variable that influences the relationship between job performance and employee retention positively.

3.1 Hypothetical Statements

H10: Training and development positively impact employee retention directly.

H20: Job satisfaction positively impacts employee retention directly.

H30: Job performance positively impacts employee retention directly.

H40: Effective communications positively impact the relationship between job performance and employee retention.

3.2 Design & Data Collection

Purpose of research Design: Descriptive research design, as variables previously identified in science and various models describe the relationship between variables but need to confirm the amount and the direction of them. Type of Investigation is Descriptive statistics to summarize data then use correlational statistics to confirm the amount and direction of the relationship among variables.

Online Field study is performed as it is the first time to conduct this research and need to collect data from its natural source through cross-sectional time horizon, as nothing will change so need to collect data one time and no need to recollect data again as nothing will not change.

The primary data are collected through using a human non-interactive source using the questionnaire method.

The Universe is the total number of employees in Egypt, the population is the total number of employees in Egypt that worked in the private sector, the element is the individual that is the employee that worked in the private sector in Egypt.

Sampling frame: The population database should be updated but what was reached in this proposal is 12.6 million according to the Central Agency for Public Mobilization and Statistics.

Sampling Design: as the research is critical so the full probability is used using a random sample.

Size of the sample: is determined by site RAOSOFT.com as 68 at confidence level 90% and 10% margin of error.

The questionnaire source is based on two published questionnaires according to Nguyen and Duong (2020) and Al-Tokhais (2016). The questionnaire was anchored on a 5-point Likert scale, the response categories ranged from "1-strongly disagree" to "5-strongly agree" for all the dependent and independent variables.

4. Findings and Analysis

In this chapter, the results of the statistical analysis of the questionnaire data are presented. Statistical procedures

were performed using IBM SPSS Statistics 28.0, and statistical significance was set at $\alpha = 0.05$. Results start with descriptive analysis of questionnaire constructs and items, followed by reliability and multiple regression analyses.

4.1 Statistical Descriptive Analysis

Descriptive statistics for questionnaire components are presented in 错误!未找到引用源。 , i.e., means, standard deviations, and relative agreement percentage. Respondents indicated a general tendency of agreement to the questionnaire items for the five constructs. However, they showed higher agreement to some constructs than others. That is, the highest agreement was for Job Performance (RA = 89.0%) and the least agreement was for Employee Retention (RA = 68.2%). These percentages, indicated a relatively low level of agreement to Employee Retention, suggesting that the majority of participants neither had the intention to stay with the company for a long time, felt satisfied doing their jobs, developing their full potential at work, nor training and development of the company enhance skills and expertise. On the other hand, respondents showed high relative agreement to Job Performance (RA = 89.0%) indicating that they highly believe that they do their jobs perfectly. They also showed a relatively high agreement to Effective Communication (RA = 75.8%), showing that they do communicate effectively with their supervisors to get the needed information to accomplish their jobs. However, they don't highly agree that they ask their supervisors about how they do in their jobs or if they meet all the job requirements; i.e., they believe they do their jobs perfectly. From respondents' perspectives, Training and Development would need more improvement since the agreement level was not relatively high. With the "agree" and "totally" agree" combined giving 56.8% and RA of 72.6%, respondents are not highly satisfied with the Training and Development aspect of the company. The least agreement was for Job Satisfaction, showing that almost half (53.7%) of respondents showed agreement to this construct item, indicating a relatively low level of agreement. This shows a low level of job satisfaction; i.e., less than half of respondents (41.2% and 44.8%) indicated that they feel excited and interested in their jobs, and feel satisfied with their current jobs, respectively. Not very high proportion 58.8% of respondents look forward to working every day. And, surprisingly, 70.1% feel their contribution is valuable.

Table 1. Descriptive summary of questionnaire constructs and items (N = 68)

Construct/Item	Statistics			
	M	SD	RA%*	A+TA %
<u>Training and Development</u>	3.63	1.011	72.6	56.8
· I personally see opportunities for promotion in the company.	3.60	1.283	72.0	57.4
· I have many opportunities for developing personal skills at work.	3.62	1.327	72.4	54.4
· I have the opportunity to use my ability at work.	3.76	1.156	75.2	58.2
· I receive good training from the company.	3.53	1.387	70.6	57.4
<u>Job Performance</u>	4.45	.582	89.0	90.1
· I always complete the assigned tasks in my work.	4.53	.657	90.6	91.2
· I meet and fulfill all formal requirements of the job.	4.34	.822	86.8	86.8
· I fulfill all responsibilities required by the job.	4.47	.782	89.4	89.7
· I never ignore aspects of the work that I am required to Perform.	4.46	.721	89.2	92.6
<u>Job Satisfaction</u>	3.44	1.142	68.8	53.7
· I look forward to working every day.	3.53	1.332	70.6	58.8
· I feel satisfied with the current job.	3.24	1.426	64.8	44.8
· Almost every day, I feel excited and interested in my work.	3.15	1.396	63.0	41.2
· I feel my contribution is valuable.	3.85	1.197	77.0	70.1
<u>Effective Communications</u>	3.79	.983	75.8	65.1
· I ask my supervisor if I am meeting all my job requirements.	3.22	1.381	64.4	45.6
· I ask my supervisor how I am doing.	3.41	1.318	68.2	51.5
· I would identify what I did not know and ask for the information.	4.26	.987	85.2	83.8
· I would go directly to my supervisor or coworker and ask for information about the matter.	4.26	1.115	85.2	79.4
<u>Employee Retention</u>	3.41	1.253	68.2	52.2
· I want to stay with the company for a long time.	3.31	1.509	66.2	47.1
· I feel really satisfied doing this job.	3.34	1.389	66.8	50.0
· I feel that I am developing my full potential at work.	3.43	1.418	68.6	54.4
· I feel that the training and development of the company enhance skills and expertise.	3.56	1.331	71.2	57.4

Note. *. RA%: Relative Agreement Percent = Mean / 5, where 5 is the 5-point Likert Scale.

4.2 Reliability

The questionnaire consisted of 20 items and had an overall Cronbach's alpha of 0.932, indicating a highly reliable questionnaire. The questionnaire contained five subscales, that consisted of four items each, with Cronbach's alpha values ranging between 0.783 and 0.91, as reported in Table 2. "Corrected-item total correlation" and "Cronbach's alpha if item deleted" were also investigated and reported, showing no problems with items under each subscale as "corrected-item total correlation" values for all items exceeded 0.3 indicating a reliable scale. In addition, values of "Cronbach's alpha if item deleted" didn't exceed the overall alpha in each scale indicating no items would increase Cronbach's alpha if deleted (Field, 2009).

Table 2. Reliability statistics

Construct	No. of items	Corrected-Item Total Correlation	Cronbach's alpha if Item Deleted	Cronbach's alpha
Training and Development	4			.783
I personally see opportunities for promotion in the company		.505	.772	
I have many opportunities for developing personal skills at work		.771	.629	
I have the opportunity to use my ability at work		.614	.721	
I receive good training from the company		.493	.783	
Job Performance	4			.783
I always complete the assigned tasks in my work		.459	.789	
I meet and fulfill all formal requirements of the job		.684	.677	
I fulfill all responsibilities required by the job		.743	.643	
I never ignore aspects of the work that I am required to Perform		.487	.778	
Job Satisfaction	4			.877
I look forward to working every Day		.652	.874	
I feel satisfied with the current job		.805	.813	
Almost every day, I feel excited and interested in my work		.854	.792	
I feel my contribution is valuable		.641	.877	
Effective communications	4			.828
I ask my supervisor if I am meeting all my job requirements		.650	.790	
I ask my supervisor how I am doing		.780	.720	
I would identify what I did not know and ask for the information		.598	.811	
I would go directly to my supervisor or coworker and ask for information about the matter		.622	.797	
Employee Retention	4			.910
I want to stay with the company for a long time		.814	.877	
I feel really satisfied doing this job		.874	.855	
I feel that I am developing my full potential at work		.843	.866	
I feel that the training and development of the company enhance skills and expertise		.659	.927	
Overall questionnaire	20			.932

Based on the results of reliability analysis, it can be concluded that the questionnaire scale and subscales were satisfactorily reliable, $\alpha > 0.7$, and hence composite scores can be calculated by averaging items of each subscale to use in further analysis. A descriptive summary for the calculated composite scales is presented in Table 3.

Table 3. Descriptive statistics of composite scales

Statistics	TD	JP	JS	EC	ER
Mean	3.63	4.45	3.44	3.79	3.42
Median	3.75	4.50	3.50	4.00	3.50
Std. Deviation	1.011	.582	1.142	.983	1.253
Skewness	-.206	-1.615	-.406	-.790	-.309
Kurtosis	-.966	3.809	-.646	.249	-1.124
Minimum	1.50	2.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00

The descriptive summary of the composite variables indicates that these variables seem normally distributed and can be analyzed by parametric statistical methods. That is, the difference between the means and medians are not huge indicating that the skewness level is not relatively high. This is indicated by the skewness values that were lower than the threshold of 2. Moreover, kurtosis values ranged between the absolute values of 0.249 and 3.809, indicating that the distributions of the five composite variables are almost symmetric and not severely different from normality (Hair et al. (2010); Byrne (2013)).

4.3 Testing Research Hypotheses

In this section, the four research hypotheses are tested and reported. A hierarchical multiple regression analysis was conducted to test the hypotheses that Training and Development, Job Satisfaction, Job Performance, and Effective Communications positively and directly impact Employee Retention. In addition, the analysis aimed at testing whether Effective Communications moderate the relationship between Job Performance and Employee Retention. The overall model was significant, $R^2 = 0.724$, $F(5,62) = 32.478$, $p < 0.001$. Multicollinearity diagnostics were assessed and were within an acceptable range (i.e., 0.302 to 0.730). See Table 4 for correlations among variables. Variables that were predicted to have problematically high multicollinearity were centered (i.e., Job Performance and Effective Communications; Aiken et al. (1991)).

In the first step, four variables were included: Training and Development, Job Satisfaction, Job Performance, and Effective Communications. These variables accounted for a significant amount of variance in total ER scores, $R^2 = 0.722$, $F(4,63) = 40.915$, $p < 0.001$. Job Performance and Effective Communications were not significant predictors. In the final step of the regression analysis, an interaction term between JP and EC that was created, was entered and it did not significantly add to the amount of variance in ER, $\Delta R^2 = 0.002$, $\Delta F(1,62) = 0.369$, $p = 0.546$, $b = 0.073$, $t(62) = 0.608$, $p = 0.546$.

Table 4. Correlation Matrix

	TD	JP	JS	EC	ER
Training and Development	1				
Job Performance	.323**	1			
Job Satisfaction	.730**	.302*	1		
Effective communications	.486**	.687**	.390**	1	
Employee Retention	.765**	.383**	.797**	.487**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 5. Hierarchical multiple regression analysis for TD, JP, JS, EC predicting ER

Model	Predictor	B	SE _B	β	t	95% CI		Effect Size ^a	
						Lower Limit	Upper Limit		
1	Constant	-.003	.357		-.008	-.715	.710		
	TD	.426	.127	.344	3.344**	.172	.681	.222	Large
	JS	.542	.107	.494	5.057**	.328	.756	.336	Large
	JPcent	.145	.198	.067	.733	-.250	.540	.049	Small
	ECcent	.104	.126	.081	.823	-.148	.356	.055	Small
2	Constant	-.031	.361		-.086	-.754	.692		
	TD	.425	.128	.342	3.314**	.168	.681	.221	Large
	JS	.544	.108	.495	5.046**	.328	.759	.337	Large
	JPcent	.217	.231	.101	.927	-.245	.679	.063	Small
	ECcent	.104	.127	.082	.819	-.150	.358	.055	Small
	JPcentbyECcent	.073	.120	.053	.608	-.167	.312	.041	Small

Note. a. effect size was measured by semi-partial correlation.

** Significant at α = 0.01.

4.4 Regression Analysis Assumptions (Laerd Statistics, 2022)

Before performing regression analysis, the following assumptions were tested and validated.

The relationship between the IVs and the DV is linear.

Scatterplots in Figure 3 show that this assumption had been met, as the relationship between each IV and the DV could be modeled by a straight line suggesting that the relationship between the variables is linear.

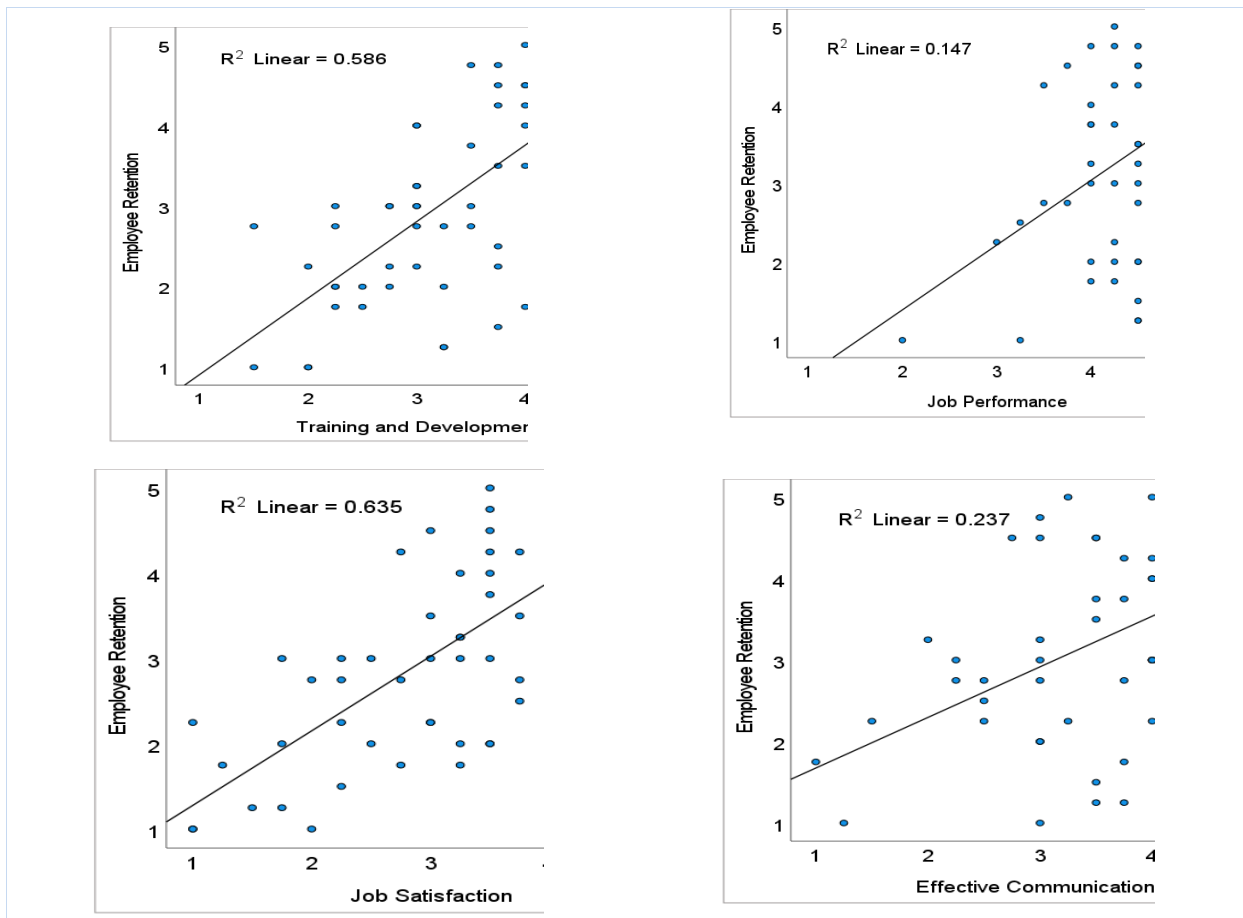


Figure 3. Scatterplots of IVs vs. DV

Analysis of collinearity statistics shows that this assumption had been met, as VIF scores were well below 10, and tolerance scores above 0.2, suggesting the nonexistence of multicollinearity issues. See the Coefficients table attached to the appendix, and there is no multicollinearity found in the data as the values of the residuals are independent.

The Durbin-Watson statistic, reported in the Model Summary box attached to the appendix, showed that this assumption had been met as the obtained value was close to 2 (Durbin-Watson = 1.987).

The variance of the residuals is constant (testing homoscedasticity).

Checking the scatterplot in Figure 4, the points plotted on the graph appear more random than funneled, suggesting homoscedasticity, and hence no violation of assumption is found.

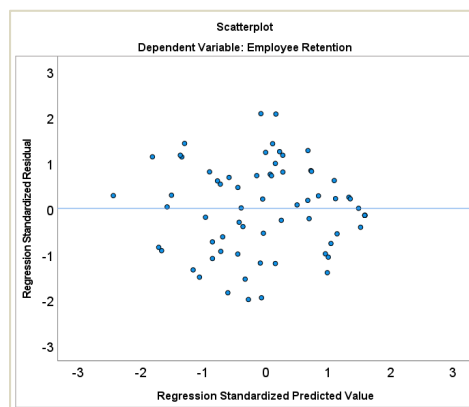


Figure 4. Testing homoscedasticity

The values of the residuals are normally distributed.

This assumption can be tested by looking at the Normal P-P plot of the model. In Figure 5, the data points almost touch the diagonal line with very tiny deviations from the line, suggesting that the residuals are approximately normal.

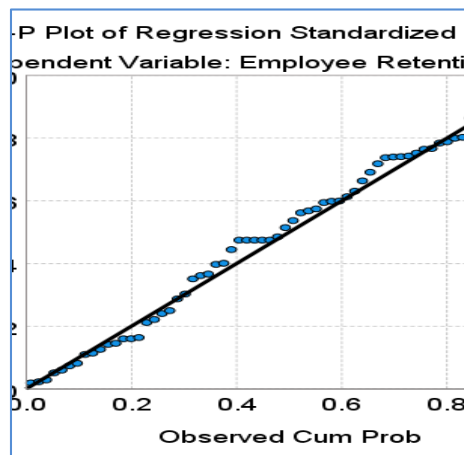


Figure 5. Normal P-P Plot of Regression Standardized Residuals

There are no influential cases are biasing the model.

Cook's distance values were all under 1, suggesting individual cases were not unduly influencing the model. See Residuals Statistics table attached to the appendix.

To conclude, as all regression analysis assumptions were met and no violations were detected, the results of the analysis could be considered valid.

5. Conclusion of Results

Results of hypotheses testing revealed that the first two hypotheses that TD and JS positively impact ER were

supported and accepted; however, the second two hypotheses that JP positively impacts ER and that EC moderates the relationship between JP and ER should be rejected. Findings are summarized in Table 6.

Table 6. Summary findings of regression analysis

Hypothesis	Sig.	Conclusion
H1: Training and development positively impact employee retention directly.	.002	Accepted
H2: Job satisfaction positively impacts employee retention directly.	<.001	Accepted
H3: Job performance positively impacts employee retention directly.	.352	Rejected
H4: Effective communications moderate the relationship between job performance and employee retention.	.546	Rejected

6. Discussion

Depending on human capital and Herzberg's theories, besides the previous studies of other researchers, this paper reached the following findings and results.

Studies confirmed that training creates benefits for both the employer and the employee (Chen, 2014; Cloutier et al., 2015), because of its role in improving employee retention (Akther & Tariq, 2020; Aleem & Bowra, 2020; Biewenga, 2020; Chepkosgey et al., 2015; Damei, 2020; Duah & Danso, 2017; Jaseel, 2019; Lusewa, 2015; Nguyen & Duong, 2020; Solaja, 2014). Training affects organization productivity and profitability (Chepkosgey et al., 2015; Jaseel, 2019), in addition to avoiding costs resulting from migrating talented and knowledgeable employees to competitors (Chen, 2014), and the cost of hiring new employees (Alshurideh, 2019).

Cloutier et al. (2015) advised managers to implement a strategic plan which has employee retention factor as the main component which leads to achieving organizational goals and gaining growth through the increase of productivity and profitability, this is done with the help of talented workers (Aruna & Anitha, 2015), who cost less than hiring new workers (Alshurideh, 2019).

To achieve a high employee retention rate, managers should implement many strategies in the organization (Cloutier et al., 2015; Oladapo, 2014), Cloutier et al. (2015) mentioned only 4 strategies that most enhance employee retention which is effective communication, diverse workforce (Ali et al., 2014), hiring skilled workers (Akther & Tariq, 2020), and training (Akther & Tariq, 2020; Chen, 2014; Nguyen & Duong, 2020). However, Oladapo (2014) mentioned 5 strategies that though are the most important, which are compensation (Omoikhudu, 2017), organization environment, the opportunity for advancement, relationships, and job security. Akther and Tariq (2020) confirmed the above five factors of Oladapo (2014) that impact employee retention but added to them another two factors which are Recruitment policy and Management support to employees. This disagreement among researchers to determine the most important factors to help keep employees results from the difference in the method and context-setting off each study, but they all agree on the role of training as a primary factor for job retention. Therefore, Lusewa (2015) advised that employee retention strategies should be selected and assessed then implemented with each other to gain a high retention rate.

Training is the most important strategy to achieve a high retention rate because of the increase in employee skills, knowledge to perform his job and make worker skills fit job needs (Akther & Tariq, 2020; Aleem & Bowra, 2020; Koteswari et al., 2020). Many studies stated that training enhances employee loyalty (Beynon et al., 2015; Chepkosgey et al., 2015), and enhance satisfaction (Koteswari et al., 2020), by providing the employee with career development and continuous improvement (Aleem & Bowra, 2020), as a result, employees feel that they still have value and company recognition. Therefore, training should be available for all employees (Biewenga, 2020; Cloutier et al., 2015).

In this study training and development is the most important factor that positively impacts employee retention then job satisfaction, however, job performance has no direct impact on employee retention, effective communication has no impact when considered as a moderating factor on the relationship between job performance and employee retention.

7. Theoretical Implications

The findings support an alternative theoretical position for the employee's retention in the private sector in Egypt from the perspective of training and development, job satisfaction, job performance, and effective

communication. The study confirmed that training and development is the most important factor in employee retention, then job satisfaction. This finding also enriches retention theory by confirming that training and development, and job satisfaction have a direct and positive relationship with employee retention in the private sector in Egypt. Hence, the results of this study give strong empirical support for the hypotheses that training and development, job satisfaction, affect variations in employee retention.

7.1 Practical Implications for Managers

The paper suggests some practical implications for top managers and HR managers in any organization; it is recommended that top managers take the action of considering employee retention as the main factor in the company strategy as it reduces the cost of business and improves business growth and profitability, this can be achieved through focusing on specific training programs that should be available all the time and offered to all employees, these programs should be customized according to each employee needs to fill the gap of knowledge to fit employee job.

7.2 Areas for Future Research

Future research should consider the potential effects of training methods on employee retention, training methods include on-the-job training and off-the-job training and investigate the amount of direction of each variable. This investigation will improve our knowledge about the importance of training methods done inside the workplace as induction, mentorship, job rotation, and personal skills training in keeping employees. In addition, future studies could investigate the association between training need assessment and employee retention.

8. Conclusion

Human capital is the most important resource needed to achieve success and profits in any organization, therefore planning and putting strategies to keep skilled and knowledgeable employees is the most important factor for organization success. Employee retention can be achieved through training and development, and job satisfaction which have a direct and positive impact on employee retention.

Therefore specific and well-organized training programs should be implemented inside any organization according to each employee's needs and requirements, this can be achieved through an employee's needs assessment system.

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Appendix

SPSS Output: Regression

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	ECcent, Job Satisfaction, JPcent, Training and Development ^b		Enter
2	JPcentbyECcent ^b		Enter

- a. Dependent Variable: Employee Retention.
- b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F	df	Sig. F Change
1	.850 ^a	.722	.704	.68140	.722	40.915	4 63	<.001
2	.851 ^b	.724	.701	.68484	.002	.369	1 62	.546

- a. Predictors: (Constant), ECcent, Job Satisfaction, JPcent, Training and Development.
- b. Predictors: (Constant), ECcent, Job Satisfaction, JPcent, Training and Development, JPcentbyECcent.
- c. Dependent Variable: Employee Retention.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.987	4	18.997	40.915	<.001 ^b
	Residual	29.251	63	.464		
	Total	105.238	67			
2	Regression	76.160	5	15.232	32.478	<.001 ^c
	Residual	29.078	62	.469		
	Total	105.238	67			

- a. Dependent Variable: Employee Retention.
- b. Predictors: (Constant), ECcent, Job Satisfaction, JPcent, Training and Development.
- c. Predictors: (Constant), ECcent, Job Satisfaction, JPcent, Training and Development, JPcentbyECcent.

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.	95.0% Confidence Interval		Correlations		Collinearity	
	Coefficients	Std. Error				Lower	Upper	Zero-order	Partial	Part	Tolerance
1(Constant)	-.003	.357			-.008	.994	-.715	.710			
Training and Development	.426	.127	.344	3.344	.001	.172	.681	.765	.388	.222	.418
Job Satisfaction	.542	.107	.494	5.057	<.001	.328	.756	.797	.537	.336	.463
JPcent	.145	.198	.067	.733	.466	-.250	.540	.383	.092	.049	.524
ECcent	.104	.126	.081	.823	.414	-.148	.356	.487	.103	.055	.450
2(Constant)	-.031	.361			-.086	.932	-.754	.692			
Training and Development	.425	.128	.342	3.314	.002	.168	.681	.765	.388	.221	.417
Job Satisfaction	.544	.108	.495	5.046	<.001	.328	.759	.797	.540	.337	.462
JPcent	.217	.231	.101	.937	.352	-.245	.679	.383	.118	.063	.387
ECcent	.104	.127	.082	.819	.416	-.150	.358	.487	.104	.055	.450
JPcentbyECcent	.073	.120	.053	.608	.546	-.167	.312	-.218	.077	.041	.595

a. Dependent Variable: Employee Retention

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.8077	5.1038	3.4081	1.06617	68
Std. Predicted Value	-2.439	1.590	.000	1.000	68
Standard Error of Predicted Value	.114	.555	.193	.064	68
Adjusted Predicted Value	.4406	5.1120	3.4006	1.08441	68
Residual	-1.36563	1.42114	.00000	.65879	68
Std. Residual	-1.994	2.075	.000	.962	68
Stud. Residual	-2.050	2.245	.004	1.007	68
Deleted Residual	-1.44308	1.66293	.00754	.72447	68
Stud. Deleted Residual	-2.106	2.323	.004	1.019	68
Mahal. Distance	.875	42.985	4.926	5.455	68
Cook's Distance	.000	.143	.017	.025	68
Centered Leverage Value	.013	.642	.074	.081	68

a. Dependent Variable: Employee Retention

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